



**TOWN OF AMHERSTBURG  
SPECIAL COUNCIL MEETING  
AGENDA**

**2018 BUDGET DELIBERATIONS**

Tuesday, November 28, 2017

6:00 PM

Council Chambers

271 Sandwich Street South, Amherstburg, ON, N9V 2A5

For information pertaining to this agenda or to arrange for any additional accessibility needs please contact Tammy Fowkes, Deputy Clerk at [tfowkes@amherstburg.ca](mailto:tfowkes@amherstburg.ca)

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1. CALL TO ORDER
  2. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF

**3. PRESENTATIONS - COMMUNITY GRANT REQUESTS**

- 3.1 Amherstburg Community Services –Kathy DiBartolomeo, Executive Director**
- 3.2 Amherstburg Food and Fellowship Mission – Tim McAllister**
- 3.3 Amherstburg Freedom Museum – Mary-Katherine Whelan, Curator/Administrator**
- 3.4 Amherstburg Historic Sites Association –Stephanie Pouget-Papak, Curator/Administrator**
- 3.5 Cat Assistance Team – Renee St. Pierre**
- 3.6 SNAP, Spay & Neuter Assist Program – Tim Stocker and Karen Lloyd**
- 3.7 Rose City Gymnastics – Tom Deslippe, General Manager**

It is recommended that:

The presentations **BE RECEIVED.**

**4. 2018 BUDGET DELIBERATIONS**

**5. ADJOURNMENT**

That Council rise and adjourn the 2018 Budget deliberations at     p.m.

# Town of Amherstburg



## 2018 Operating and Capital Budget

### “Future Growth and Investment”

#### MISSION STATEMENT

*“Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.”*

## 2018 Operating Budget

The 2018 Budget presents a new format from prior Town of Amherstburg Budgets. In Administrations and Council's ongoing commitment to provide accountability and transparency this budget introduces the concept of budget issue papers for each item in the operating budget as well as the capital budget that has a budgetary impact. During the deliberation process Administration will utilize the Asset Management Plan software to guide Council in the decision making process during Capital Budget deliberations. The 2018 Budget process will provide stakeholders an unprecedented level of detail supporting the decisions that will be made during the 2018 budget process. This process will continue to promote the open and transparent communication between Council and its ratepayers.

At the September 25, 2017 Council meeting, Council adopted the following motion for the 2018 Budget Direction:

### **That:**

1. The report from the Director of Corporate Services/Treasurer dated, September 12, 2017, regarding 2018 Budget Direction **BE RECEIVED**; and,
2. Administration **BE DIRECTED** to prepare a 2018 draft budget, to include up to a 2% increase to the general tax rate.

In accordance with the motion adopted by Council, Administration is pleased to present a proposed budget for 2018, which meets the direction established by Council. Presenting Council with an Operating and Capital Budgets in advance of the start of 2018 allows for Council to reaffirm the municipal services provided in advance of the next fiscal year of operation. This practice provides Administration the opportunity to manage and deliver the results in accordance with Council direction while providing the Community improved accountability surrounding municipal services.

The proposed municipal rate tax increase for 2018 as recommended by Administration meets the target established by Council of 2.0% coupled with the assessment growth of 2.37%. It is important to note that when combining the impact of the projected increases and decreases of the County and School Board, Administration estimates that the overall increase to ratepayers will be 1.52 % on a residents total property tax bill, well within the direction approved by Council.

Most importantly, the projected 1.52% increase would result in an additional \$48.83 over 2017 for the average home valued at \$200,000 in the Town of Amherstburg or \$0.14 per day.

In 2015 and 2016, Council took significant steps to move the Town forward by adopting and implementing the Capital Replacement Levy and the Capital Reserve Levy. Furthermore, Council also began to move the Town forward in a “pay as you go” manner through the establishment of a Capital Contribution from the Tax Rate thereby reducing the Town’s dependence on issuing long-term municipal debt.

In 2017 the Town completed its Asset Management Plan which recommended a 1.5% annual increase to the municipal tax rate to address the ageing infrastructure of the Town. The result of such a recommendation on the 2018 Budget would be a transfer of an additional \$300,000 from operating budget to the capital budget. This recommendation was not attainable by Administration within the 2% increase recommended in the current budget before Council. The result is a further erosion of capital funding and a growing capital infrastructure deficit. Council may wish to consider revisiting the dedicated Capital Replacement Levy and the Capital Reserve Levy. Administration estimates that a 0.75% adjustment of the respective levies would address this funding shortfall. The total overall tax increase would result in an estimated 2.40%. This increase would result in an additional \$76.94 over 2017 for the average home valued at \$200,000 in the Town of Amherstburg. The result of such a decision of Council would increase the Town’s contributions to capital funding by \$349,744 therefore bridging the gap necessary in capital investment, addressing the needs identified in the Asset Management Plan.

In the 2018 budget Administration has identified many areas where the Town has insufficient staffing resources to address the needs facing the municipality. In 2016, Council approved an organizational structure and took the first steps to provide the staff and funding to address these areas of concern. The 2018 Operating Budget proposed by Administration provides Council with the opportunity to make further progress in this regard.

On September 12, 2016, Council approved the Town of Amherstburg Community Based Strategic Plan 2016-2021, a strategic document that guides Council and Administration in moving the Town forward. Residents participated in a consultative exercise that promoted community input in charting the future direction of the Town. The result was a community collaborative plan that was adopted by Council with the following 4 priorities:

1. Marketing and Promotion
2. Economic Development
3. Investment in Infrastructure
4. Fiscal Sustainability

Each priority has a group of actions that will define successful completion of the plan. The actions steps are as follows:

### **Marketing and Promotion**

#### **Actions**

1. Develop a strong online and social media presence to better inform residents and visitors of life in Amherstburg.
2. Develop a marketing plan that supports the Town's efforts to attract future residents, investment and business and grows our profile beyond Essex County.
3. Effectively leverage the tourism marketing reach and product development efforts of the Southwest Ontario Tourism Corporation (SWOTC).
4. Identify partnership opportunities with local businesses in the marketing and promotion of the Town.
5. Promote local success stories that demonstrate the opportunity and potential of living and investing in Amherstburg.

### **Economic Development**

#### **Actions**

1. Prepare a pragmatic Economic Development Strategy for the Town of Amherstburg with a focus on business development, attraction and retention.
2. Use incentives to encourage private sector development that supports our business attraction efforts.
3. Support and facilitate adaptive reuse of heritage and cultural assets.
4. Explore the potential opportunities for waterfront tourism including a dock that can accommodate ferries, tall ships etc.
5. Support the agricultural sector and the diversification of this industry.
6. Complete a bi-annual review of the return of investment associated with the funding of Windsor-Essex Economic Development Corporation (WEEDC).
7. Support the creation of new and improvements of existing Festivals and Events.
8. Secure additional roofed accommodation to support the growth of tourism.

### **Investment in Infrastructure**

#### **Actions**

1. Complete an industrial land needs analysis.
2. Initiate the necessary servicing plans to advance the development of the Town's priority industrial lands.

3. Complete a Parks and Recreation Master Plan that identifies the hierarchy of needs for Town residents and provides recommendations for the long term use of Navy Yard Park.
4. Provide a 'one stop' experience for residents and business by consolidating municipal staff and services.
5. Maintain and improve roadways and sidewalks.
6. Facilitate the re-development of Bellevue House and property.
7. Complete the servicing and development of the Kingsbridge Subdivision.
8. Address the long term infrastructure requirements of Bois Blanc Island.

## **Fiscal Sustainability**

### **Actions**

1. Prepare a Long-Term Financial Plan that provides funding strategies and adequate reserves while promoting stable taxes.
2. Develop multiyear operating and capital budgets.
3. Develop a funding strategy for the Asset Management Plan focused on maintaining core existing infrastructure and services.
4. Plan for and fund major maintenance and replacement costs for new infrastructure and facility projects.
5. Focus resources towards ensuring that the Town has the fundamental building blocks needed to successfully target and attract incremental business from existing sectors as well as from new sectors as identified in any economic development strategy to support the vision of a 90% residential and 10% non-residential tax base by 2021.

The 2018 Operational and Capital Budgets were developed by Administration to focus on providing the desired results of the Town's Strategic Plan.

Council has demonstrated its commitment to this plan on several fronts such as the capital purchases of the Bellevue and Duffy's Tavern properties. With such purchases, Council has reaffirmed to residents that the Town is committed to preserving those assets valued by residents and strengthening the Town's position in culture and tourism.

The 2018 Operational Budget includes for Council's consideration, the additional resources required to improve and enhance the community's quality of life.

This is recommended to be achieved through targeted investment in contracted staffing resources in the Tourism and Culture Division as well as the recommendation for a

Communications Officer in the CAO Department. These positions will be utilized to help build on the branding of the Town as a place to live, work and visit expanding our successful Tourism initiatives and positioning the Town as a place of future growth and investment.

In regards to Fiscal Sustainability and Investment in Infrastructure, the 2018 Budget focuses on expanding the concepts of increased reserve planning and funding for capital investment. In addition to that it provides additional resources in Financial Services to help build upon momentum gained in financial reporting and procurement processes. Council is strongly encouraged to consider increasing the levies to provide the required funding necessary to address the Town's Asset Management Plan and support dedicated Infrastructure renewal.

Outside of the focus of the strategic plan, there are additional pressures that have presented themselves as operational challenges for the Town in 2017. Provisions have been made in the 2018 Budget to address some of these issues as well.

The Fire Department has identified a number of issues that require Council attention. Included in the budget are provisions for presumptive legislations, the increased cost pressures of new record high levels of volunteer response rates at both calls and training. In addition Administration has reviewed a strategy to address the Towns aging fire fleet.

The Clerks Department has a need for increased accountability and transparency in Council's committee structure as well as the need to deal with Town Policies in a Progressive manner. Clerks as well as Human Resources have undertaken a Council Compensation Review and have recommended Council Compensation adjustments for 2018.

The Public Works Department has requested additional staffing resources to deal with the increased volume of work and responsibility, as well as the need to improve project management and engineering of municipal infrastructure projects due to the current state of the Town's Infrastructure.

Administration is taking a proactive approach to dealing with the proposed effects of Bill 148. Should Bill 148 be enacted it will have a minimal budget impact in 2018 but significant impacts in future budgets. The impact is minimal due to the previous decision made by Council to adjust non-union salaries for recreational staff compensation with the Council approve compensation plan adopted in July 2017. It is anticipated however that a greater impact will occur on municipal operations in 2019 based on the timelines for phase in of two of the significant part of the legislations.

It should be noted by Council and residents that the 2018 Budget will be a challenging one as the uncertainty of Ontario Bill 148 entitled the 'Fair Workplaces, Better Job Act, 2017' will be difficult to forecast within the budget process. Bill 148 may result in



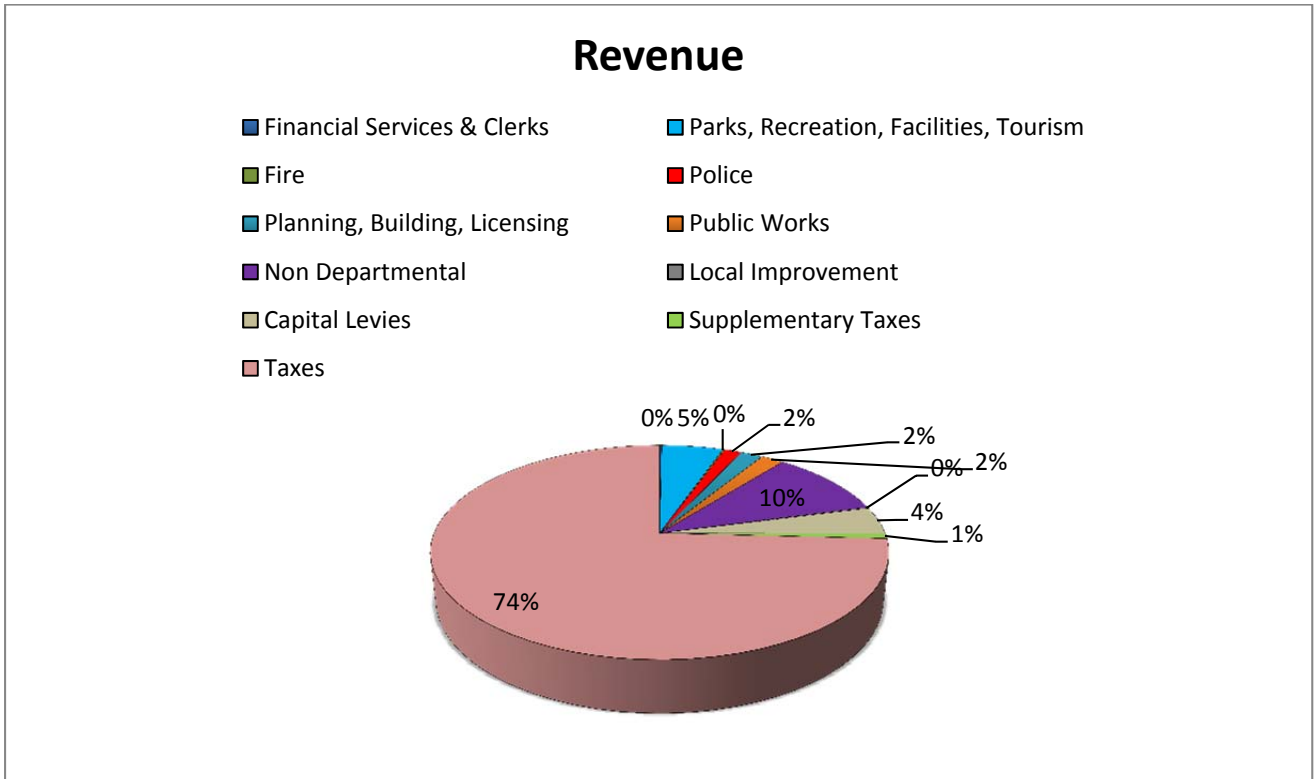
significant financial implications to municipalities if adopted as presented by the Province. The first implication would be the increase in the minimum wage, which comes into effect January 1, 2018 and has been built into the budget.

The second being the provision for equal pay for equal work, this provision will have no effect in 2018 as the wage rates in the collective agreement will be held in effect for 2018. However any collective agreement reached after April 1, 2018 will be required to have equal pay for equal work. Our preliminary analysis of the impact this decision would have on the Town of Amherstburg suggests an increase of approximately \$275,000 dollars in wage and benefit cost annually. In light of this Administration is taking the necessary steps to provide Council options for future consideration regarding these services. A business case will be presented to Council that will examine the delivery of such services by the municipality vs other options.

The third is the new regulation with regards to call in pay, the legislation states that any staff on call must be paid for a minimum of 3 hours per day. This has a potential significant impact on the Fire Service. Amherstburg has 60 on call volunteer firefighters; they are on call 365 days a year. If the legislative provision remains as tabled it is estimated that the financial impact of this legislation would require additional funding of \$1,445,400 (60 staff \* 3 hours \* \$ 22 per hour \* 365 days) to the fire services budget, a tax increase of approximately 7%. There are other potential financial implications of this provision as it relates to equal pay for equal work that have not been quantified at this point. This provision will not take effect until 2019, however it may affect the method of service delivery the Town may deliver going forward.

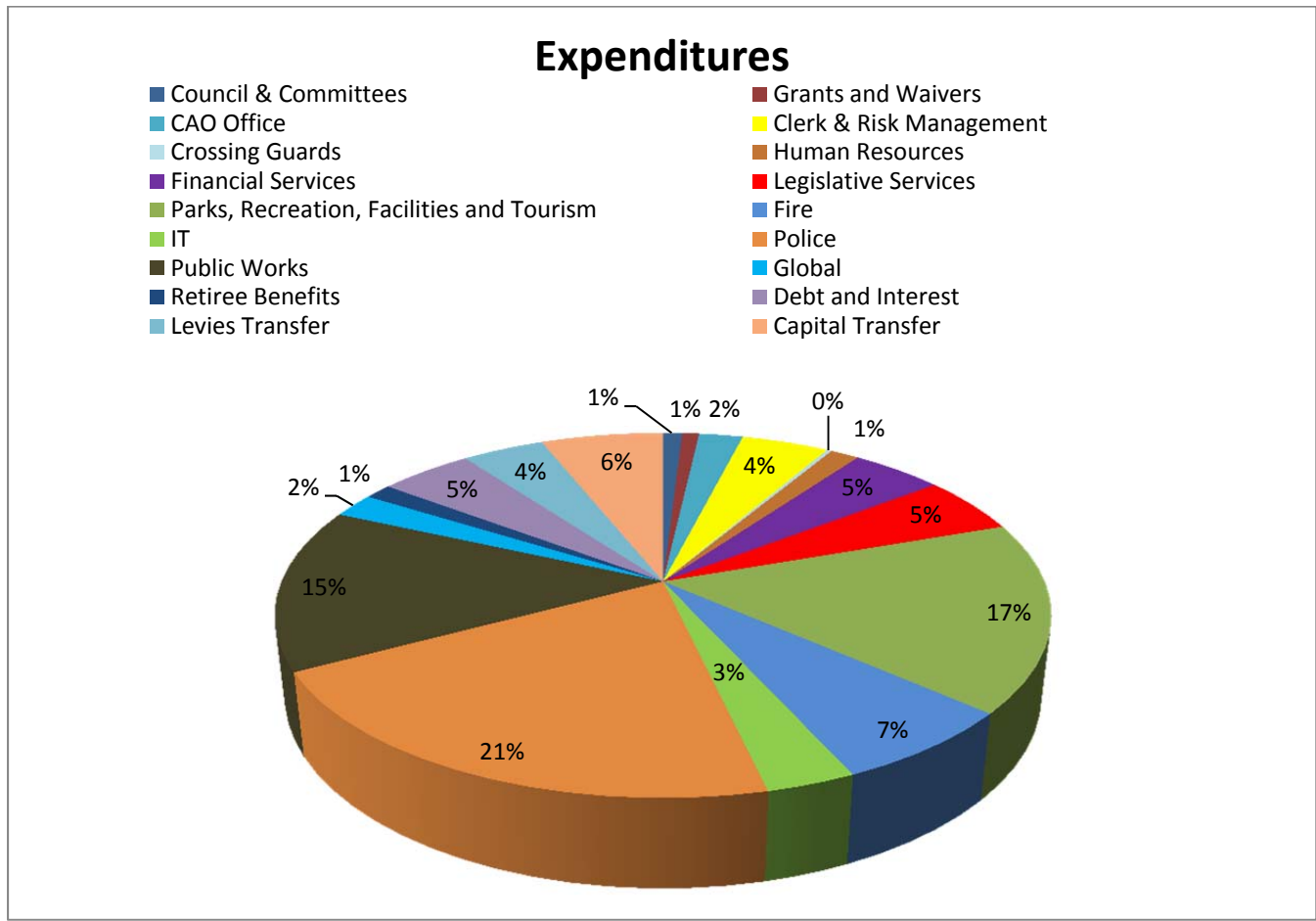
**2018 Operational Revenues**

Following is a breakdown of the \$28,281,978 total operating budget revenue for 2018:



**2018 Operational Expenses**

Following is a breakdown of the \$28,281,978 total operating budget expenses for 2018:



*As the above graph illustrates 54% of the Town's Expenditures are for primary services such as Police, Fire, Public Works, Global Expenditures (insurance, etc.), Retiree Benefits and Debt and Interest Payments.*

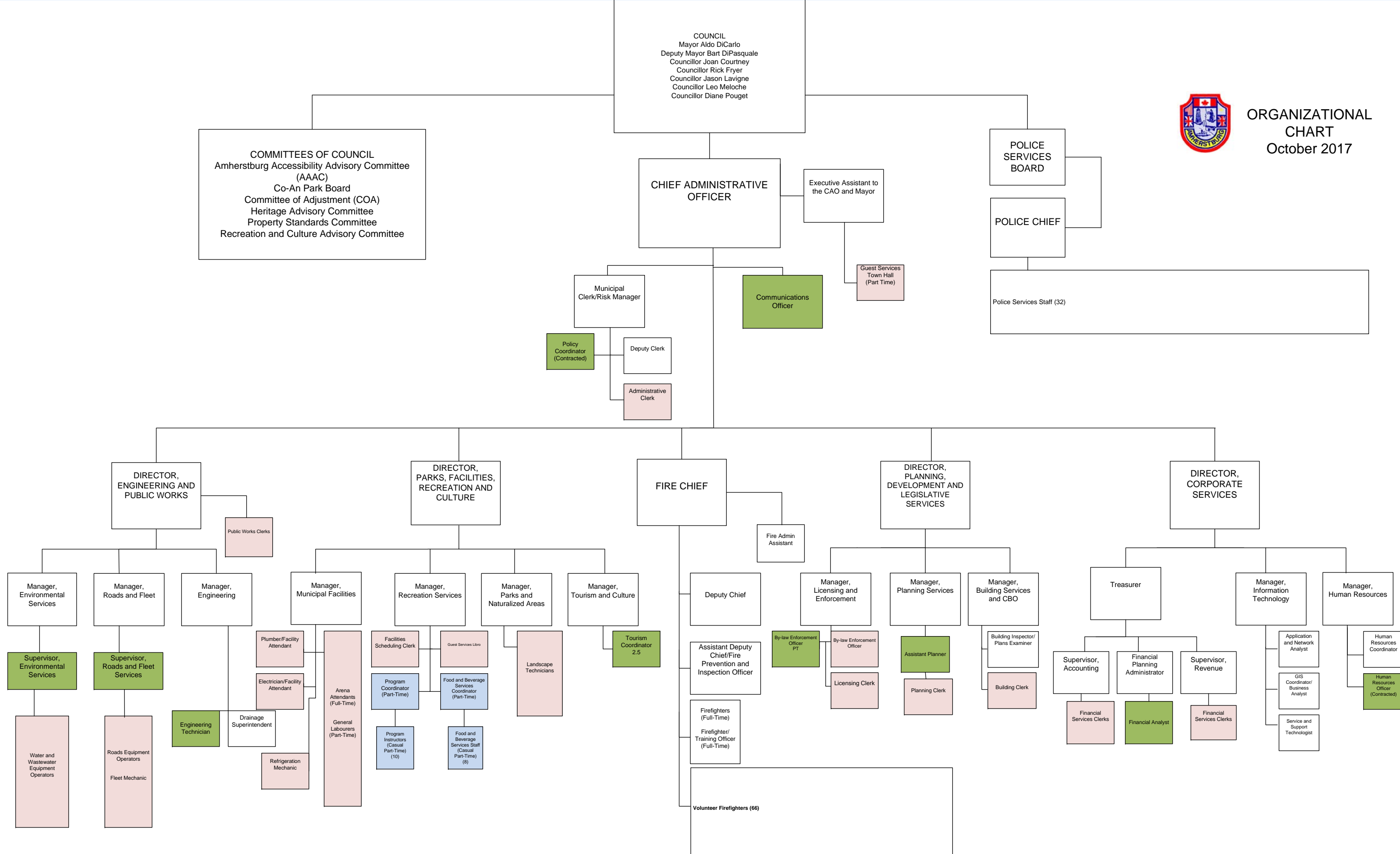
### *2018 Operations Budget Conclusion*

The 2018 Operating Budget presents a plan on managing the limited resources and limited capital dollars for the Town of Amherstburg. This is achieved with a proposed 2.00% increase to municipal taxes, the result is a projected increase of 1.52% when factoring in the County and Education levies. This is in line with Canadian inflation of 1.60%, and is fiscally responsible to our residents.

Administration is also recommending that Council consider revisiting the Capital Replacement Levy and the Capital Reserve Levy by .75% to a total of 2.75% each to deal with the Infrastructure Replacement. It is important to note that when Administration originally presented these levies to Council they were recommend at 3.0% respectively. This would increase the total overall tax increase to an estimated 2.40%. Although this increase is higher the Canadian inflation it may be warranted to address the current condition of the Town's Infrastructure.



**ORGANIZATIONAL CHART**  
October 2017



**TOWN OF AMHERSTBURG  
SUMMARY OF OPERATING EXPENSES ON TAX LEVY  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018
<b>DEPARTMENT</b>			
<u>Division</u>			
<b>COUNCIL</b>	226,912	269,935	43,023
Grants and Waivers	34,250	236,652	202,402
<b>CAO OFFICE</b>	450,968	615,160	164,192
<b>CLERK &amp; RISK MANAGEMENT</b>	1,138,675	1,231,698	93,023
Crossing Guards	61,381	66,112	4,731
<b>FIRE</b>	1,620,205	1,914,074	293,869
<b>CORPORATE SERVICES</b>			
Financial Services	1,125,110	1,289,696	164,586
Information Technology (Includes GIS)	979,828	892,494	(87,334)
Human Resources	396,697	406,021	9,324
Retiree Benefits	382,727	382,727	-
<b>PLANNING, DEVELOPMENT &amp; LEGISLATIVE SERVICES</b>			
Licensing and Enforcement	340,621	399,058	58,437
Planning and Legislative Services	689,337	689,601	264
Building	277,994	353,000	75,006
<b>PARKS, FACILITIES, RECREATION AND CULTURE</b>			
Libro Centre	1,607,698	1,964,598	356,900
Facilities	615,200	701,894	86,694
Parks	1,161,840	983,381	(178,459)
Recreation	691,387	667,061	(24,326)
Tourism and Culture	332,841	436,453	103,612
<b>ENGINEERING &amp; PUBLIC WORKS</b>			
Public Works	2,680,561	2,855,208	174,647
Environmental Services	1,247,120	1,247,120	-
<b>POLICE</b>	5,964,813	5,888,015	(76,798)
<b>GLOBAL EXPENSES</b>	670,525	609,210	(61,315)
Subtotals	22,696,690	24,099,166	1,402,476
<b>DEBT PRINCIPAL AND INTEREST</b>	1,372,735	1,308,748	(63,987)
<b>TOTAL OPERATING EXPENSES ON TAX LEVY</b>	24,069,425	25,407,914	1,338,489
<b>NET CAPITAL EXPENDITURES</b>	1,705,000	1,720,000	15,000
<b>TRANSFER OF CAPITAL LEVIES TO RESERVES</b>	804,320	1,154,064	349,744
	<u>26,578,745</u>	<u>28,281,978</u>	<u>1,703,233</u>

**TOWN OF AMHERSTBURG  
SUMMARY OF REVENUES  
2018 BUDGET**

<b>DEPARTMENT</b>	<b>2017 Budget Reclass</b>	<b>2018 Budget</b>	<b>Budget (Increase)/Decrease 2017 to 2018</b>
<u>Division</u>			
<b>CLERKS</b>	(7,000)	(7,000)	-
<b>FINANCIAL SERVICES</b>	(43,000)	(43,000)	-
<b>FIRE</b>	(29,000)	(39,000)	(10,000)
<b>PLANNING, DEVELOPMENT &amp; LEGISLATIVE SERVICES</b>			
Licensing and Enforcement (Previously By-Law)	(58,600)	(72,800)	(14,200)
Planning	(70,000)	(94,725)	(24,725)
Building	(288,000)	(353,000)	(65,000)
<b>PARKS, FACILITIES, RECREATION AND CULTURE</b>			
Libro Centre	(712,000)	(758,750)	(46,750)
Facilities	(101,278)	(300,180)	(198,902)
Parks	(7,000)	(7,000)	-
Recreation Services	(363,718)	(348,868)	14,850
Tourism and Culture	(39,000)	(42,000)	(3,000)
<b>ENGINEERING AND PUBLIC WORKS</b>			
Public Works	(512,187)	(534,869)	(22,682)
<b>POLICE</b>	(361,797)	(416,797)	(55,000)
<b>NON-DEPARTMENTAL</b>	<u>(2,806,898)</u>	<u>(2,859,999)</u>	<u>(53,101)</u>
<b>TOTAL NON TAX REVENUES</b>	(5,399,478)	(5,877,988)	(478,510)
LOCAL IMPROVEMENTS	(46,938)	(46,938)	-
SUPPLEMENTARY TAXES	(220,000)	(220,000)	-
<b>CAPITAL LEVIES</b>	(804,320)	(1,154,064)	(349,744)
<b>TAXES LEVIED</b>	<u>(20,108,009)</u>	<u>(20,982,988)</u>	<u>(874,979)</u>
<b>TOTAL REVENUE</b>	<u><u>(26,578,745)</u></u>	<u><u>(28,281,978)</u></u>	<u><u>(1,703,233)</u></u>

**TOWN OF AMHERSTBURG  
TAX RATE CALCULATION  
2018 Budget**

	Final 2017 Budget			2018 Budget			Increase
<b>Budgeted Operating Expenditures</b>	22,696,690			24,099,166			
Capital Expenditures	8,253,581			5,062,130			
Contributions to Capital Reserves	-						
Debt Principle and Interest Payments	1,372,735			1,308,748			
<b>Total General Rated Expenditures</b>	<b>32,323,006</b>			<b>30,470,044</b>			
<b>Less:</b>							
Capital Reserve Contributions	917,576			1,199,814			
New Long Term Capital Financing	1,624,800						
Capital Contributions from Others	4,006,205			2,142,316			
Supplementary Revenues	220,000			220,000			
Non Tax Revenues	5,399,478			5,877,988			
Local Improvements	46,938			46,938			
<b>Subtotal</b>	<b>12,214,997</b>			<b>9,487,056</b>			
<b>Total Collectable (through tax rates)</b>	<b>20,108,009</b>			<b>20,982,988</b>			
<b>Tax Rate Calculation Data:</b>							
Taxable Assessment as provided by MPAC	2,226,860,874			2,291,397,102	2.37% Growth Estimated on 2017 Roll Return		
Weighted Assessment (calculated using tax ratios provided by the County of Essex)	2,182,323,657			2,232,737,336			
<b>Average Tax Rate Calculation</b>	<b>0.0092140</b>			<b>0.0093979</b>			<b>2.00%</b>
Total Collectable (through tax rates)/ Weighted Assessment							<b>Municipal Tax Rate</b>
Total Municipal Taxes on a Single Family Residential Unit with an assessed value of \$200,000	1,842.81			1,879.58			36.77
<b>Capital Replacement Levy</b>	<b>0.0001843</b>	<b>2%</b>	<b>36.86</b>	<b>0.0002584</b>	<b>2.75%</b>	<b>51.69</b>	
<b>Capital Reserve Levy</b>	<b>0.0001843</b>	<b>2%</b>	<b>36.86</b>	<b>0.0002584</b>	<b>2.75%</b>	<b>51.69</b>	
<b>Total Municipal Levies on a Single Family Residential Unit with an assessed value of \$ 200,000</b>			<b>73.71</b>			<b>103.38</b>	<b>29.66</b>
<b>Municipal Tax Bill with Levies</b>	<b>1,916.52</b>						<b>1,982.95</b> <b>66.43</b> <b>3.47%</b>
							<b>Municipal Tax Rate &amp; Levies</b>
County	0.0046956			0.0047660			<b>Projected Increase of 1.5%</b>
Education	0.0017900			0.0017721			<b>Projected Decrease of 1%</b>
<b>County</b>	<b>939.12</b>			<b>953.21</b>			<b>14.09</b> <b>1.50%</b>
<b>Education</b>	<b>358.00</b>			<b>354.42</b>			<b>(3.58)</b> <b>-1.00%</b>
<b>Total Tax Bill including Levies</b>	<b>3,213.64</b>			<b>3,290.58</b>			<b>76.94</b> <b>2.39%</b>
Funds Raised By Capital Replacement Levy				577,032.18			
Funds Raised By Capital Reserve Levy				577,032.18			
				<u>1,154,064.36</u>			

**Notes:**

The levies being proposed as part of this budget would be shown as separate line items on tax bills.

Levies would not be blended in with the proposed tax rate.

The Capital Replacement Levy would be for the purpose of addressing the infrastructure funding gap that exists in our municipality. (This gap will be addressed in more detail when the capital budget is presented).

The Capital Reserve Levy would be to build cash reserves to help mitigate the Town's need for future long term debt.



2018 OPERATING BUDGET

DEPT	Class	ISSUE	\$ IMPACT	Issue Number	YES	NO	MAYBE	CAPITAL PROGRAM
CAO	Increase	Dinner for Volunteers	\$3,300	CAO-2018-1	\$3,300			
CAO	Increase	Parks & Rec Committee	\$1,500	CAO-2018-2	\$1,500			
CAO	Increase	Professional Fees	\$25,000	CAO-2018-3	\$25,000			
CAO	Increase	Grants to Organizations	\$42,845	CAO-2018-4			\$42,845	
CAO	New	PT Committee Coordinator	\$29,517	CAO-2018-5			\$29,517	
CAO	New	Policy Coordinator Contract	\$76,238	CAO-2018-6	\$76,238			
CAO	New	FT Communications Officer	\$95,644	CAO-2018-7	\$95,644			
CAO	New	Waiver of Fees and Grants In Lieu	\$0	CAO-2018-8	\$0			
Corporate Issues	Contractual	2018 Salary & Benefit Increases	\$739,832	CORPRATE-2018-1	\$739,832			
Corporate Issues	Contractual	OMPF GRANT	(\$53,100)	CORPRATE-2018-2	(\$53,100)			
Corporate Issues	Contractual	Long Term Debt Repayments	(\$61,115)	CORPRATE-2018-3	(\$61,115)			
Corporate Issues	Contractual	Salary Continuances	(\$61,315)	CORPRATE-2018-4	(\$61,315)			
Corporate Issues	Increase	Capital Transfer Increase from AMP	\$300,000	CORPRATE-2018-5	\$15,000		\$285,000	
Corporate Services	Contractual	Auxilliam Software	\$10,000	CS-2018-1	(\$2,500)			\$12,500
Corporate Services	Decrease	HR Officer Contract	(\$7,844)	CS-2018-2	(\$7,844)			
Corporate Services	Decrease	1 Year hold on the Computer Reserve	(\$123,000)	CS-2018-3	(\$123,000)			
Corporate Services	Increase	IT - Internet Access	\$15,000	CS-2018-4	\$15,000			
Corporate Services	New	Facilities-Surveillance IT portion	\$31,900	CS-2018-5	\$1,900			\$30,000
Corporate Services	New	Finance-Financial Analyst w Benefits	\$95,644	CS-2018-6	\$95,644			
Fire	Contractual	Dispatching	\$2,185	FIRE-2018-1	\$2,185			
Fire	Contractual	Memberships	\$9,000	FIRE-2018-2	\$9,000			
Fire	Contractual	Uniforms	\$33,400	FIRE-2018-3	\$5,000			\$28,400
Fire	Contractual	Overtime	\$39,525	FIRE-2018-4	\$39,525			
Fire	Contractual	Salaries-Volunteer Response	\$100,000	FIRE-2018-5	\$50,000			
Fire	Contractual	Salaries -Medical		FIRE-2018-5		\$50,000		
Fire	Increase	NFPA Membership & Subscriptions	\$1,000	FIRE-2018-6	\$1,000			
Fire	Increase	Training and Professional Development	\$4,000	FIRE-2018-7	\$4,000			
Fire	Increase	FF Training Expense	\$20,000	FIRE-2018-8	\$2,000			\$18,000
Fire	Increase	Salaries-Volunteer Training	\$44,500	FIRE-2018-8	\$44,500			
Fire	Increase	Defilbulator Reserve Transfer	\$3,000	FIRE-2018-9	\$3,000			
Fire	Increase	User fee Increase	(\$10,000)	FIRE-2018-10	(\$10,000)			
Fire	New	Advertising	\$5,000	FIRE-2018-11		\$5,000		
Fire	New	WSIB Presumptive Legislation	\$25,000	FIRE-2018-12	\$25,000			
Legislative Services	Decrease	Increase Revenue	(\$8,200)	LS-2018-1	(\$8,200)			
Legislative Services	Decrease	Decrease in Professional fees	(\$30,000)	LS-2018-2	(\$30,000)			
Legislative Services	Decrease	Increase Revenue	(\$65,000)	LS-2018-3	(\$65,000)			
Legislative Services	New	Pound Agreement	\$13,000	LS-2018-4	\$13,000			
Legislative Services	New	FT Assist Planner (Conversion)	\$4,160	LS-2018-5	\$4,160			
Legislative Services	New	ERCA Plan Review	(\$13,000)	LS-2018-6	(\$13,000)			
Legislative Services	New	other fees	(\$10,000)	LS-2018-6	(\$10,000)			
Legislative Services	New	Applicant Driven	(\$1,725)	LS-2018-6	(\$1,725)			
Legislative Services	New	PT By-Law Officer	\$33,452	LS-2018-9	\$33,452			
P, F, R & C	Decrease	Tourism Increase Revenue	(\$3,000)	TOURSIM-2018-1	(\$3,000)			
P, F, R & C	Increase	Facilities Uniform and Training	\$8,500	FACILITIES-2018-1	\$8,500			
P, F, R & C	Increase	Facilities Utilities-Corporately	\$18,000	FACILITIES-2018-2	\$18,000			
P, F, R & C	Increase	Facilities Janitorial Supplies	\$20,000	FACILITIES-2018-3	\$20,000			
P, F, R & C	Increase	Facilities Part-Time Wages	\$27,958	FACILITIES-2018-4	\$27,958			
P, F, R & C		Ref- Maintenance	\$0	FACILITIES-2018-5	\$0			
P, F, R & C		Decrease in Revenue Adult Programming	\$0	RECREATION-2018-1	\$0			
P, F, R & C	New	Capital Surcharge	\$0	RECREATION-2018-2	\$0			
P, F, R & C	New	Tourism Coordinator Contract 1.5 pos.	\$88,552	TOURSIM-2018-2	\$88,552			
P, F, R & C	New	Recreation Sports Tourism Program	\$25,000	RECREATION-2018-3		\$25,000		
Police	Contractual	Part-time Salaries	\$2,700	POLICE-2018-1	\$2,700			
Police	Decrease	GPS Communication	(\$3,200)	POLICE-2018-2	(\$3,200)			
Police	Decrease	Telephone	(\$7,000)	POLICE-2018-3	(\$7,000)			
Police	Decrease	Sick Bank	(\$15,000)	POLICE-2018-4	(\$15,000)			
Police	Decrease	Grants Revenue	(\$80,000)	POLICE-2018-5	(\$80,000)			
Police	Decrease	Dispatching	(\$246,584)	POLICE-2018-6	(\$246,584)			
Police	Increase	Memberships	\$2,500	POLICE-2018-7	\$2,500			
Police	Increase	Uniforms	\$9,600	POLICE-2018-8	\$9,600			
Police	Increase	Optic Maintenance	\$6,700	POLICE-2018-9	\$6,700			
Police	Increase	Gasoline	\$10,000	POLICE-2018-10	\$10,000			
Police	Increase	Utilities	\$2,000	POLICE-2018-11	\$2,000			
Police	Increase	Off Duty Recoverables	\$25,000	POLICE-2018-12	\$25,000			
Public Works	Decrease	Set up Drain Capital Program	(\$85,000)	PWD-2018-1	(\$85,000)			
Public Works	Increase	Traffic Study	\$15,000	PWD-2018-2	\$10,000	\$5,000		
Public Works	Increase	Centerlines Painting	\$15,000	PWD-2018-3			\$15,000	
Public Works	Increase	Salaries - Students	\$21,038	PWD-2018-4	\$21,038			
Public Works	Increase	Gasoline	\$30,000	PWD-2018-5	\$30,000			
Public Works	Increase	Storm & Sewer Drains	\$30,000	PWD-2018-6	\$10,000	\$20,000		
Public Works	Increase	Reforestation	\$100,000	PWD-2018-7	(\$50,000)			\$150,000
Public Works	New	Phragmite	\$20,000	PWD-2018-8	\$10,000	\$10,000		
Public Works	New	Supervisor Roads & Fleet	\$113,408	PWD-2018-9	\$113,408			
Public Works	New	Engineering Tech	\$90,726	PWD-2018-10	\$90,726			
			<b>\$1,601,240</b>		<b>\$874,979</b>	<b>\$115,000</b>	<b>\$372,362</b>	<b>\$238,900</b>



### A. Department Overview

#### Mission

The Mission of the CAO's Office is to provide open and transparent information to the residents of Amherstburg and outstanding customer service to both our residents and internal users.

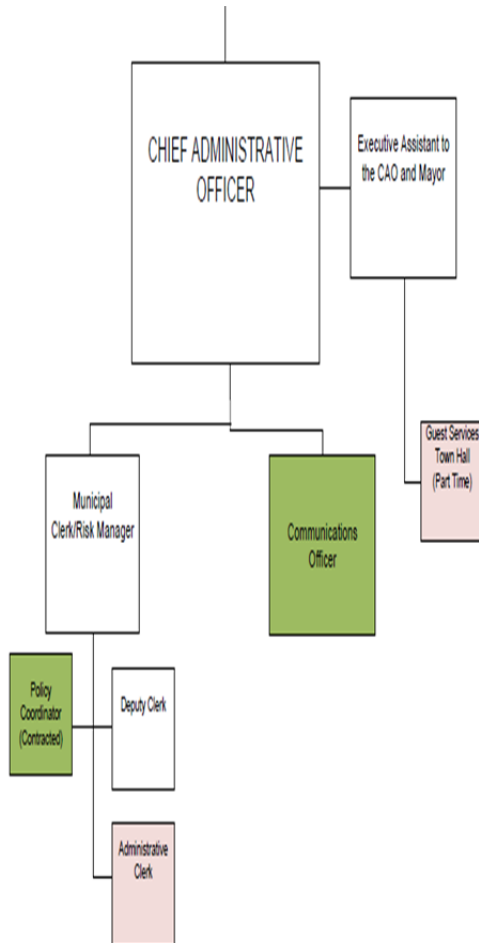
**\*Highlighted in green is a staffing request for 2018**

#### Department Description

##### The Office of The Chief Administrative Officer

The Chief Administrative Officer (CAO) advises Council and directs staff in accordance with all applicable policies, rules, professional standards, regulation and legislation.

The day to day business of operating the Town is the responsibility of the CAO, providing strategic direction to the organization in alignment with Council priorities and the provisions of the Municipal Act.



#### Clerks Department

The Clerk's Office is responsible for the delivery of the following services:

- Council services
  - Boards and Committees
  - Policy and By-law creation
- Corporate Records Management program
- Freedom of Information requests
- Accessibility for Ontarians with Disabilities Act compliance
- Civil Marriage Solemnization
- Insurance claims and Corporate Risk Management program
  - Commissioner of Oaths
  - Municipal Elections
- Crossing Guard program



## **B. Outlook and Highlights**

### **The Office of the Chief Administrative Officer**

#### **Clerks Department**

**Council services** – Implementation of tasks assigned via the eScribe software have proven to be an effective tool for management to prioritize this Council direction and communicates progress via the unfinished business list. Administration is working diligently on implementing changes that will come from the amendments introduced through Bill 68. There are many amendments to the Municipal Act and Municipal Conflict of Interest Act that will affect Council upon proclamation in 2018 Administration also is preparing for the 2018 Inaugural Ceremony for a new 2018-2022 term of Council and ensuring the orientation program is adequate for the incumbents.

**Boards and Committees** - Chairs, Vice-Chairs, and Staff Liaisons were all trained in the current terms of reference (March 2017) and the recent changes to the Municipal Act to ensure that they understand the importance of accountability, transparency and consistency. Further training throughout 2018, will ensure committees understand rules of procedure and public notice requirements.

**Policy and By-law creation** - Since 2014, the Corporate Services Department has done a considerable amount of work in the area of centralization and standardization of numerous corporate policies already in existence. As well as making some great strides in new policy development. Further, a centralized policy page was created on the Town's website to make the policies easily accessible to all staff and the community. In 2018, Administration hopes to develop a more suitable policy framework for the Town of Amherstburg. This work will be transferred to the Clerks department and be managed by the Clerk.

**Corporate Records Management program** - In 2017, the 99 Thomas Road property was converted to the Town's records storage building. The building was equipped with all required hardware and set up with a printer/photocopier for the Administrative Clerk. Staff members on the Records Retention Committee were provided with training on the Laserfiche Records Retention Module through Thinkdox. 2018 should see the Town's Corporate Records Management Program fully operational,

**Freedom of Information requests** – To date, there have been 16 MFIPPA requests for 2017. The \$5 application fee was paid for each request. Where applicable, the requesters were charged for search time, preparation time, and/or copies. It is expected that the number of requests will be roughly the same for 2018.



**Accessibility for Ontarians with Disabilities Act compliance** – The Clerks department continues to monitor and report on its AODA compliance to the Accessibility Directorate of Ontario as required by legislation.

**Insurance claims and Corporate Risk Management program** – In 2017, there were 17 claims made against the Town. Signs were created and erected for all municipal parking lots,

**Municipal Elections** – With amendments to the Elections Act, preparation for the 2018 Municipal Election is well underway. Traditional poll with electronic vote tabulators will be used once again for the 2018 Election. Procedures for the election will be created by December 31, 2017 as required by the Act. Consideration is also being made as to when advance polls will take place and where polling locations will be placed in 2018.

Crossing Guard program - Crossing Guards received a 2% increase in January with the approval of the 2017 Budget which brought them from \$11.72 to \$11.95 per hour. Administration reviewed and adjusted corner start times at some corners to better accommodate the schools start/end and lunch schedules. Additional safety equipment was provided. Administration completed an audit of School Crossing Guard signs and line painting will be completed at the Victoria and Simcoe crossing. In 2018, the Human Resource department is considering an increase to the hourly rate which will reflect in the 2018 budget to bring them in line with other municipalities.



**C. Budgeted Staffing Resources - The Office of The Chief Administrative Officer**

The following is a breakdown of the staffing resources in The Office of the Chief Administrative Officer:

**The Office of the Chief Administrative Officer**

<b>Permeant FTE's</b>	<b>2017 Budget</b>	<b>2018 Proposed</b>
Full-Time FTE's	2.00	3.00
Part-Time FTE's	0.50	0.50
<b>Total FTE</b>	<b>2.50</b>	<b>3.50</b>
<b>Net Change</b>	<b>0.00</b>	<b>+1.00</b>

Staffing Complement Includes:

<b>Position Description</b>	<b>Position Profile</b>	<b>Number of Staff</b>	<b>FTE</b>
Chief Administrative Officer	CAO	1.00	1.00
Executive Assistant to the CAO	Management	1.00	1.00
Communications Officer	Management	1.00	1.00
Guess Services	Union	1.00	0.50

**Clerks Department**

<b>Permeant FTE's</b>	<b>2017 Budget</b>	<b>2018 Proposed</b>
Full-Time FTE's	3.00	3.00
Part-Time FTE's	0.00	1.00
<b>Total FTE</b>	<b>3.00</b>	<b>4.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>+1.00</b>



Staffing Complement Includes:

<b>Position Description</b>	<b>Position Profile</b>	<b>Number of Staff</b>	<b>FTE</b>
Municipal Clerk/Risk Management	Management	1.00	1.00
Deputy Clerk	Non- Union	1.00	1.00
Policy Coordinator	Non-Union	1.00	1.00
Record Retention Clerk	Union	1.00	1.00



### **C. Operating Budget Request and Issues**

The following is a list of budgetary request and issues contained in the 2018 budget proposal in The Office of the Chief Administrative Officer.

<b>Budget Issue</b>	<b>Cost Impact</b>	<b>Budget Issue Number</b>
Dinner for Volunteers	3,300	CAO-2018-1
Parks & Rec Committee	1,500	CAO-2018-2
Professional Fees	25,000	CAO-2018-3
Grants to Organizations	42,845	CAO-2018-4
PT Committee Coordinator	29,517	CAO-2018-5
Policy Coordinator	76,238	CAO-2018-6
Communications Officer	95,644	CAO-2018-7
Waiver of Fees and Grants in Lieu	NIL	CAO-2018-8

**TOWN OF AMHERSTBURG  
COUNCIL & COMMITTEES  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-1001010-0101 Salaries - Council	127,465	165,901	38,436	CORPORATE 2018-1
10-5-1001011-0146 Salaries - Per Diem Mayor	2,500	2,500	-	
10-5-1001012-0146 Salaries - Per Diem Deputy Mayor	2,500	2,500	-	
10-5-1001013-0146 Salaries - Per Diem Coun. 1	2,500	2,500	-	
10-5-1001014-0146 Salaries - Per Diem Coun. 2	2,500	2,500	-	
10-5-1001016-0146 Salaries - Per Diem Coun. 3	2,500	2,500	-	
10-5-1001017-0146 Salaries - Per Diem Coun. 4	2,500	2,500	-	
10-5-1001018-0146 Salaries - Per Diem Coun. 5	2,500	2,500	-	
<b>Total Salaries and Wages - Council</b>	<b>144,965</b>	<b>183,401</b>	<b>38,436</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Council</b>	<b>14,622</b>	<b>17,709</b>	<b>3,087</b>	CORPORATE 2018-1
<b>General Expenses:</b>				
10-5-1001010-0340 Public Receptions, Etc...	2,500	2,500	-	
10-5-1001011-0340 Public Receptions - Mayor	500	500	-	
10-5-1001012-0340 Public Receptions - Deputy Mayor	500	500	-	
10-5-1001013-0340 Public Receptions - Councillor Lavigne	500	500	-	
10-5-1001014-0340 Public Receptions - Councillor Courtney	500	500	-	
10-5-1001016-0340 Public Receptions - Councillor Pouget	500	500	-	
10-5-1001017-0340 Public Receptions - Councillor Meloche	500	500	-	
10-5-1001018-0340 Public Receptions - Councillor Fryer	500	500	-	
10-5-1001010-0301 Council - Office Supplies	500	500	-	
10-5-1001010-0345 Council - Cell Phone	800	800	-	
10-5-1001010-0351 Council - General Training	2,000	2,000	-	
10-5-1001011-0351 Conventions and Seminars - Mayor	3,000	3,000	-	
10-5-1001012-0351 Conventions and Seminars - Deputy Mayor	2,500	2,500	-	
10-5-1001013-0351 Conventions and Seminars - Councillor Lavigne	2,500	2,500	-	
10-5-1001014-0351 Conventions and Seminars - Councillor Courtney	2,500	2,500	-	
10-5-1001016-0351 Conventions and Seminars - Councillor Pouget	2,500	2,500	-	
10-5-1001017-0351 Conventions and Seminars - Councillor Meloche	2,500	2,500	-	
10-5-1001018-0351 Conventions and Seminars - Councillor Fryer	2,500	2,500	-	
10-5-1001011-0140 Communication Allowance - Mayor	1,500	1,500	-	
10-5-1001012-0140 Communication Allowance - Deputy Mayor	1,500	1,500	-	
10-5-1001013-0140 Communication Allowance - Councillor Lavigne	1,500	1,500	-	
10-5-1001014-0140 Communication Allowance - Councillor Courtney	1,500	1,500	-	
10-5-1001016-0140 Communication Allowance - Councillor Pouget	1,500	1,500	-	
10-5-1001017-0140 Communication Allowance - Councillor Meloche	1,500	1,500	-	
10-5-1001018-0140 Communication Allowance - Councillor Fryer	1,500	1,500	-	
<b>Total General Expenses - Council</b>	<b>37,800</b>	<b>37,800</b>	<b>-</b>	
<b>Other Expenses:</b>				
10-5-1001010-0325 Legal Fees - Council	1,200	1,200	-	
NEW Council Meeting Expenses	2,000	2,000	-	
10-5-1001010-0348 Donations	2,000	2,000	-	
<b>Total General Expenses - Council</b>	<b>5,200</b>	<b>5,200</b>	<b>-</b>	
<b>Committees:</b>				
10-5-1001020-0150 Committee Honorarium - AAAC	1,500	1,500	-	
10-5-7037630-0368 Heritage Committee	6,600	6,600	-	
10-5-8010000-0150 Committee of Adjustment - honorarium	3,875	3,875	-	
10-5-1002000-0150 Committees Per Diems	4,500	4,500	-	
10-5-1002000-0560 Fence Viewer Committee	-	-	-	
10-5-1002000-0561 Livestock Valuer Committee	250	250	-	
10-5-1002000-0562 Parks & Recreation Advisory Committee	1,500	4,500	3,000	CAO-2018-2
10-5-1002000-0563 Recreation and Culture Committee	1,500	-	(1,500)	CAO-2018-2
10-5-1002000-0564 Economic Development Advisory committee	1,500	1,500	-	
10-5-1002000-0565 Drainage Board	2,100	2,100	-	
10-5-1002000-0360 Committee Meetings - Sundries	1,000	1,000	-	
<b>Total Committees' Expenses - Clerk</b>	<b>24,325</b>	<b>25,825</b>	<b>1,500</b>	
<b>Total Expenses - Council &amp; Committees</b>	<b>226,912</b>	<b>269,935</b>	<b>43,023</b>	



**C. Departmental Budget**

**The Corporation of The Town of Amherstburg**

TOWN OF AMHERSTBURG  
GRANTS & WAIVERS  
2018 BUDGET

2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
EXPENSES:			
10-5-1001020-0353 Grants to Organizations	34,250	34,250	- CAO-2018-4
NEW Grants for Community Rentals		196,402	196,402 CAO 2018-8
NEW Waiver of Fees		6,000	6,000 CAO 2018-8
<b>Total Expenses</b>	<b>34,250</b>	<b>236,652</b>	<b>202,402</b>

TOWN OF AMHERSTBURG  
 CAO DEPARTMENT  
 2018 BUDGET

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-1001023-0101 Salaries - Full Time	252,294	349,257	96,963	
10-5-1001023-0112 Salaries - Part Time	25,762	33,041	7,279	
<b>Total Salaries and Wages - CAO</b>	<b>278,056</b>	<b>382,298</b>	<b>104,242</b>	CORPORATE 2018-1 & CAO-2018-7
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - CAO</b>	<b>79,612</b>	<b>111,262</b>	<b>31,650</b>	CORPORATE 2018-1 & CAO-2018-7
<b>General Expenses:</b>				
10-5-1001023-0251 Subscriptions and Publications	800	800	-	
10-5-1001023-0301 Office Supplies	4,000	4,000	-	
10-5-1001023-0327 Professional Fees	70,000	95,000	25,000	CAO-2018-3
10-5-1001023-0342 Meeting Expenses	1,500	4,800	3,300	CAO-2018-1
10-5-1001023-0345 Cell phones	3,000	3,000	-	
10-5-1001023-0350 Memberships	8,000	8,000	-	
10-5-1001023-0351 Training and Professional Development	6,000	6,000	-	
<b>Total General Expenses - CAO</b>	<b>93,300</b>	<b>121,600</b>	<b>28,300</b>	
<b>Total Expenses - CAO Department</b>	<b>450,968</b>	<b>615,160</b>	<b>164,192</b>	

**TOWN OF AMHERSTBURG  
CLERK & RISK MANAGEMENT DIVISION  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-1001020-2163 Insurance Proceeds - Admin	(6,000)	(6,000)	-	
10-4-1001020-1015 Administrative Charges	(1,000)	(1,000)	-	
<b>Total Revenue - Clerk Division</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>-</b>	
<b>Salaries and Wages:</b>				
10-5-1001022-0101 Salaries - Full Time	211,049	224,514	13,465	CORPORATE 2018-1
NEW Salaries - Contract		69,307	69,307	CAO-2018-6
NEW Salaries- Part Time		-	-	CAO-2018-5
10-5-1001022-0102 Salaries - Overtime	5,000	5,000	-	
<b>Total Salaries and Wages - Clerk</b>	<b>216,049</b>	<b>298,821</b>	<b>82,772</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Clerk</b>	<b>75,876</b>	<b>86,128</b>	<b>10,252</b>	CORPORATE 2018-1 & CAO-6
<b>General Expenses:</b>				
10-5-1001022-0251 Subscriptions & Publications	500	500	-	
10-5-1001020-0314 General Insurance	635,000	635,000	-	
10-5-1001020-0507 Claims Cost		-	-	
10-5-1001022-0301 Office Supplies	3,500	3,500	-	
10-5-1001022-0327 Professional Fees	20,000	20,000	-	
10-5-1001022-0345 Cell Phones	1,500	1,500	-	
10-5-1001022-0350 Memberships	750	750	-	
10-5-1001022-0351 Training and Professional Development	14,000	14,000	-	
10-5-1001022-0352 Travel & Mileage	-	-	-	
10-5-1001022-0402 Vehicle and Equipment Maintenance	1,500	1,500	-	
10-5-1001029-0317 Records Management	10,000	10,000	-	
<b>Total General Expenses - Clerk</b>	<b>686,750</b>	<b>686,750</b>	<b>-</b>	
<b>Reserve Transfers:</b>				
10-5-1001020-2016 Insurance Reserve	50,000	50,000	-	
10-5-1001020-2021 Risk Management Reserve	25,000	25,000	-	
10-5-1001020-2022 AODA Compliance	50,000	50,000	-	
10-5-1001022-2002 Election Reserve	35,000	35,000	-	
10-5-1001022-2016 Insurance Reserve - Insurance claims	-	-	-	
<b>Total Reserve Transfers - Clerk</b>	<b>160,000</b>	<b>160,000</b>	<b>-</b>	
<b>Total Expenses - Clerk Division</b>	<b>1,138,675</b>	<b>1,231,698</b>	<b>93,023</b>	
<b>Net - (Surplus)/Deficit</b>	<b>1,131,675</b>	<b>1,224,698</b>	<b>93,023</b>	
<b>CROSSING GUARDS</b>				
<b>EXPENSES:</b>				
10-5-3250000-0116 Salaries - Crossing Guards	54,387	58,094	3,707	CORPORATE 2018-1
Total Fringe Benefits	5,294	6,318	1,024	CORPORATE 2018-1
10-5-3250000-0252 Uniforms	1,500	1,500	-	
10-5-3250000-0307 Advertising	200	200	-	
<b>Total Expenses - Crossing Guards</b>	<b>61,381</b>	<b>66,112</b>	<b>4,731</b>	

## 2018 PROPOSED OPERATING BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CAO-2018-1
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	OFFICE OF THE CAO
<b>Division:</b>	CAO
<b>Estimated Cost:</b>	\$3,300

**Description of Item:**

Establish a Volunteer Recognition budget

**Justification:**

Amherstburg has a magnanimous supply of volunteers that give generously of their time when called upon.  
 Administration would like to introduce an annual Volunteer Appreciation Luncheon.  
 Demonstrating our appreciation and giving thanks to these groups of individuals will underscore how we value their efforts and continue to build and strengthen this relationship.

**Risk Analysis:**

The risk of not demonstrating our appreciation may result in a lack of passion and sense of purpose from

**Financial Impact:**

Volunteer Recognition	10-5-1001023-xxxx	\$	3,300
<b>Total Impact:</b>		<b>\$</b>	<b>3,300</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual                       New                       Increase                       Decrease

<b>Budget Issue #:</b>	CAO-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	OFFICE OF THE CAO
<b>Division:</b>	Council
<b>Estimated Cost:</b>	\$1,500

**Description of Item:**  
Increase Parks and Recreation Committee budget

**Justification:**

The Parks Advisory Committee and the Recreation and Culture Committee each had a budget of \$1,500. These two Committees amalgamated with a combined total budget of \$3,000.

The Committee has presented the following budget request for 2018, which would require a budget increase of \$1,500.

**2018 Parks and Recreation Committee Budget Request**

Parks and Recreation Leadership Awards	\$	800	Need to re-design for new committee. The awards are given to 2 Grade 8 Students from each Amherstburg school
Conferences and Workshops	\$	1,600	PRO Educational Workshop - April 10-13, 2018 in Collingwood (2 attendees)
Travel and Mileage	\$	600	Carpooling 2 committee members
Meals and Accommodations	\$	1,500	Two rooms plus extra meals. The conference provides meals while at the conference
<b>Total Budget Required:</b>	<b>\$</b>	<b>4,500</b>	

**Risk Analysis:**

**Financial Impact:**

Parks and Recreation Committee	10-5-8010000-0112	\$1,500
<b>Total Impact:</b>		<b>\$ 1,500</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** CAO-2018-3

**Status:** RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** OFFICE OF THE CAO

**Division:** CAO

**Estimated Cost:** \$25,000

**Description of Item:**

Increase Professional Fees in accordance with In-Camera Report #20170821 - ITEM A

**Justification:**

Required to build a strong leadership team and develop long term succession planning within the senior levels of management.

**Risk Analysis:**

**Financial Impact:**

Professional Fees	10-5-1001023-0327	\$	25,000
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<b>Total Impact:</b>		<b>\$</b>	<b>25,000</b>
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# 2018 PROPOSED OPERATING BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** CAO-2018-4 **REVISED**

**Status:** NOT RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** OFFICE OF THE CAO

**Division:** Clerks Office

**Estimated Cost:** \$44,345 **REVISED**

**Description of Item:**

Increase Grants to Organizations  
  
Grants to Organizations

**Justification:**

In 2017, Community Group grant applications totalled \$34,250.

The grant applications for 2018 total \$78,595.

Grants to Community Groups is governed by Council Policy – Grants to Community Groups and Organizations which was adopted by Council May 25, 2005. Grant applications are submitted to Council for consideration and approval through the budget process provided the request meets the criteria established in the Town’s adopted policy. Traditionally this budget item has been budgeted within the Global budget in 2017. In 2018 in an effort to provide Council and the Community full disclosure of the funds being requested. The 2018 budget request reflects the actual dollars approved by Council as grants

For 2018, the following grant requests have been received:

- Amherstburg Community Services - \$5,000
- Amherstburg Food & Fellowship Mission - \$1,500
- The Amherstburg Freedom Museum - \$6,500
- Amherstburg Historic Sites Association - \$ 8,500
- CAT (Cat Assistance Team) - \$5,000
- Rose City Gymnastics - \$12,095
- SNAP Spay/Neuter Assist Program for Cats - \$5,000
- The Garrison - \$25,000
- University of Windsor Bursary-The Addolorata De Luca Leadership Scholarship - \$10,000

**Risk Analysis:****Financial Impact:**

Grants to Organizations	10-5-8020600-0353	\$	44,345
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		<b>Total Impact:</b>	<b>\$ 44,345</b>
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		<b>REVISED</b>	
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# THE CORPORATION OF THE TOWN OF AMHERSTBURG

## OFFICE OF THE CAO

### MISSION STATEMENT:

Author's Name: Paula Parker	Report Date: November 27, 2017
Author's Phone: 519 736-0012 ext. 2238	Date to Council: November 28, 2017
Author's E-mail: <a href="mailto:pparker@amherstburg.ca">pparker@amherstburg.ca</a>	Classification #: N/A

To: Mayor and Members of Town Council

Subject: 2018 Grants to Community Groups and Organizations

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### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Municipal Clerk dated November 27, 2017, regarding 2018 Grants to Community Groups and Organizations **BE RECEIVED**; and,
2. The requested funding for Grants to Community Groups and Organizations **BE CONSIDERED** during 2018 Budget deliberations.

### 2. BACKGROUND:

In accordance with Town Policy F10-Grants to Community Groups and Organizations, 9 applications for 2018 grants have been received. A provision for grant requests has been included in the 2018 Proposed Budget for Council's consideration based on the submitted grant applications for 2018.

As per Policy F10 - Grants to Community Groups and Organizations, to provide a grant, Council must consider the following:

- Grants shall only be considered when Council is setting the annual operating budget
- Council may provide grants for municipal services which shall include special events, community development, arts and culture, environment and related services
- Council shall only provide grants to not-for-profit and charitable registered groups



As per Policy F10 - Grants to Community Groups and Organizations, groups must meet the following criteria to qualify:

- The Request for Annual Grant form shall be received no later than October 30<sup>th</sup> of the prior year
- Any returning groups shall submit their Annual Report from the Community Grant Group form no later than October 30<sup>th</sup> of the prior year
- They must be not-for-profit or charitable registered
- Group/committee members must be in good community standing
- They must disclose all budget and financial information to the Town of Amherstburg

As per Policy F10 - Grants to Community Groups and Organizations, Council also has the following rights:

- Council may, at any time, request to see the financial position of a grant group
- Council may refuse to offer a grant if it is determined that the group does not meet the requirements of the policy
- Council may refuse or rescind a grant or any promissory grants

### **3. DISCUSSION:**

A budget issue #CAO-2018-4, was submitted with the 2018 budget document for Council's consideration. This issue paper contained an error indicating that the Amherstburg Historic Sites Association and Park House Museum each requested \$8,500. These two groups are in fact the same group and its request should have only been accounted for once. Administration also received a request on Friday, November 24, 2017 from an Amherstburg resident representing the University of Windsor for assistance with a bursary program. This is also now included for Council's consideration.

With that said, the amount approved by Council for 2017 Grants to Community Groups and Organizations was \$34,250. Grant requests were received for 2018 in the amount of \$78, 595, a difference of \$44, 354 over last year. Therefore, budget issue #CAO-2018-4 recognizes that an additional \$44, 354 is being requested for 2018. The particulars of each 2018 grant request are summarized in the table below.

Administration has conducted a review of each requesting group. It has been determined that not all requesting groups have met the criteria of the policy. The bursary program (the Addolorata De Luca Leadership Scholarship) for the University of Windsor grant request was received by the Clerk's office on November 27, 2017, which is beyond the deadline date set by the policy, however the request is still being provided to Council for its consideration.

Leah Prentice delegated before Council on September 25, 2017, regarding the Southwestern Canadian Historical Interactive Center, "The Garrison". As a result of that delegation, administration was directed to bring the grant request forward for Council's consideration during the 2018 budget deliberations. After further review of information

provided by Ms. Prentice, it has been determined that the request does not qualify under *F10 - Grants to Community Groups and Organizations*, section 7 which indicates, “*Council shall only provide grants to not-for-profit and charitable registered groups.*” Ms. Prentice indicates:

*“I am not acting on behalf of any one organization, rather coordinating a place where they can all come together along with everyone else to have hands on learning experience through workshops, story-telling campfires, music, art, local entertainment, watch movies and documentaries together, listen to guest speakers and learn the cultures within and surrounding our area.....”*

This individual is seeking funds for recreational space rental of \$4,800 and personal part time pay of \$14,000 (\$300/wk. x 12), in addition to funds for equipment and programming. Ms. Prentice is requesting to be an employee of the Town on a part time basis *“to serve as a community stronghold for all involved – for all races, to have easy access, be involved and share experiences as well as learn from all races and peoples first-hand about history, culture and most of all to have an open mind and heart for each other young and old included.....”* Ms. Prentice has been advised that her request does not qualify under policy *F10 - Grants to Community Groups and Organizations*, but has requested that it still be provided to Council for consideration.

Each group provides or wishes to provide valued programs or services to various Amherstburg residents. All organizations are requesting funds to continue with current offerings and/or to fund the cost of future operations.

The following table summarizes the requests to be considered (applications are also attached for reference):

Organization	Particulars of Service	Requested Amount
Amherstburg Community Services (ACS)	Continuation of services, which include: <ul style="list-style-type: none"> <li>• acting as the local agent for Jumpstart Children’s Recreational Subsidy programs and within the last year for the Ontario Electricity Support Program</li> <li>• to run programs assisting low income families and providing satellite office space for a variety of agencies (Teen Health, counseling, Hiatus House, legal aid and more)</li> <li>• income Tax clinics and computer classes</li> <li>• fill a backpack/Family Fun Day</li> <li>• Meals on Wheels, Care A Van, etc.</li> </ul>	\$5,000.00

	<ul style="list-style-type: none"> <li>• Income Tax clinics</li> <li>• Continued work with The Unemployed Help Centre and Housing Information Services on Coats for Kids and Keep the Heat Program</li> </ul>	
Amherstburg Food and Fellowship Mission	<p>Continuation of services, which include:</p> <ul style="list-style-type: none"> <li>• providing programs 6 days a week to economically disadvantaged residents through hot meals</li> <li>• emergency food baskets</li> <li>• clothing center programs</li> <li>• Baby program providing formula, diapers, etc.</li> </ul>	\$1,500.00
Amherstburg Freedom Museum	<p>Continuation of services, which include:</p> <ul style="list-style-type: none"> <li>• open year round to walk-in visitors</li> <li>• provide tours and educational programming regarding the preservation of the Black heritage of the region from African origins to the present day and to continue to draw visitors to Amherstburg</li> <li>• promotion of Amherstburg as the chief entry point for Black refugees seeking freedom in Canada</li> <li>• annual events include: Ribs &amp; Ragtime, Emancipation Day Celebration, Annual Christmas at the Museum</li> </ul>	\$ 6,500.00
Amherstburg Historic Sites Association	<p>Continuation of services, which include:</p> <ul style="list-style-type: none"> <li>• Conservation and preservation of artifacts that tell the history of Amherstburg and its people through exhibits, talks and written material</li> <li>• Examination of the collection to ensure its preservation</li> <li>• “Can you Did it?” – Local Archeology exhibit runs from July 1, 2018 to October 5, 2018</li> </ul>	\$8,500.00
Cat Assistance Team (CAT)	<p>Continuation of services, which include:</p> <ul style="list-style-type: none"> <li>• Trapping 2-3 days per week</li> <li>• Food to bait traps and feed existing colonies</li> <li>• Shelters for the winter to reduce</li> </ul>	\$5,000.00

	<p>human interaction with feral animals</p> <ul style="list-style-type: none"> <li>• Educational materials to keep the community informed</li> </ul>	
Rose City Gymnastics	<p>New grant request for 2018:</p> <ul style="list-style-type: none"> <li>• 2018 Ontario Provincial Artistic Gymnastics Championships for the best young gymnasts in Ontario, competing at the Libro Credit Union Centre</li> <li>• The Championships start on April 5, 2018 and runs over 4 days</li> <li>• Athletes from ages 8-18+, both men and women will compete at Provincial, National and High Performance (Olympic) levels</li> <li>• Funds will help to showcase the Town of Amherstburg through a partnership of its people and businesses</li> </ul>	\$12,095.00
Spay and Neuter Assist Program (SNAP)	<p>New grant request for 2018:</p> <ul style="list-style-type: none"> <li>• Lower the stray and feral cat population by trap, neuter, return</li> <li>• All cats are vaccinated, ear tipped, micro chipped and vet checked</li> <li>• Shelters are provided when needed and care takers are on hand once released</li> <li>• Trappers work through the local veterinarians and the Windsor Humane Society</li> <li>• Education for the public on how to care for stray and feral cats and the necessity of sterilization and rodent control</li> </ul>	\$5,000.00
The Garrison	<p>New grant request for 2018:</p> <ul style="list-style-type: none"> <li>• “The Garrison” is a 2018 pilot proposal</li> <li>• Highlight local history beginning with glacier land formation and First Nations</li> <li>• Local Art and Culture</li> <li>• Campfire stories, Legends, singing, hand drums and guitar</li> <li>• Craft workshops, contests, games treasure hunts</li> <li>• Local Entertainment – music,</li> </ul>	\$25,000.00

	bands stand-up comedy and karaoke <ul style="list-style-type: none"> <li>• Survival skills/life skills</li> <li>• Inspiration/ encouragement and collaboration</li> <li>• Connection/interaction and inclusion between all races</li> </ul>	
University of Windsor Bursary - The Addolorata De Luca Leadership Scholarship	New grant request for 2018: <ul style="list-style-type: none"> <li>• Donation to a scholarship that provides affordable education and preservation of family stories for future generations.</li> <li>• This endowment must raise \$40,000 in order to provide two deserving student leaders with a \$1,500 scholarship</li> <li>• Recipients are selected by the University of Windsor's Student Award and Financial Aid Committee based on the scholarship criteria</li> <li>• Partnership and collaboration is a large element of increasing awareness of the The Addolorata De Luca Leadership Scholarship</li> </ul>	\$10,000.00  (requested as \$5,000 over 2 years <u>or</u> \$2,500 over 4 years)

**4. RISK ANALYSIS:**

The Community Grants Budget recommended for funding in the 2018 budget is based on the funding levels approved by Council in 2017. It should be noted that not all grant submissions were received prior to the budget preparation as per the policy *F10 - Grants to Community Groups and Organizations* and others may come forward seeking similar consideration.

The grant funding request of \$25,000 for “The Garrison” was determined not to meet the criteria of *F10 - Grants to Community Groups and Organizations*, section 7 which indicates, “*Council shall only provide grants to not-for-profit and charitable registered groups.*” Should Council wish to approve this funding request, it must first waive the rules of the policy to do so.

Should Council choose not to provide funding to community groups, there may be a negative impact on the valued services delivered to the community resulting in hardship in some situations. This may result in the political criticism of Council should funding not be provided.

**5. FINANCIAL MATTERS:**

A budget issue #CAO-2018-4, was submitted with the 2018 budget document for Council's consideration. As indicated above, the issue paper contained an error indicating that the Amherstburg Historic Sites Association and Park House Museum each requested \$8,500. These two groups are in fact the same group and its request should have only been accounted for once. Administration also received a request on Friday, November 24, 2017 from an Amherstburg resident representing the University of Windsor for assistance with a bursary program. This is also now included for Council's consideration.

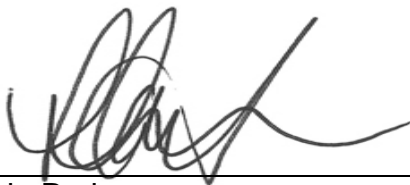
With that said an amended budget issue paper for #CAO-2018-4 accompanies this report for Council's consideration. The amount approved by Council for 2017 Grants to Community Groups and Organizations was \$34,250. Grant requests were received for 2018 in the amount of \$78, 595, a difference of \$44, 354 over last year. Therefore, budget issue #CAO-2018-4 recognizes that an additional \$44, 354 is being requested for 2018. The additional request is listed as "Maybe" on page 15 for Council's consideration however only \$34,250 is funded in the 2018 Budget, any additional funds will add to the Municipal Mill Rate.

**6. CONSULTATIONS:**

N/A

**7. CONCLUSION:**

Community groups and organizations provide valuable services to the residents of this community. They are a vital part of moving the Town forward. The above listed groups have asked for financial assistance from Council to continue to provide valued community services at or above their current standards.



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Paula Parker  
**Municipal Clerk**

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**APPENDICES:**  
**Community Grant applications**

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CAO-2018-5
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	OFFICE OF THE CAO
<b>Division:</b>	Clerk's Office
<b>Estimated Cost:</b>	\$29,517

**Description of Item:**

Add a Part-Time Committee Coordinator position  
 Budgeted at a Band 4, Step 3.

**Justification:**

Administration believes that this part time Committee Coordinator position will eliminate these inconsistencies and ensure proper procedure is followed by performing the following job responsibilities:

- Provide administrative support to all 17 Committee/Local Boards of Council
- Prepare, edit, copy and file minutes of meetings, reports, forms, memos, advertisements, resource materials, and other correspondence.
- May be required to independently respond to letters and general correspondence of a routine nature. Determine priorities and route correspondence.
- Prepare and distribute meeting agendas and supporting materials.
- Attend all Committee meetings as required.
- Vacancies, ads, resume collection, reports to Council.
- Maintain a high level of confidentiality in all interactions.
- Assist with report and presentation preparation.
- Maintain a professional image and demeanour with all employees, management, executives, volunteers and visitors at all times.
- Maintain up to date knowledge of procedural by-law, Town policies and all appropriate legislation, including but not limited to; Heritage Act, AODA, Line Fences Act, Protection of Livestock and Poultry from Dogs Act, Planning Act, Building Code Act, Highway Traffic Act, Tourism and Recreation Act, and Drainage Act.
- Other duties, relevant to the position, shall be assigned as required.

**Risk Analysis:**

There are a number of inequities throughout the committee structure, due to the varying individuals responsible. It can be expected that these concerns will continue should Council not support this position request.

Some of these inconsistencies include:

- Agendas not posted to meet notice requirements
- Agenda templates are not consistent
- Agendas are not being published with supporting materials
- Chairs tend make motions
- Chairs tend to lead the meeting
- No disclosure of pecuniary interest asked at the start of meetings
- Procedural rules are not being followed for delegates
- No deferral motions
- Motions are too vague
- Minutes are not recorded as per Municipal Act requirements
- Minute templates are not consistent
- Recommendations/reports to Council are inconsistent

**Financial Impact:**

Salaries-Contract Personnel	10-5-1001022-0112		\$26,834
Benefits @ 10%		\$	2,683
	<b>Total Impact:</b>	\$	<b>29,517</b>





## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF THE CAO

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Paula Parker	Report Date: October 2, 2017
Author's Phone: 519 736-0012 ext. 2238	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:pparker@amherstburg.ca">pparker@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Part Time Committee Coordinator

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Municipal Clerk dated October 2, 2017 regarding Part Time Committee Coordinator **BE RECEIVED**; and,
2. The Part Time Committee Coordinator proposed in the 2018 Clerks Budget **BE CONSIDERED** as part of the overall 2018 Operating Budget.

#### 2. BACKGROUND:

Council, as part of its governance model, has a committee structure in place which serves several functions. Committee functions vary within each mandate; however every committee provides advice and recommendations to Council, and assistance to external agencies and operating groups, as required by legislation.

Council and the Town of Amherstburg are committed to community engagement through the participation of volunteers and appointees to boards and committees. Committees are required to adhere to the same rules of procedure that Council must follow in Procedural By-law 2014-91. This guarantees full accountability and transparency within the municipality. 2017 amendments to the Municipal Act and the Municipal Conflict of Interest Act (MCIA) affecting Council and its appointed committee's require additional attention to ensure compliance with legislation.

Although the Committee/Local Boards Terms of Reference indicates that committees will meet on a quarterly basis, the majority of the committees elect to meet on a monthly or bi-monthly basis to effectively manage their mandates.

Council considered this same request as a part of the 2017 Clerks department operating budget and subsequently denied the request during the 2017 budget deliberations. The concerns identified within the Clerks department in 2017 continue to require attention. Furthermore the recent changes in legislation have further amplified concerns regarding the Town's ability to ensure legislative compliance.

### **3. DISCUSSION:**

Pursuant to the *Municipal Act*, the Clerk's office is responsible for carrying out the direction of Council with respect to committee structure. The Clerk, or designate, provides guidance and advice with respect to appropriate legislation to all committees of Council, and is responsible for records and information management within the municipality.

When this need was brought to Council in 2016, there were 17 Committee/Local Boards of Council, 10 of which were legislated. Fourteen members of administration assisted either as liaison or as recording secretary for those committees and were responsible to liaise between committee members for the purpose of information sharing, providing advice and expertise and to create agendas and prepare minutes for each meeting. In addition, they were and are still expected to meet the notice requirements of the Procedural By-law with respect to publication of meetings and agendas, as well as minutes. In 2017, Council eliminated the Traffic Committee, Parks Committee, Audit and Finance Advisory Committee and the Economic Development Advisory Committee which now leaves 13 committees and 12 liaisons under the direction of the Clerks department.

In 2016, at the direction of the CAO, the Clerk and/or Deputy Clerk attended most committee/board meetings for the purpose of providing procedural advice and to assess and address committee inconsistencies. This equated to at least 7 additional evening meetings per month for the Clerk/Deputy to attend not including their regular duties at Regular and Special Council meetings.

Since the attendance of the Clerk and/or Deputy Clerk at committee meetings commenced, a number of procedural concerns were identified. There were complaints from committee members regarding the timing of their agendas and supporting materials, as well as the return of previous minutes for review and adoption.

A review by the Clerks department of the committee issues identified in 2016/2017 have concluded that concerns remain valid. Those concerns include the following:

- Agendas not posted to meet notice requirements
- Agenda templates are not consistent
- Agendas are not being published with supporting materials
- Chairs making motions
- Chairs leading the meeting
- No disclosure of pecuniary interest asked at the start of meetings

- Procedural rules are not being followed for delegates
- No deferral motions
- Motions too vague
- Minutes not recorded as per Municipal Act requirements
- Minute templates not consistent
- Recommendations/reports to Council are inconsistent

With the recent amendments to the Municipal Act and Municipal Conflict of Interest Act that have already been enacted by Royal Assent or will be enacted in 2018 upon proclamation, it is even more important to ensure that committees and boards are following the proper procedures as per the new legislated requirements.

A part time Committee Coordinator responsible primarily for committee compliance will eliminate these inconsistencies and ensure proper procedures are followed by performing the following job responsibilities:

- Provide administrative support to all Committee/Local Boards of Council.
- Prepare, edit, copy and file minutes of meetings, reports, forms, memos, advertisements, resource materials, and other correspondence.
- Independently respond to letters and general correspondence of a routine nature.
- Determine priorities and route correspondence accordingly.
- Prepare and distribute meeting agendas and supporting materials.
- Attend all Committee/Board meetings as required.
- Prepare for vacancies, ads, resume collection and reports to Council.
- Maintain a high level of confidentiality in all interactions.
- Assist with report and presentation preparation.
- Maintain a professional image and demeanour with all employees, management, executives, volunteers and visitors at all times.
- Maintain up to date knowledge of the Procedural By-law, Town policies and all appropriate legislation, including but not limited to; Heritage Act, AODA, Line Fences Act, Protection of Livestock and Poultry from Dogs Act, Planning Act, Building Code Act, Tourism and Recreation Act, and Drainage Act.
- Maintain the Conflict of Interest registry as required by the MCIA amendments.
- Other duties, relevant to the position, shall be assigned as required.

#### 4. **RISK ANALYSIS:**

This part time Committee Coordinator position is proposed to be responsible for all facets of committee coordination and to alleviate the additional workload on all administrative liaisons by assuming responsibility for agenda preparation, public notice and minute preparation, as well as the new requirement of maintaining a Conflict of Interest registry as per the MCIA. This will also provide consistency within the committee structure by ensuring that all committees are following the same procedures. It will ensure that the Town of Amherstburg continues to govern itself in an open and transparent manner and that the Town does not find itself in contravention of the *Municipal Act*, *Municipal Conflict of Interest Act* or its own procedural by-law.

With the addition of Crossing Guards to the Clerks department in the 2015 budget deliberations, as well as increased responsibilities to records management with the

recent changes to MFIPPA legislation, the Clerks department is running extremely lean. The Clerk is also responsible for the Insurance and Risk Management Program for the entire organization and cannot currently provide it the time and attention it requires. Preparation for the 2018 Municipal Election is also underway within the Clerks department. This additional part time Committee Coordinator is required to support the Clerks department and Council's committee structure. It will ensure compliance with the recent amendments to the Municipal Act and the Municipal Conflict of Interest Act.

**5. FINANCIAL MATTERS:**

The part time Committee Coordinator is proposed for 24 hours a week and is reflected in the 2018 Clerks Salaries/Wages and Benefits Budget totalling \$29,517.

The 12 management liaisons will still be required to attend committee meetings to provide their specific expertise to each committee; however the addition of the Committee Coordinator will eliminate the current need for administrative preparation and committee coordination and allow all staff members to refocus their attention to the specific duties of their job.

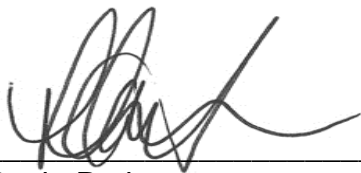
**6. CONSULTATIONS:**

The Deputy Clerk was consulted on this report and concurs with the recommendation.

**7. CONCLUSION:**

The part time Committee Coordinator would serve as the Clerks designate, as per the *Municipal Act*, to coordinate Council's committee structure ensuring consistency, accountability and transparency. It will provide guidance and advice with respect to appropriate legislation to all committees of Council, and eliminate the issues identified by the Clerk's department. This position will also be responsible for records and information management within the municipality with respect to committees and local boards. This position will enhance communication between Council and its committees as it will provide Council with increased awareness of each committee's annual progress.

The addition of this part time position will allow staff to reallocate their time and attention to the specific duties of their job and will eliminate their need to focus on this particular function.



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Paula Parker  
**Municipal Clerk**

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## Report Approval Details

Document Title:	2018 Part time Committee Coordinator.docx
Attachments:	N/A
Final Approval Date:	Nov 1, 2017

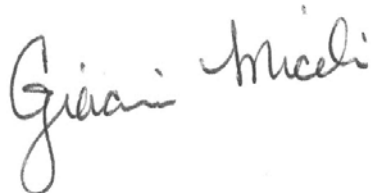
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 26, 2017 - 4:19 PM**



**Mark Galvin - Oct 27, 2017 - 9:15 AM**



**John Miceli - Oct 27, 2017 - 11:08 AM**



**Tammy Fowkes- Nov 1, 2017 - 11:05 AM**

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

**Contractual**       **New**       **Increase**       **Decrease**

<b>Item Number:</b>	CAO-2018-6
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	OFFICE OF THE CAO
<b>Division:</b>	Clerk's Office
<b>Estimated Cost:</b>	\$76,238

**Description of Item:**

Add a Policy Coordinator Contract Position  
  
Budgeted at a Band 6, Step 3

**Justification:**

In August 2014 Deloitte issued the Town of Amherstburg -Financial Management and Practices Review identifying that one of the significant risks associated with the Town was the lack of updated Town policies. Since then the Corporate Services Department has done a considerable amount of work in the area of updating and standardizing the policies and maintaining a central repository of numerous corporate policies. Administration has targeted its efforts through the use of contract employees dedicated to this initiative. A number of Special Council Meetings were called to review and adopt new and updated policies on a regular basis to move this recommendation forward.

Administration has reviewed the policies of the municipality with respect current and required policies and believes that in order to fulfil the mandate of the Deloitte review that additional attention is required and is requesting the support of a contract position. As indicated above, the Municipal Act is the supporting legislation and provides the framework for Council to approve policy. With that said, administration is certain that a Policy Coordinator, under the direction of the Clerk would best suit the interests of Council and the community.

After review of the current policy management program the following is being proposed as the course of action for a 1 year Full Time Policy Coordinator contract position:

*Create a Policy Framework:* As per the Municipal Act, the Town already has an established policy framework whereby all policies require Council resolution to come into force. However, it is recognized that there should also be tools/templates for policy developers to use during a consultative policy development process.

*Policy Development:* Establish an improved set of templates to assist with policy development. A review of other municipalities should also be completed to assess what gaps exist or "best practice" policies are required in the Town of Amherstburg so that these gaps can be rectified.

*Exposure:* An inventory of current policies is currently being maintained which should be periodically compared to policies posted on the Town's website to ensure they are appropriately updated as adopted to guarantee accountability and transparency.

*Association:* Discrepancies between actual procedures, best practices and policies should be reviewed and resolved either by policy creation or rescission.

*Validation:* Policies are reviewed by the CAO and Senior Management Team and approved by Council.

*Awareness:* Policies are communicated to employees via email; posted to the common drive for accessibility; and posted to the Towns website. Training on policies should be provided where required.

**Risk Analysis:**

A Policy is defined as corporate direction that is formally adopted by Council resolution. Enacting policies provides a framework for decision making ensuring consistency throughout the municipality in the decision making process.

The supporting legislation for such policy development is the Municipal Act which specifically provides Council the authority to develop and evaluate the policies and programs of a municipality.

The Town has made significant progress in the Deloitte report and is moving forward with several new projects, programs and initiatives which should be governed by updated and relevant Policies. These policies will ensure rules are adhered to, which will result in increased resident confidence, provides for an open and transparent governance model and ensure the Town's risk and liability are mitigated.

**Financial Impact:**

Salaries-Contract Personnel	10-5-1001022-0107		\$69,307
Benefits @ 10%		\$	6,931
		<b>Total Impact:</b>	<b>\$ 76,238</b>



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF THE CAO

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Paula Parker	Report Date: October 2, 2017
Author's Phone: 519 736-0012 ext. 2238	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:pparker@amherstburg.ca">pparker@amherstburg.ca</a>	Resolution #: N/A

**To: Mayor and Members of Town Council**

**Subject: One Year Contract – Full Time Policy Administrator**

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#### 1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Municipal Clerk dated October 2, 2017 regarding One Year Contract - Full Time Policy Administrator **BE RECEIVED**; and,
2. The One Year Contract Full Time Policy Administrator position proposed in the 2018 Clerks Budget **BE CONSIDERED** as part of the overall 2018 Operating Budget.

#### 2. **BACKGROUND:**

A Policy is defined as corporate direction that is formally adopted by Council resolution. Enacting policies provides a framework for decision making ensuring consistency throughout the municipality.

The supporting legislation for such policy development is the Municipal Act which specifically provides Council the authority to develop and evaluate the policies and programs of a municipality.

Since 2014, the Corporate Services Department has done a considerable amount of work in the area of centralization and standardization of numerous corporate policies already in existence, as well as making great strides in new policy development.

As part of this work, the Manager of Special Projects (a position that no longer exists within the organization) and an additional contract policy position between November 2014 and June 2015, worked closely with other departments to identify all corporate



policies and validate the accuracy and completeness of the policies which remain relevant. 129 policies were identified as part of the Town's policy framework and 43 of these policies were updated during the time the contract position was in place. Work still needs to be completed in this area to identify those that are outdated and require rescission or need additional updating. Further, a centralized policy page was created on the Town's website to make the policies easily accessible to all staff and the community.

With the passing of Bill 68 on May 30, 2017, additional policies have been mandated and are required to be included in the Town's policy framework as per legislation.

In addition to this work, it is believed that a review of other municipalities should be completed to assess what gaps exist and other policies may be required for the Town of Amherstburg.

### **3. DISCUSSION:**

Administration has reviewed the needs of the municipality with respect to Corporate Policy Management and believes that it requires additional attention. As indicated above, the Municipal Act is the supporting legislation and provides the framework for Council to approve policy. With that said, administration is certain that a Policy Coordinator, under the direction of the Clerk would best suit the interests of the community.

After review of the current policy management program the following is being proposed as the course of action for a one year Full Time Policy Administrator contract position:

Create a Policy Framework: As per the Municipal Act, the Town already has an established policy framework whereby all policies require Council resolution to come into force. However, it is recognized that there should also be tools/templates for policy developers to use during a consultative policy development process.

Policy Development: Establish an improved set of templates to assist with policy development. A review of other municipalities should also be completed to assess what gaps exist or "best practice" policies are required in the Town of Amherstburg so that these gaps can be rectified.

Exposure: An inventory of current policies is currently being maintained which should be periodically compared to policies posted on the Town's website to ensure they are appropriately updated as adopted to guarantee accountability and transparency.

Association: Discrepancies between actual procedures, best practices and policies should be reviewed and resolved either by policy creation or rescission.

Validation: Policies are reviewed by the CAO and Senior Management Team and approved by Council.

Awareness: Policies are communicated to employees via email; posted to the common drive for accessibility; and posted to the Town's website. Training on policies should be provided where required.

**4. RISK ANALYSIS:**

The Town should develop a policy relevant to Town policies thereby enabling a current, functional, accessible and consistent policy framework. The Town should review all outdated policies to ensure that they are current and applicable.

The Town is moving forward with several new projects, programs and initiatives which should be governed by updated and relevant Policies, to ensure rules are adhered to, which in turn ensures the Town's risk and liability are maintained at minimum levels.

**5. FINANCIAL MATTERS:**

A one year contract for Policy Administrator will be budgeted in the Clerks 2018 Salary budget at an amount of \$76,238 which includes both salary and benefit cost and is included in the 2018 budget within the 2% parameters established by Council. At the end of the one year term Administration will re-evaluate the policy framework to determine its condition and bring a report forward to Council.

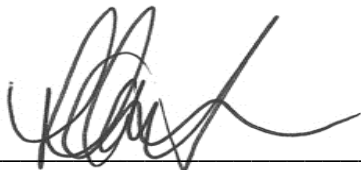
**6. CONSULTATIONS:**

The Senior Management Team was consulted on this report and concurs with the recommendation.

**7. CONCLUSION:**

Administration is of the view that a Policy Administrator position should exist with defined responsibilities for Corporate Policy Management, as identified in the report and administered by the Clerk who is responsible for overall compliance with the Municipal Act.

It is important to continue the work of policy centralization, standardization and review and a one year Policy Administrator contract position will ensure that this work will progress into a valuable Policy Management Program.



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Paula Parker  
**Municipal Clerk**

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## Report Approval Details

Document Title:	1 Year Contract - Policy Administrator.docx
Attachments:	N/A
Final Approval Date:	Nov 1, 2017

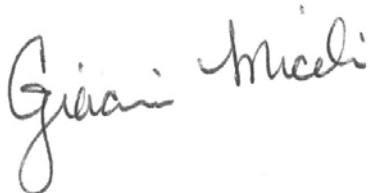
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 30, 2017 - 12:56 PM**



**Mark Galvin - Oct 31, 2017 - 4:14 PM**



**John Miceli - Nov 1, 2017 - 3:32 PM**



**Tammy Fowkes - Nov 1, 2017 - 5:29 PM**

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

**Contractual**       **New**       **Increase**       **Decrease**

<b>Item Number:</b>	CAO-2018-7
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	MARKETING AND PROMOTION
<b>Department:</b>	OFFICE OF THE CAO
<b>Division:</b>	CAO/Mayor
<b>Estimated Cost:</b>	\$95,644

**Description of Item:**

Add a Communications Officer position  
  
Budgeted at a Band 6, Step 3

**Justification:**

Over this past term of Council the Town of Amherstburg continues to build momentum as one of the progressive municipalities in the region and this is illustrated through the increased positive media showcasing the Town. The Town has been recognized as a premier destination by the Communities in Bloom and the Canada 150 events which have brought Amherstburg into the spotlight on a National level.

As the Town continues to move forward with significant changes i.e. the waterfront development, Bellvue, Parks Master Plan, Community Improvement Plan, Aging Master Plan, Urban Design Guidelines etc the messaging will be critical to the Town's continued success. Keeping the public and the various stakeholders informed and presenting a consistent and concise message is key. Amherstburg is one of last local municipalities without a communications individual. The increasing number of new initiatives requires focused attention to a communications strategy and messaging.

This position would be responsible for and assist with:  
*News media relations* - preparation of media releases, advisories and communication plans, liaison with journalists, monitoring media coverage  
*Website and social media management* - facilitating civic engagement through the timely exchange of information on the municipality's website and social media sites  
*Corporate marketing liaison* - marketing promotion of municipal facilities, programs and services, providing marketing support to Council, municipal departments and committees  
*Corporate brand and identity* - brand protection and adherence to logo and graphics standards  
 Internal communications - development of internal communication to increase collaboration and employee engagement and to foster an open communication culture  
*Emergency preparedness* - assisting the Emergency Operations Centre, in the event of an emergency, by assuming the role of Emergency Information Officer  
 The responsibilities above are the first step toward executing the actions outlined in Pillar #1 of the Community Based Strategic Plan - Marketing & Promotion.

The objective outlined in this identified strategy is to promote the Town as a destination for all demographics including young families and retirees through the following actions:  
 - Develop a strong online and social media presence to better inform residents and visitors of life in Amherstburg;  
 - Develop a marketing plan that supports the Town's efforts to attract future residents, investment and business and grow our profile beyond Essex County;  
 - Effectively leverage the tourism marketing reach and product development efforts of the Southwest Ontario Tourism Corporation (SWOTC);  
 - Identify partnership opportunities with local businesses and cultural institutions in the marketing and promotion of the Town;  
 - Promote local success stories that demonstrate the opportunity and potential of living and investing in Amherstburg.

There are neighbouring Municipalities that employ a dedicated resources for these duties, such as: Lasalle, Lakeshore, Essex, and Leamington.

**Risk Analysis:**

The absence of a communications strategy could result in the loss of public interest and have an adverse affect on the momentum gained thus far.

**Financial Impact:**

Salaries-Full-Time	10-5-1001023-0101		\$69,307
Benefits @ 38%		\$	26,337
	<b>Total Impact:</b>	<b>\$</b>	<b>95,644</b>



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF THE CAO

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Giovanni (John) Miceli	Report Date: November 2, 2017
Author's Phone: 519 736-0012 ext. 2228	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:jmiceli@amherstburg.ca">jmiceli@amherstburg.ca</a>	Resolution #: N/A

**To: Mayor and Members of Town Council**

**Subject: Communications Officer**

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Chief Administrative Officer dated November 2, 2017 regarding Communications Officer **BE RECEIVED**; and,
2. The Communications Officer position proposed in the 2018 CAO's Budget **BE CONSIDERED** as part of the overall 2018 Operating Budget.

#### 2. BACKGROUND:

Over this past term of Council the Town of Amherstburg continues to build momentum as one of the more progressive municipalities in the region. As a result of this movement it is important for the Town to continue to display itself in a positive light. To that end, it is crucial to have consistent delivery of messaging related to the Town. To date the Town has accomplished this through the Mayor and CAO. However, as important issues arise, continuous, factual and transparent updates and communications will help to mitigate the damage brought on by misinformation and rumour. It is critical that the messaging remains consistent with a positive focus on the Town going forward

### 3. DISCUSSION:

The Town has been recognized as a premier destination by the Communities in Bloom and the Canada 150 events which have brought Amherstburg into the spotlight on a National level.

As the Town continues to move forward with significant changes, i.e. the waterfront development, Bellevue, the Parks Master Plan, the Community Improvement Plan, Aging Master Plan, Urban Design Guidelines etc., the messaging will be vitally important to the Town's continued success. Keeping the public and various stakeholders informed and presenting a consistent and concise message is key. Amherstburg is one of the last local municipalities without a communications individual tasked with the roles mentioned within this report. The increasing number of new initiatives requires focused attention to a communications strategy and messaging.

The role of the communications officer is to ensure the Town's communication with different target audiences, including taxpayers, journalists, investors, suppliers, social media and the community as a whole are focused on Town desired messaging. The individual will advise staff and where required the political body on communication tasks, and use written and verbal skills to create a wide range of service and corporate communication material. By communicating effectively with the target audience, this position will continue to help build a positive reputation for the Town.

The individual will prepare news releases, consistent in form and function, when the Town launches new initiatives or improves existing services. They will also develop appropriate messaging when the Town makes decisions to reduce or eliminate services. The individual will be responsible for issuing a release if the Town wins a significant award such as the Communities in Bloom and will assist the Town departments in the promotion of Town events and programming. The position will write news releases about Town changes, such as the appointment of staff, the latest financial results of the Town, major capital investments made in the Town or by the Town. The position will arrange for news conferences to make important announcements and deal with inquiries from the media.

The position will write marketing communications material for the Town. The individual will work with departments to plan the content of Town brochures, leaflets, annual reports for ratepayers and potential investors and newsletters. The individual will take ownership and write content for the municipal website pages and scripts for presentations and videos where required. The individual will be the gatekeeper to the "*Talk the Burg*" community engagement. The position will gather information and work closely with staff.

Core duties of the position will include:

**News media relations** - preparation of media releases, advisories and communication plans, liaison with journalists, monitoring media coverage

**Website and social media management** - facilitating civic engagement through the timely exchange of information on the municipality's website and social media sites

**Corporate marketing liaison** - marketing promotion of municipal facilities, programs and services, providing marketing support to Council, municipal departments and committees

**Corporate brand and identity** - brand protection and adherence to logo and graphics standards

**Internal communications** - development of internal communication to increase collaboration and employee engagement and to foster an open communication culture

**Emergency preparedness** - assisting the Emergency Operations Centre, in the event of an emergency, by assuming the role of Emergency Information Officer

The responsibilities above are the first step toward executing the actions outlined in **Pillar #1 of the Community Based Strategic Plan - Marketing & Promotion.**

The objective outlined in this identified strategy is to promote the Town as a destination for all demographics including young families and retirees through the following actions:

- Develop a strong online and social media presence to better inform residents and visitors of life in Amherstburg;
- Develop a marketing plan that supports the Town's efforts to attract future residents, investment and business and grow our profile beyond Essex County;
- Effectively leverage the tourism marketing reach and product development efforts of the Southwest Ontario Tourism Corporation (SWOTC);
- Identify partnership opportunities with local businesses and cultural institutions in the marketing and promotion of the Town; and,
- Promote local success stories that demonstrate the opportunity and potential of living and investing in Amherstburg.

There are neighbouring Municipalities that employ dedicated resources for these duties such as: Lasalle, Lakeshore, Essex, and Leamington.

#### **4. RISK ANALYSIS:**

The role of this position will be critical in managing the communications risk for the Town going forward. A failure to implement communications strategies, most notably in today's social media and media climate may result in long lasting effects and could potentially have a detrimental effect on the Town brought on by misinformation and rumour. Not managing the message increases the level of political risk for Council as individual members and to the Town presenting a financial and resource risk. A pertinent example for members of Council to consider is the 2013/14 financial situation of the Town. At the time the Town did not have such a position to manage the messaging and as a result the Town experienced significant negative messaging and damaged the reputation of the Town. It could be suggested that if the Town would have appropriately conveyed the messaging at that time, a significant amount of the negative messaging that occurred could have been mitigated. The present Council and Administration are still dealing with the effects of such a mismanaged ordeal.



5. **FINANCIAL MATTERS:**

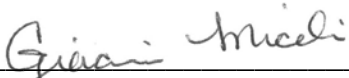
The budget included in the 2018 Operating budget for this position inclusive of benefits is \$95,644. The position has been funded within the 2% council approved budget.

6. **CONSULTATIONS:**

N/A

7. **CONCLUSION:**

The Town is poised to make significant strides on various initiatives and it is imperative that the messaging and information going forward is delivered and presented in a manner that instills confidence in the various stakeholders going forward. Consistent and positive messaging fosters a positive image for the Town, making the Town more attractive to visitors, investors, residents and potential residents alike.

  
\_\_\_\_\_  
Giovanni (John) Miceli  
**Chief Administrative Officer**

**GJM**

## Report Approval Details

Document Title:	Communications Officer.docx
Attachments:	N/A
Final Approval Date:	Nov 3, 2017

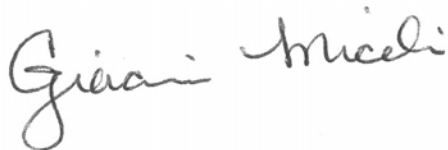
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Nov 3, 2017 - 1:43 PM**



**Mark Galvin - Nov 3, 2017 - 1:43 PM**



**John Miceli - Nov 3, 2017 - 1:43 PM**



**Paula Parker - Nov 3, 2017 - 1:44 PM**

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       **New**       **Increase**       **Decrease**

<b>Item Number:</b>	CAO-2018-8
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	OFFICE OF THE CAO
<b>Division:</b>	CAO/Mayor
<b>Estimated Cost:</b>	\$0

**Description of Item:**

**Justification:**  
 These two budget lines are being established in the Council budget to appropriately account for the funds approved by Council for fee waivers and such things as in kind lease of space. The Town of Amherstburg has rental agreements with Non Profits Groups such as Amherstburg Community Services, Fort Malden Golden Age Club, Fort Malden Guild of Arts and Crafts, Shaanti International Doll Museum, and the Fighting Island Amateur Boxing Club. In addition Council has waived approximately 6,000 dollars annually in fees for rentals and by-law exemptions for such non profit organizations. In order to properly reflect the expense and loss of Revenue that occurs from these transactions expense lines have been created in grants and waiver of fees section of the budget. The corresponding Revenue is shown in facilities and by-law and enforcement

**Risk Analysis:**  
 Political risk exist if these transactions are not displayed in and open an transparent manner

**Financial Impact:**

Grants for Community Rentals	NEW		\$196,402
Waiver of Fees	NEW	\$	6,000
Fees Waived Revenue	NEW	\$	(6,000)
Rent -Grants in Lieu	NEW	\$	(196,402)
<b>Total Impact:</b>			<b>\$ -</b>

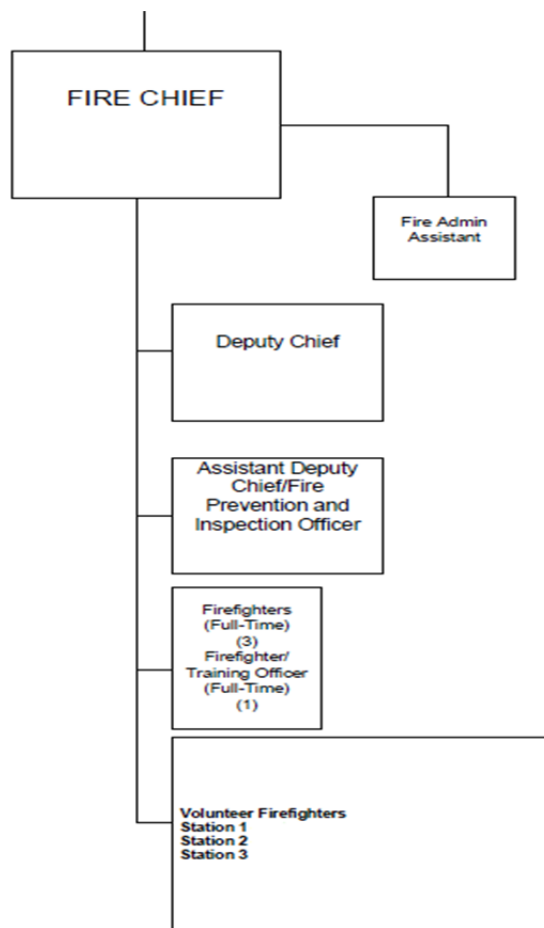


### A. Department Overview

#### Mission

The primary mission of the Amherstburg Fire Department Services is to provide a range of programs to protect the lives and property of the inhabitants of the Town of Amherstburg from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by man or nature.

Building on our past success and our respect from partners in the community, we endeavour to become Amherstburg's leaders in professional and proactive prevention and response to public safety emergencies. We will strive to be a caring, respectful, diverse and environmentally sound organization that holds itself and its members to account for excellence in service delivery.



#### Department Description

##### Fire Services Department

The goals of the Amherstburg Fire Department Services are to provide fire protection services through a range of programs designed to protect the lives and property of the inhabitants from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by man or nature; first to the Town of Amherstburg; second, to those municipalities requiring assistance through authorized Mutual Fire Aid plan and program activities.

In order to achieve the goals of the fire services, necessary funding must be in place and the following objectives met:

1. Identify and review the fire risks of the Town of Amherstburg and ensure programs are in place to minimize identified risks;
2. Provide an administrative process consistent with the needs of the fire services;
3. To conduct fire prevention inspections upon request or complaint;



4. To distribute public fire safety education materials to the community including home escape planning information and encourage the use of Smoke Alarms;
5. Proactive inspections of vulnerable occupancies identified in a community risk assessment;
6. Ensure that firefighting equipment and operating personnel are available within the municipality to provide adequate response to a citizen's call within a reasonable length of time;
7. Provide fire services training to the NFPA 1001 Standard which will ensure the continuous up-grading of all personnel in the latest techniques of fire prevention, firefighting and control of emergency situations and to co-operate with other municipal fire services with respect to management training and other programs;
8. Provide for a maintenance program to ensure all fire protection apparatus, and equipment, is ready to respond to emergency calls;
9. Ensure, through plan examination and inspection that required fire protective equipment is installed and maintained within buildings;
10. Ensure compliance with applicable municipal, provincial and federal fire prevention legislation, statutes, codes and regulations in respect to fire safety;
11. Develop and maintain an effective public information system and educational program, with particular emphasis on school fire safety programs; and commercial, industrial and institutional staff training;
12. Ensure in the event of a major catastrophe in the Town of Amherstburg, assistance to cope with the situation is available from outside fire services and other agencies;
13. Develop and maintain a good working relationship with all federal, provincial and municipal fire services, utilities and agencies, related to the protection of life and property;
14. Interact with other municipal fire services respecting the aspects of fire protection on any given program;
15. Ensure these objectives are not in conflict with any other municipal services.



## **B. Outlook and Highlights**

### **Fire Services**

#### 2017 Fire Services Accomplishments

1. Purchase and implementation of replacement (SCBA) Self Contained Breathing Apparatus, Including Training for all Fire Fighters
2. Purchase and Installation of New Breathing Air Compressor
3. Implementation of Mass Notification System (Amherstburg Alerts)
4. Preparation for Master Fire Protection Planning process including; 5 in-house consultation committees
5. Completed Volunteer Fire Fighter Recruitment process

#### **Governance:**

1. New Establishing and Regulating By-law
2. New Community Emergency Response Plan
3. New Procedures and Directives Process
4. Completed Recruitment for New FF/Training Officer
5. New Interim Nuclear Emergency Response Plan
6. New Fire Works By-law

#### **Outlook for 2018**

1. Continuation of Creation of Master Fire Protection Plan (MFP) including, Public and Council member consultations
2. Undertake as part of the MFP a new Risk assessment for the municipality & Deployment Study
3. Finalize open Burning By-law considerations
4. Develop Options for Consideration to enhance fire protection for Boblo Island developments
5. Create a Records Management Plan and Program to support Decision Making



### C. Budgeted Staffing Resources - Fire Services

The following is a breakdown of the staffing resources in the Fire Services Office:

#### Fire Services

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	8.00	8.00
Part-Time FTE's	20.00	20.00
<b>Total FTE</b>	<b>28.00</b>	<b>28.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>0.00</b>

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Fire Chief	Senior Management Team	1.00	1.00
Deputy Chief	Management	1.00	1.00
Assistant Deputy Chief/Fire Prevention and Inspection Officer	Management	1.00	1.00
Firefighter	Union	4.00	4.00
Fire Administrative Assistant	Non-Union	1.00	1.00
Volunteer Firefighters	Non-Union	60.00	20.00



### **D. Operating Budget Request and Issues**

The following is a list of budgetary request and issues contained in the 2018 budget proposal in the Fire Services.

<b>Budget Issue</b>	<b>Cost Impact</b>	<b>Budget Issue Number</b>
Dispatching	2,185	FIRE-2018-1
Memberships	9,000	FIRE-2018-2
Uniforms	33,400	FIRE-2018-3
Overtime	39,525	FIRE-2018-4
Salaries-Volunteer Response	50,000	FIRE-2018-5
Salaries-Medical Calls	50,000	FIRE-2018-5
NFPA	1,000	FIRE-2018-6
Training and Development	4,000	FIRE-2018-7
Fire Fighter Training	20,000	FIRE-2018-8
Salaries Volunteer Training	44,500	FIRE-2018-8
Defilbulators Reserve Transfer	3,000	FIRE-2018-9
User Fee Increase	(10,000)	FIRE-2018-10
Advertising	5,000	FIRE-2018-11
WSIB Presumptive Legislation	25,000	FIRE-2018-12



**TOWN OF AMHERSTBURG  
FIRE DIVISION  
2018 BUDGET**

		2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>					
10-4-2010000-0700	Fire Grant For Defibrulators	(3,000)	(3,000)	-	
10-4-2010000-1020	Fire Reports	(1,000)	(1,000)	-	
10-4-2010000-6540	Fire - User fee & Other Revenue	-	(10,000)	10,000	FIRE-2018-10
10-4-2010000-0800	Emergency Operations Centre Grant	(25,000)	(25,000)	-	
<b>Total Revenues - Fire</b>		<b>(29,000)</b>	<b>(39,000)</b>	<b>10,000</b>	
<b>EXPENSES:</b>					
<b>Salaries and Wages:</b>					
10-5-2010000-0101	Salaries - Full Time	638,172	756,350	118,178	CORPORATE 2018-1
10-5-2010000-0102	Salaries - Overtime	10,000	49,525	39,525	FIRE-2018-4
10-5-2010000-0105	Salaries - STD/LTD Credit	-	-	-	
10-5-2010000-0112	Salaries - Volunteer Training	-	168,500	168,500	FIRE-2018-8
10-5-2010000-0120	Salaries - Volunteer Response	235,118	285,118	50,000	FIRE-2018-5
<b>Total Salaries and Wages - Fire</b>		<b>883,290</b>	<b>1,259,493</b>	<b>376,203</b>	
<b>Fringe Benefits:</b>					
<b>Total Fringe Benefits - Fire</b>		<b>236,515</b>	<b>226,996</b>	<b>(9,519)</b>	CORPORATE 2018-1
<b>General Expenses:</b>					
10-5-2010000-0251	Fire Prevention	11,000	12,000	1,000	FIRE-2018-6
10-5-2010000-0252	Uniforms	10,000	15,000	5,000	FIRE-2018-3
10-5-2010000-0254	Fire Fighter Training	129,000	7,000	(122,000)	FIRE-2018-8
10-5-2010000-0301	Office Supplies	1,500	1,500	-	
10-5-2010000-0307	Advertising	1,000	1,000	-	FIRE-2018-11
10-5-2010000-0318	Janitorial	5,000	5,000	-	
10-5-2010000-0324	Dispatching	39,000	41,185	2,185	FIRE-2018-1
10-5-2010000-0340	Receptions and Awards	4,000	4,000	-	
10-5-2010000-0345	Cell Phone	2,200	2,200	-	
10-5-2010000-0350	Memberships	1,000	10,000	9,000	FIRE-2018-2
10-5-2010000-0351	Training and Professional Development	6,000	10,000	4,000	FIRE-2018-7
10-5-2010000-0352	Travel and Mileage	-	-	-	
10-5-2010000-0360	OFM Investigation	700	700	-	
10-5-2010000-0800	EOC Spending	40,000	40,000	-	
<b>Total General Expenses - Fire</b>		<b>250,400</b>	<b>149,585</b>	<b>(100,815)</b>	
<b>Equipment and Vehicle:</b>					
10-5-2010000-0319	Radio Maintenance	50,000	50,000	-	
10-5-2010000-0402	Vehicle and Equipment Maintenance	70,000	70,000	-	
10-5-2010000-0420	Fire Fighting Equipment	70,000	70,000	-	
10-5-2010000-0424	Communication Equipment	10,000	10,000	-	
<b>Total Equipment and Vehicle - Fire</b>		<b>200,000</b>	<b>200,000</b>	<b>-</b>	
<b>Reserve Transfers:</b>					
10-5-2010000-2002	Fire Reserve	50,000	53,000	3,000	FIRE-2018-9
NEW	WSIB Presumptive Legislation Reserve	-	25,000	25,000	FIRE-2018-12
		<b>50,000</b>	<b>78,000</b>	<b>28,000</b>	
<b>Total Expenses - Fire Division</b>		<b>1,620,205</b>	<b>1,914,074</b>	<b>293,869</b>	
<b>Net - (Surplus)/Deficit</b>		<b>1,591,205</b>	<b>1,875,074</b>	<b>283,869</b>	

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-1
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$2,185

**Description of Item:**

Increase Dispatching

**Justification:**

These funds are used for the Dispatching and Paging Services provided by the City of Windsor.

The Current Contract /services agreement with the City of Windsor is tied to population as produced by OMPAC each year and paid semi-annually. 2017 rate is 1.85X the 2016 population of the Municipality = 41,185.02.

The Dispatching budget is currently under-funded by \$2,185. This request will eliminate an on-going variance.

**Risk Analysis:**

Costs to purchase these services would be significantly more expensive if provided by Private businesses.

**Financial Impact:**

Dispatching	10-5-2010000-0324	\$	2,185
		<b>Total Impact:</b>	<b>\$ 2,185</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$9,000

**Description of Item:**

Increase Memberships  
 Contractual: \$8,000 for Volunteers Gym Memberships  
 Increase: \$1,000 for Membership Organizations

**Justification:**

With the number of staff new to their positions, becoming a member of a professional organization has many advantages. The advantages of participating in a professional group are many. Staff either wants to give back to the industry or they want to derive some sort of value from the group. Most memberships give staff the opportunity to do both within their operations.

**Giving back** - Many members see giving back to their industry as excellent value.

**Mentoring** - Mentoring is where value can be both given and received. Newer Staff may profit from the wisdom older constituents can provide. This situation provides a winning combination for all involved and may afford value both ways.

**Professional development** - One of the biggest values in membership is to have the chance for further development in the industry. Through courses, seminars, workshops, publications and many other avenues, individual Staff can take advantage of the collective knowledge of their entire organization. This can prove invaluable for the corporation.

**Networking** - The ability to stay in contact with association members may be the biggest value of all concerning professional organizations. There is really no substitute for member contact. You can forge valuable relationships with other group members that can pay off when needing referrals or recommendations for many things.

**Membership access** - As a member of a professional organization you will have access to all members within the group. This access can pay off in a number of ways. You can call on members to help out if you serve on committees or boards. Other members are often experts in certain fields that you may need assistance in. Member access allows to you to engage people for experience, expertise and knowledge.

**Discounted rates** - Organizations generally provide discounted rates for member services

- In addition Gym Memberships (\$200 ea) are required to be provided to a max of 40 Volunteer Staff members who wish to purchase at any Training Gym or facility under the terms of the working agreement with Volunteer Fire Fighters. Total \$8000 obligation. Following the expiry of the current agreement with the Volunteers, opportunities will exist to evaluate other options to promote physical fitness and well-being amongst the Volunteer Fire Fighters

<b>Risk Analysis:</b>			
<p>Staff will not have the required tools. Other programs and services will not meet objectives and directions of Council. Difficulty in meeting legislative obligations will continue.</p> <p>Failure to meet Terms of Agreement with Volunteers as well as creating a Moral and Labour relations challenge</p>			
<b>Financial Impact:</b>			
Memberships	10-5-2010000-0350	\$	9,000
		<b>Total Impact:</b>	<b>\$ 9,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-3
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$5,000

**Description of Item:**  
 Increase Uniforms  
 The Provision of Uniform Items to Full-time Fire fighter under Collective agreement obligations, the provision of Volunteer fire fighter and officer uniform items as per agreement and past practice and to provide uniform items to non-union senior staff as required.  
 Relates to Capital Budget Issue for Uniforms \$28,400

**Justification:**  
 The uniform budget is projecting a 10K deficit for the 2017 budget year . 18 new volunteer fire fighters started in 2017 requiring Class B (Station Wear ) uniforms at hire and Class A (dress uniforms) following the completion of probationary periods in 2018. In addition the full time ranks have been increased by 25% and the collective agreement requires an annual issue, replacement for damaged items and a cleaning allowance. A complete one year issue costs \$1350-\$1500.00 depending on rank.

**Risk Analysis:**  
 Failure to provide will exaserbate budget deficit. Staff will not have the required uniforms to maintain current visual identity standards established for the department. Other programs and services will not meet objectives and directions of Council as funds are redirected from within the budget. Significant moral issues will develop within this Para-military organization that relies heavily on this volunteer asset estimated to be an approximate contribution of \$5 million/annually.

**Financial Impact:**

Uniforms	10-5-2010000-0252	\$	5,000
<b>Total Impact:</b>			<b>\$ 5,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-4
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$39,525.00

**Description of Item:**

Salaries for Full Time Union Staff Overtime 4 FTE

**Justification:**

The Collective agreement with the Amherstberg Professional Fire fighters Association provides Executive members a total of 2 weeks (4 Shifts) per year paid leave for attendance at FF association activities including OH&S programing. This requires other members to backfill the absences on Overtime. Sick leave which is unpredictable and Vacation absences also require the Shifts to be covered by off duty fire fighters on Overtime.

Vacation entitlement for all members totals 27 shifts to be covered potentially by Overtime. Training required to be taken by Fulltime staff at the Ontario Fire College, or any location out of town not on their regularly scheduled work day requires Overtime to be paid for time worked.

**Risk Analysis:**

Failure to provide will violate the Collective agreement as well as to place the Operating budget in a deficit position.

**Financial Impact:**

Salaries - Overtime	10-5-2010000-0102	\$	39,525
		<b>Total Impact:</b>	<b>\$ 39,525</b>

## 2018 PROPOSED OPERATING BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-5
<b>Status:</b>	RECOMMENDED- \$50,000
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$100,000.00

**Description of Item:**

Salaries for Volunteer Fire Fighters attendance at Emergency Calls

**Also rename as: Salaries- Volunteer Response**

**Justification:**

In past years volunteer Fire fighter attendance was below expectations and below 50% for response to calls . Salaries compensation budgets were established using this history together will the number of calls recieved. Administration has implemented a number of changes and is effectively managing the department and attendance requirements. As a result the department continues to experience a positive effect of attendance. Volunteer attendance is now reaching 70% which has not occurred in the past. The total number of calls for service has increased by almost 30% in the last three years from 337 calls in 2014 to 432 for 2016. We have already experianced more than the 2014 total as of September of this year The result however has an impact on the budget which is difficult to forecast and is difficult to determine based on trends and data related to the past. In addition the number of calls received in a year is difficult to predict as are the types of calls received. We do know that calls for service are up and in particular the calls for medical assistance and MVA's. Management continues to review our options to address and minimize the increase going forward.

As the Master fire Plan is undertaken there will be an ongoing impact on attendance as well for the salaries account.

This line also includes pay for firefighters to work hall duties, stand by hours, and firefighter per annums.

The full-time firefighters respond to fire calls on their days that they are offduty. They are also paid a per annum for their services as captains on the department. Previously unbudgetted, these cost amount to \$8,000.00 for response and \$6,200.00 for officer pay. Fire Management has reviewed our current deployment strategy and is considering a modification in deployment to control rising salary costs.

This deployment strategy will be tested in the year 2018.

**Risk Analysis:**

Failure to provide will place the Operating budget in an ongoing deficit position. This will place undue negative pressure on other operating programs as funds would need to be reallocated from other budgets funds.

As per the agreement between the town and volunteer firefighters, salary increases are still being made on an annual basis. Failure to provide will violate this agreement as well as to place the Operating budget in a significant deficit position.

**Financial Impact:**

Salaries - Volunteer Response	10-5-2010000-xxxx	\$50,000
<b>Total Impact:</b>		<b>\$50,000</b>



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-6
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$1,000.00

**Description of Item:**

NFPA membership and Electronic subscriptions for the purchase of NFPA standards referenced by legislation and the E&R by-law related to performance and services delivery.

**Justification:**

Membership to NFPA provides current Codes and Standards Access. To assist staff with maintaining currency. Also Electronic Subscription Services for obtaining codes and Standards. Provides Department with discounted Public education and Training Materials and Resources as Ontario Fire Services transition to NFPA Standards and away from non – supported Ontario Standards.

**Risk Analysis:**

Failure to provide will exaserbate budget deficit. Staff will not have the resources necessary to deliver services and to stay current. Other programs and services will not meet objectives and directions of Council as funds are redirected from within the budget.

**Financial Impact:**

Fire Prevention	10-5-2010000-0251	\$	1,000
<b>Total Impact</b>			<b>\$ 1,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-7
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$4,000.00

**Description of Item:**

Increase funding for Training and Conferences and Travel and Mileage.

**Justification:**

In past years, there was only provision for the 2 senior chief officers to attend conferences and training outside the municipality. There are now 4 union members including FF/Training Officer who should attend Ontario Fire Service Instructors Conference, Assistant Deputy should be participating in Ont. Municipal Fire Prevention Officers Conference and two Chief Officers who should participate in the Canadian Association of Fire Chief's and Ontario Association of Fire Chiefs' Conferences and seminars. Attendance at such events contributes to the Succession plan objectives of the Department and Individual Professional Development plans for the future.

**Risk Analysis:**

Difficulty in meeting legislative obligations will continue.

**Financial Impact:**

Training and Conferences 10-5-2010000-0351	\$	4,000
<b>Total Impact:</b>	<b>\$</b>	<b>4,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-8
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$46,500

**Description of Item:**

Establish a new Salary account: Salaries - Volunteer Training

Rename Fire Fighter Training to Fire Fighter Training Expenses

Reallocate \$124,000 from Fire Fighter Training to Salaries-Volunteer Training

Increase Fire Fighter Training Expenses: \$2,000

Increase Salary - Volunteer Training: \$44,500

**Relates to Capital Budget Issue - Fire Training Simulator**

**Justification:**

There is a budget of \$129,000 for Fire Fighter Training. Volunteers are compensated for time spent training, These costs should reside in Salaries and Wages, although they should be kept separate from Salaries Volunteer Response. After the reallocation of the Salary component of Fire Fighter Training, there is a residual balance of \$5,000 for ongoing expenditure related to conducting training.

Additional expenditures are anticipated (\$2000 annually) for the operation of the Shared ownership LP gas Fire Training Simulator Costs include towing of the unit to a local site and propane for the actual burns.

The City of Windsor has agreed to purchase the Unit on behalf of the Partners and a Five year payback arrangement Agreement (\$18,000.00) is being reviewed by Legal Services.

On going Costs to Deliver Training include Site and Prop preparation, Safety considerations and purchase of Manuals, lessons and other teaching Aids. This ensures that training is delivered in an effective, efficient and useful manner to improve Knowledge, Skills and Performance.

In past years volunteer Fire fighter attendance was below expectations and below 50% for response to calls and for attendance at scheduled training sessions (1 per/week). Salaries and Training compensation budgets were established using this history. Administration has implemented a number of changes and is effectively managing the department and attendance requirements.

As a result the department continues to experience a positive effect of attendance. This ensures that firefighter performance is improved as well as their safety. Volunteer attendance for Training is anticipated to top 80% which has not occurred in the past. The Delivery of NFPA 1001 Programing is new as Ontario has eliminated the ONT. FF Standard and Adopted NFPA. Additionally the E&R Bylaw references NFPA 1001 as the Town of Amherstburg FFtraining Objective.The result however has an impact on the budget which is difficult to forecast and is difficult to determine based on trends and data related to the past.

Along with training pay, this line also includes pay for fire officers to teach the course and for hourly wages for firefighters who must train past the training sessions set 2 hour time slot.

	<u>2017</u>	<u>2018</u>
Fire Fighter Training Exper	\$129,000	\$7,000
Salaries-Volunteer Training		168,500
	<b>\$129,000</b>	<b>\$175,500</b>

**Risk Analysis:**

Failure to provide additional budget for Training Expenses will exaserbate budget deficit. Staff will not have the resources necessary to deliver training programs and to stay current. Other programs and services will not meet objectives and directions of Council as funds are redirected from within the budget. Mintistry of Labour Concerns expressed through previous Orders on the Municipality highlighted the importance of proper and thorough Training for Fire fighters.

Failure to provide additional budget for Salaries-Volunteer Training, will result in insufficient funds to pay volunteers for all attendance, or conversely other departmental expenditures will be curtailed resulting in not meeting service delivery mandates.

**Financial Impact:**

FireFighter Training	10-5-2010000-0254		(\$124,000)
Salaries - Volunteer Trainir	10-5-2010000-xxxx	\$	124,000
FireFighter Training	10-5-2010000-0254	\$	2,000
Salaries - Volunteer Trainir	10-5-2010000-xxxx	\$	44,500
<b>Total Impact:</b>		<b>\$</b>	<b>46,500</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-9
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	Fiscal Responsibility
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$3,000

**Description of Item:**

Defibrillator Lifecycle, Maintenance and training funds received from County of Essex EMS **Transfer to Reserves**

**Justification:**

Current Defibrillators in Service for tierd response to Medical Calls are Lifecycle Funded by the County of Essex EMS in the amount of \$3000.00 annually. It is anticipated that our current equipment will lifecycle in approx. 2 years.

**Risk Analysis:**

Failure to replace this aging life saving equipment may result in Injury or worse to the public. Should this equipment fail during use the Municipality would be exposed to liability.

**Financial Impact:**

Transfer to Reserve	10-5-2010000-2002	\$	3,000
		<b>Total Impact:</b>	<b>\$ 3,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-10
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	(\$10,000)

**Description of Item:**  
 During the year other revenue fire has trended upwards due to increased enforcement Administration is recommending an increase in budgeted revenue

**Justification:**  
 Administration has begun active enforcement of the user fee by-law with regards to open burning and this has lead to increased revenue. It would be prudent to budget for \$10,000 dollars in this regard.

**Risk Analysis:**

**Financial Impact:**

Fire - User fee & Other Re 10-4-2010000-6540	\$	(10,000)
<b>Total Impact:</b>	\$	<b>(10,000)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-11
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	Marketing and Promotion
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$5,000.00

**Description of Item:**

Establish a budget for Advertising and outreach to the public, partners and stakeholders.

**Justification:**

Advertising is a means by which our legislative obligations are met regarding the provision of Public Fire Safety information and the distribution of same. We are currently not reaching out to the public on a regular basis nor are we keeping them abreast of Programming and current community trends. Public Fire Safety is a Community responsibility and interactive, and static information resources assist to capitalize on the significant cost benefit to investing in Fire Prevention, Public Fire Safety and Emergency Preparedness.

A website is a powerful outreach tool. A well-maintained website can help the Department and the Corporation improve our Image, customer service and meet our Legislative Obligations. IT Department currently cannot provide this resource.

Some of the benefits of a website include

**Improve our Advertising Effectiveness**

Placing our website address on all of our promotional material will help us gain additional exposure and encourage the public to first check our site for the information they are seeking.

**Save Money on Printing and Distribution Costs**

A website can act as our online brochure or fire safe behaviours catalog that can be changed or updated at anytime. If we employ a content management system (CMS) we can make changes quickly and at no charge.

**Outreach to New Citizens or the public that hasn't been reached in the past**

We can have our existing customers refer us to their friends, neighbors and relatives using the web address or URL.

**Easy to Use and Update**

If maintained properly our website will always be up-to-date and current. Easily make updates, edits and deletions from any computer on the Internet.

**Improve Productivity**

A website increases our productivity because less time is spent explaining our service details to citizens because all this information is available 24 hours a day on our website.

**Educate our Citizens**

our website can offer free advice about our services. This information can be delivered at any hour in a well thought out and consistent way.

**Extend our Local Reach**

Extend the local reach of our brick-and-mortar stations to citizens. We are open for business 24/7 – 365 days/year with all the information the resident needs to make an informed decision.

**Promote & Sell Services**

Provide photos and detailed descriptions of our services. Show residents and visitors how our services can help them in their lives at home at work and play.

**A Tool for Finding New Employees**

We can post job opportunities for available positions and applicants can investigate our requirements and guide them with preparation information.

**Our Own Internet Identity**

A domain name (www.yourcompany.com) establishes a strong online brand identity.

**Set-up Email Addresses**

We can set-up personalized email addresses for the Department, and our employees. If we set-up a system to accept emails on our site we can also email updates, notices, and holiday specific information to our residents.

**Two-Way Communication**

Customers can quickly and easily contact us via "ask the Chief", or give feedback on our services.

**Cheap Market Research**

You can feature visitor polls and online surveys to take the pulse of our customers.

**Build our Reputation**

Become or remain the expert by demonstrating knowledge and expertise in our area of service.

**Improve Customer Service**

Information requests can be processed immediately via online forms and auto-responders automatically day or night.

**Risk Analysis:**

Staff will not have the required tools. Other programs and services will not meet objectives and directions of Council. Difficulty in meeting legislative obligations will continue.

**Financial Impact:**

Advertising	10-5-2010000-0307	\$	5,000
		<b>Total Impact:</b>	<b>\$ 5,000</b>



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FIRE-2018-12
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	Fiscal Sustainability
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$25,000.00

**Description of Item:**

Establish a Reserve for WSIB Presumptive Legislation Awards

If a firefighter or a fire investigator in Ontario is diagnosed with a prescribed cancer on or after January 1, 1960, and meets the employment duration and additional criteria for the prescribed cancer, then the disease is presumed to be an occupational disease due to the nature of the worker's employment.

**Justification:**

The Municipality has already experienced 5 partial awards by the WSIB for Presumptive Legislation Illness Awards. As well 2 Claims are outstanding and awaiting decisions by the WSIB. The municipality needs to plan for many additional claims to be brought forward.

**Risk Analysis:**

Failure to set aside funds for Claims awarded will put the municipality at risk of not having sufficient funds to pay out recipients and there by reducing the Administrative cost impacts of approx. 30% if WSIB pays the recipient and then invoices the municipality. See Council report on this subject issue

**Financial Impact:**

WSIB Fire Presumptive Reserve	\$	25,000
<b>Total Impact:</b>	<b>\$</b>	<b>25,000</b>



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF THE CAO

MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

Table with 2 columns: Author information (Name, Phone, E-mail) and Report details (Date, Council date, Resolution #).

To: Mayor and Members of Town Council
Subject: Occupational Illness & Disease (Bill 221) Reserve Account

1. RECOMMENDATION:

It is recommended that:

- 1. The report from the Fire Chief and the Manager of Human Resources dated October 12, 2017 regarding Occupational Illness & Disease (Bill 221) Reserve Account BE RECEIVED; and,
2. The Occupational Illness & Disease (Bill 221) Reserve Account BE CONSIDERED as part of the overall 2018 Operating Budget.

2. BACKGROUND:

In 2007 changes to the Workplace Safety and Insurance Act 1997 (WSIA) came into effect May 4th, 2007 establishing the presumption that when a firefighter or fire investigator suffers from certain prescribed occupational diseases, the injury or disease will be presumed to be arising out of and in the course of the worker's employment. With the passing of Bill 221, Ontario Regulation 253/07 was implemented. Under this Regulation, presumptive criteria detailed in the WSIA Occupational Illness/Disease Policy expanded from two types of cancer, Brain and Lymphoid Leukemia, to include an additional six types of cancer and other illness. Specifically the new types of cancer and illness allowed under Ontario Regulation 253/07 as of 2007 were kidney renal; bladder; colorectal; non-Hodgkin's lymphoma; ureter; esophageal and myocardial infarctions, or heart attacks. Duration of employment and age at diagnosis, as well as other timeframes were included as parameters for allowance of individual claims.

Ontario Regulation 253/07 not only expanded the types of cancer claims and other illnesses that would be allowed as presumptive as of 2007, it also made provisions for previously overturned claims in these new types of diseases to be appealed. The onus to appeal denied claims or bring forward new claims is being left to the representative association or the employee’s surviving spouse or children. The presumption legislation applies only to injuries sustained on or after January 1<sup>st</sup>, 1960.

A reserve account has not been established to set aside funding on an annual basis to pay out the claims allowed under the provisions of the Ontario Regulation 253/07. To date, 7 claims have been submitted under the WSIA for various expenses, benefits and pensions amounts.

As of May 1st 2014 the types of cancer allowed under the WSIA’s Occupational Illness and Disease Policy Guideline entitled ‘Cancers in Firefighters and Fire Investigators’ has been further expanded to include an additional three types of cancer to be included as presumptive claims, and specifically breast, multiple myeloma and testicular cancers. Claim approvals continue to be communicated to the Corporation by the Workplace Safety and Insurance Board (WSIB), and it is expected that a larger number of new claims may be made and previously denied claims appealed given the expanded criteria of Ontario Regulations 113/14. It should be noted however that the exact claims made and approved are projected without specifics until reviewed by the WSIB.

### **3. DISCUSSION:**

As of May 2014 the WSIA allows 14 different types of cancer and illness claims to be allowed as presumptive understanding that if a firefighter gets one or more of these types of cancer or neurological diseases, that the disease is presumed to have resulted from occupational exposures.

The following chart identifies the types of cancers and neurological disorders and the timeframes required for the length of service by the firefighter in order for a claim to be allowed:

Prescribed Cancer	Duration of Firefighting Employment
1. Primary-site brain cancer	10 years
2. Primary-site bladder cancer	15 years
3. Primary-site kidney cancer	20 years

Prescribed Cancer	Duration of Firefighting Employment
4. Primary-site colorectal cancer	10 years
5. Primary non-Hodgkin's lymphoma	20 years
6. Primary acute myeloid leukemia Primary chronic lymphocytic leukemia Primary acute lymphocytic leukemia	15 years
7. Primary-site ureter cancer	15 years
8. Primary-site esophageal cancer	25 years
9. Primary-site breast cancer	10 years
10. Multiple Myeloma	15 years
11. Primary-site testicular cancer	10 years
12. Primary-site prostate cancer	15 years
13. Primary-site lung cancer	15 years
14. Primary-site skin cancer	15 years

To date, successful claims under Ontario Regulations 253/07 and 113/14 have resulted in payments to surviving firefighters for their own costs as well as to surviving spouses and children of deceased firefighters. Some types of payments made to those affected by the types of illnesses and diseases or to their families are listed below. All the below noted awards can be granted retroactively, meaning the recipient is entitled to interest.

- Health care
- Personal Care and Independent Living Allowances
- Pension Awards, Non-Economic Loss Awards and Wage Loss Awards
- Survivor payments (lump sum and monthly benefits)
- Funeral and Transport costs
- Bereavement counselling

Under the newly introduced criteria for Ontario Regulations 253/07 and 113/14 claims, that were previously denied and 2 pending claims are predicted to be appealed and/or allowed determination of which may be in 2018. The above-noted projection is based on the assumption that the limited description of a claim as we now have it coded will meet a criteria under Ontario Regulations 253/07 and 113/14, i.e. a claim described as 'larynx/pharynx' be approved as 'esophageal cancer'.

Additionally further amendments to the allowable presumptive legislation indicate that Post Traumatic Stress disorder (PTSD) will exacerbate the exposure to the Municipality in the future

#### 4. RISK ANALYSIS:

**Resource Risk:** In the event that a claim is approved through the adjudication process and there is insufficient funding in a reserve account, the Corporation would be required to secure funding from previously committed items. Amounts of awards vary based upon a number of factors, such as whether the claimant is living or deceased; has surviving family members, etc. If no reserve funding formula for a Reserve Account is established, this risk is likely to occur and as such presents a **HIGH** risk.

**Timing Risk:** The Corporation is notified of occupational disease claims when a claim is initially established, and then again when any aspect of an individual claim is adjudicated. The timeframe between the establishment of a claim and any aspect of its adjudication cannot be predicted. When a claim is established, the Corporation is not notified of the type of claim, i.e. whether it is an occupational disease claim that would be applicable to the standards in Ontario Regulations 253/07 and 113/14 or otherwise. As such, given the number of established claims under the occupational disease criteria, it cannot be predicted when funding will be required. Delay in paying out a claim can result in fines or interest charges being incurred by the Corporation. Given the number of current claims, if no changes are made to the funding of a Reserve Account, it is possible that the amount of awards issued will exceed the funds available. The likelihood of this is possible, and presents a **MODERATE** risk.

**Cross-Corporate Impact Risks:** If sufficient funding is not established, and it becomes necessary to take funds from another allocated project or source, this decision may result in a delay in moving forward with reason(s) for which the funds were originally allocated. This risk is possible and presents a **MODERATE** risk.

**Community Impact Risks:** Similar to our notes above on Cross Corporate Impact, if there is insufficient funding, amounts will need to be taken from other accounts, possibly delaying Infrastructure and other Community Projects. This risk is possible and presents a **MODERATE** risk.

#### 5. FINANCIAL MATTERS:

Since the initial criteria were identified by the WSIA for presumptive occupational disease and illness 7 claims have been established. Of these established claims, 2 claims are pending a decision. For these 7 claims a total of \$20,123.07 has been approved as of October 1, 2017 for occupational disease claims that fall under Ontario Regulations 253/07 and 113/14. This cost includes an allocation of Physician and Administrative fees. Both the Physician and Administrative fees are assigned to the Corporation by WSIB and for purposes of a newly established Occupational Illness/Disease reserve account; these costs are not assigned back to any individual claim.

The claim payment projection is based on the status of each specific claim filed with WSIB. Currently we are aware of 2 claims in 2017 that are scheduled to be adjudicated under the criteria of Ontario Regulations 253/07 and 113/14.

Given the significant potential costs associated with successful claims under this new legislation and the uncertainty of when these costs will be incurred, not to mention

claims that could be brought forward by current, future and retired firefighters or their surviving dependents, dating back to January 1, 1960, Council is being requested to approved a pre-commitment of the 2018 operating budget of \$25,000.00, to be transferred into a newly created Occupational Illness & Disease (Bill 221) reserve account in order to fund anticipated claims.

Administration has submitted a 2018 Operating budget request of \$25,000.00 for Council consideration during the 2018 Operating budget process.

**6. CONSULTATIONS:**

WSIB Toronto Adjudication Services.

**7. CONCLUSION:**

The Corporation continues to incur costs resulting from the approval of claims under Ontario Regulation 253/07 and Ontario Regulation 113/14 as amended, legislation designed to compensate fire fighters and fire investigators for occupational disease claims related to specific types of cancer and illness on a presumptive basis. In order to keep pace with the costs of these claims, annual funds should be set aside to cover these costs. In closing, Administration is recommending the following for consideration in the 2018 operating budget:

1. **ESTABLISH** an Occupational Illness & Disease (Bill 221) Reserve Account and **AFFIRM** that all occupational disease claims meeting the criteria specified in Ontario Regulations 253/07 (the Regulation) as amended by Ontario Regulation 113/14 be paid from an established Occupational Illness & Disease (Bill 221) Reserve Account; and,
2. The amount in the Occupational Illness & Disease (Bill 221) Reserve Account **BE REVIEWED** during annual Budget deliberations should the Town's current projections for the future materialize



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Bruce Montone  
**Fire Chief**



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Michelle Rose  
**Human Resources Manager**

**BM/b**

## Report Approval Details

Document Title:	Occupational Illness and Disease reserve account.docx
Attachments:	N/A
Final Approval Date:	Nov 1, 2017

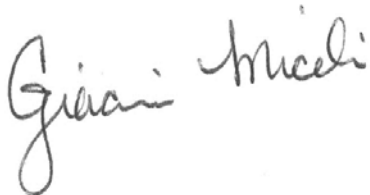
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 26, 2017 - 4:53 PM**



**Mark Galvin - Oct 27, 2017 - 10:20 AM**



**John Miceli - Oct 27, 2017 - 11:42 AM**



**Tammy Fowkes - Nov 1, 2017 - 11:32 AM**



## A. Department Overview

### Mission

The Mission of the Corporate Services is to provide open and transparent information to the residents of Amherstburg and outstanding customer service to both our residents and internal users.

**\*Highlighted in green is a staffing request for 2018**

### Department Description

#### Financial Services

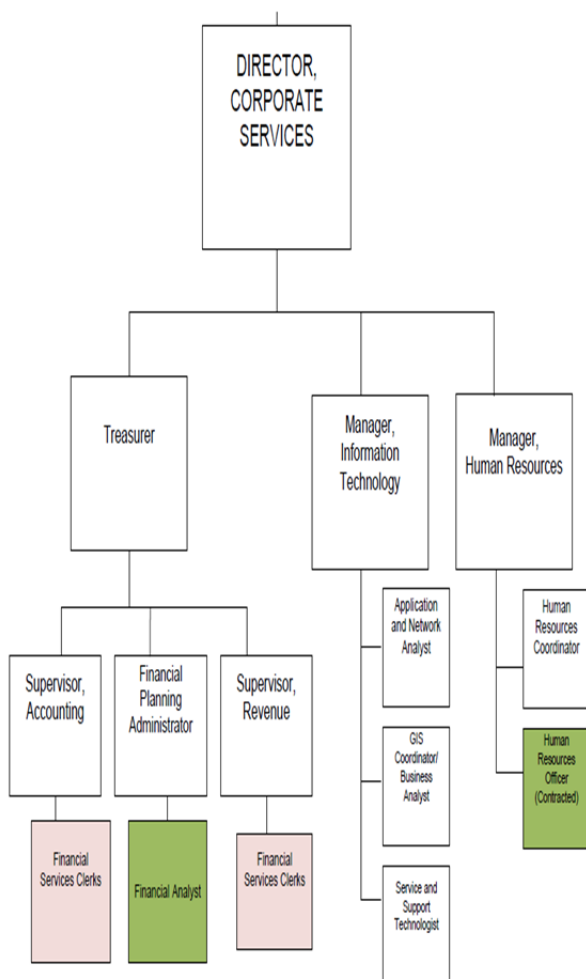
Financial Services is responsible for ensuring that all revenues are collected and recorded and all expenditures are allocated in accordance with all by-laws, regulations and budgets, as established by Town Council, and that all financial activities of the Town are presented in compliance with professional and ethical standards.

#### Duties of the Finance Department

- Property taxation
  - Accounting
- Accounts Payable
- Accounts Receivable
  - Payroll
  - Purchasing
- Information Technology
  - Budgeting
- Long Term Financial Planning
  - Asset Management
- Financial Policy Development

#### Information Technology

The Information Technology Department is responsible for maintaining Computer Services and Network Infrastructure for the Town of Amherstburg as it relates to all departments operating in the town of Amherstburg at the following sites: Town Hall, Libro Center, Public Works, Police, Fire, and Gordon House.







## Human Resources Department

The Human Resources Department provides the following services:

- Recruitment and staffing
- Compensation and benefits administration
- Job evaluation and pay equity
- Development of employment policies
- Employee training and development
- Health and safety programs
  - Labour relations
- Employee wellness programs



## **B. Outlook and Highlights**

### **Financial Services**

- In 2017 Financial Services completed the transition of banking services, which will increase the Town Of Amherstburg's return on investment income and also have positive impacts on its interest expense cost.
- In conjunction with Public Work, Information Technology and other Town department Financial Services completed the Asset Management Plan update and transitioned the document from a static excel inventory into a comprehensive AMP program to help with future financial planning and capital budgets.
- Financial services also completed the installation of cheque scanning machines and smart safes to ensure increased safety and efficiencies for staff.
- Financial services prepared the year end audited statements in record time and were the first municipality to have the statements presented to Council in the region.
- The 2017 Budget was also the first one prepared in the region and allowed Council and the public ample time to review the document prior to voting on the budget.
- Financial Services also moved online bids and tenders in 2017 to streamline purchasing and opened procurement up to a larger audience outside of the local region.
- 2017 also brought many improvements to our internal process with regards to variance reporting to Council, to help improve communication on the operations of the Town to the Council and the Public.
- In 2018 Financial Services is looking to complete the transition to Ceridian Payroll service helping to gain staff efficiencies throughout the corporation.

### **Information Technology**

- 2017 saw the completion of a major server upgrade for the Town, replacing servers that were past their designed life cycle.
- 2017 also saw the completion of the background work to build a business case for the connect to innovate grant. To help bring better internet to the Town Of Amherstburg and its residents.
- The Information Technology department also completed the change out of photocopiers town wide, the installation of a new phone system, the installation of new Asset Management Software, and updates to the Financial Management Software.



- In 2017 and going into 2018 Information Technologies will be working on a installation of Cityview software to modernize the process in the Building Planning and Licensing area's
- In 2018 Information Technologies will also play a key role in the transition to Cerdian Payroll
- In 2018 Information Technologies is looking at a major Lasherfich Upgrade and transition to TOMRMS for records management
- In 2018 Information Technologies will be tasked with outfitting 99 Thomas Road with infrastructure to support records management and possibly The Emergency Operations Centre.

## Human Resources Department

### Recruitment:

As of September 2017, Human Resources (HR) recruited 45 employees, including 28 students, 2 management staff, 5 part-time IBEW staff, 6 Fire Department staff, 3 Food and Beverage staff, and 1 Program Instructor. HR applied for the Canada Summer Job Service Program Subsidy and was approved for 5 positions.

HR continues to work with Community Living Windsor-Essex to foster an inclusive work environment and provide meaningful work opportunities for members of our community.

In addition, we continue to provide co-operative learning opportunities to students from our local secondary schools and post-secondary institutions. At this point in the year we had 8 high school students and 4 university students participate in co-op placements at the Town.

### Compensation and Benefits:

HR worked with Marianne Love from Gallagher McDowall Consulting on the non-union salary compensation review and pay equity process. A new job evaluation tool was implemented, job questionnaires were completed, a market analysis was completed, and a new salary structure was created. As a result of the process, Council approved a new salary structure that enables our municipality to attract talent and increase our ability to retain talent as we face a significant reduction of municipal employees in our region, through retirement, in the next 5 years. In addition, a pay equity analysis was completed and the Town is in compliance with pay equity for our non-union employees under the Pay Equity Act. HR also worked with Ms. Love on pay equity for our IBEW unionized employees. Job questionnaires were completed and the joint pay equity committee will meet to evaluate the jobs under the guidance of Ms. Love.

HR aligned the management health benefits with the IBEW health benefits for active employees and retirees.



As a result of legislative changes to the EI waiting period, HR worked with the Finance department to effectively implement a self-insurance policy that defines the way employees are paid during the seven day wait period for disability benefit payments to commence from the former 14 day wait period.

### **Corporate Training**

Customer Service Training through Dale Carnegie Training of Southwestern Ontario was provided to 32 front-line staff.

Supervisor Due Diligence training through the Workplace Safety & Prevention Services was provided to management staff.

Legislated mandatory training was provided to all staff including:

- Workplace Violence and Harassment policy and procedure
- Accessible Customer Service
- Integrated Accessibility Regulation Standards
- WHMIS 2015

### **Workplace Wellness**

HR established a committee in 2017 to provide comprehensive workplace wellness programming to improve the health and wellness of our valued employees. As a result of their efforts and the participation of staff in wellness initiatives, the Town received a Gord Smith Healthy Workplace Award as a Bronze Level I winner. Wellness initiatives in 2017 included:

- Heart Healthy Month
  - Heart Health Luncheon
  - Blood Pressure Clinic
- Wellness Newsletter
- Wellness Survey
- Sleep Tight Challenge
- Flu Shot Clinic
- Environmental Supports for staying physically active (Walking track, Ice skating and Hockey at the Libro)

In 2018, HR will be working with the committee to further enhance the workplace wellness program. Next year's goal is to receive the Gord Smith Healthy Workplace Award at the Gold Level.

### **Health and Safety**

The Health and Safety Officer (HSO) worked with supervisors to conduct hazard analyses throughout the corporation and several solutions were implemented to either eliminate, prevent, or provide personal protective equipment as a remedy to the issues. Together with the participation of supervisors, the HSO has helped prepare administration to a position of maintaining the program. In 2018, HR will be implementing software to aid in the management of the health and safety program. The software has the ability to deliver training via e-learning modules, record, track, send notifications, and report on all training, policy updates, and procedure updates. It



has the capability of recording equipment inventory in every department and assigning maintenance notifications at various intervals to ensure equipment is inspected. The software will house all of the Town's safety data sheets which will be easily accessible to staff. The software will also be used as a means of recording building inspections and the workflow of tasks assigned as a result of the inspections. The HR department is looking forward to the implementation of this much-needed software solution. The implementation will include: data input of employee information, designing and selecting training modules and assigning to specific groups, working with the provider to upload policies and processes, and training all employees on using the software.

Health and safety training that was provided or coordinated through HR in 2017 included:

- Fall protection – all 3 fire stations, all firefighters
- Elevating work platforms, scissor lifts, genie boom – facilities, roads, parks and water personnel
- Approved Working at Heights (3rd party) – facilities, roads, parks and water personnel
- Safe operation of a Chainsaw – roads, parks and water personnel
- Brush Chipper safety – roads, parks and water personnel
- Hazard awareness: Traffic safety, traffic protection and backing of vehicles – roads, parks and water summer students
- 0-8 ton mobile crane for sign truck (3<sup>rd</sup> party) – roads personnel
- Snow plow and winter road maintenance (3<sup>rd</sup> party) – parks after-hours personnel
- Code ADAM Missing Child Response – Recreation staff
- Mental Health first aid 2-day – JHSC members and management members
- JHSC Member Part I and II certifications

### **Performance Management**

HR facilitated the performance management process for the non-union salaried employees. Management evaluated the performance of their staff for the period January 1 – December 31, 2016.



**C. Budgeted Staffing Resources - Corporate Services**

The following is a breakdown of the staffing resources in Corporate Services Office:

**Financial Services**

<b>Permeant FTE's</b>	<b>2017 Budget</b>	<b>2018 Proposed</b>
Full-Time FTE's	10.00	1.00
Part-Time FTE's	0.00	0.00
<b>Total FTE</b>	<b>10.00</b>	<b>11.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>+1.00</b>

Staffing Complement Includes:

<b>Position Description</b>	<b>Position Profile</b>	<b>Number of Staff</b>	<b>FTE</b>
Director of Corporate Services	Senior Management Team	1.00	1.00
Treasurer	Management	1.00	1.00
Supervisor of Accounting	Non-Union	1.00	1.00
Supervisor of Revenue	Non-Union	1.00	1.00
Financial Planning Administrator	Non-Union	1.00	1.00
Financial Analyst	Non-Union	1.00	1.00
Financial Services Clerks	Union	5.00	5.00

**Information Technology**

<b>Permeant FTE's</b>	<b>2017 Budget</b>	<b>2018 Proposed</b>
Full-Time FTE's	4.00	4.00
Part-Time FTE's	0.00	0.00
<b>Total FTE</b>	<b>4.00</b>	<b>4.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>0.00</b>



Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Information Technology	Management	1.00	1.00
Application and Network Analysis	Non-Union	1.00	1.00
GIS Coordinator/Business Analysis	Non-Union	1.00	1.00
Service and Support Technician	Non-Union	1.00	1.00

**Human Resources Department**

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	2.00	3.00
Part-Time FTE's	1.00	0.00
<b>Total FTE</b>	<b>3.00</b>	<b>3.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>0.00</b>

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Human Resources	Management	1.00	1.00
Human Resources Coordinator	Non- Union	1.00	1.00
Health Resources Officer	Non- Union	1.00	1.00



### **D. Operating Budget Request and Issues**

The following is a list of budgetary request and issues contained in the 2018 budget proposal in Corporate Services Office.

<b>Budget Issue</b>	<b>Cost Impact</b>	<b>Budget Issue Number</b>
Auxilliam Software	(2,500)	CS-2018-1
HR Officer Contract	(7,844)	CS-2018-2
1 Year Hold on Computer Reserve	(123,000)	CS-2018-3
Internet Access	15,000	CS-2018-4
Facilities-Surveillance	1,900	CS-2018-5
Financial Analyst	95,644	CS-2018-6
Salaries and Benefits Town Wide	739,832	CORPORATE-2018-1
OMPF Grant	(53,100)	CORPORATE-2018-2
Long Term Debt Repayment	(61,115)	CORPORATE-2018-3
Salary Continuance	(61,315)	CORPORATE-2018-4
Capital Transfer Increase for AMP	300,000	CORPORATE-2018-5



**TOWN OF AMHERSTBURG  
HUMAN RESOURCES & RETIREE BENEFITS DEPARTMENT  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-1001024-0101 Salaries - Full Time	176,486	190,428	13,942	CORPORATE 2018-1
10-5-1001024-0107 Salaries - Temporary Personnel	81,120	73,276	(7,844)	CS-2018-2
<b>Total Salaries and Wages - Human Resources</b>	<b>257,606</b>	<b>263,704</b>	<b>6,098</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Human Resources</b>	<b>66,191</b>	<b>69,417</b>	<b>3,226</b>	CORPORATE 2018-1
<b>General Expenses:</b>				
10-5-1001024-0240 Employee Recognition	10,000	10,000	-	
10-5-1001024-0249 Corporate Training	12,000	12,000	-	
10-5-1001024-0250 Health and Safety	20,000	20,000	-	
10-5-1001024-0301 Office Supplies	1,000	1,000	-	
10-5-1001024-0327 Professional Fees	22,000	22,000	-	
10-5-1001024-0342 Meeting Expenses	1,000	1,000	-	
10-5-1001024-0345 Cell Phone	1,300	1,300	-	
10-5-1001024-0350 Memberships	600	600	-	
10-5-1001024-0351 Training and Professional Development	5,000	5,000	-	
<b>Total General Expenses - Human Resources</b>	<b>72,900</b>	<b>72,900</b>	<b>-</b>	
<b>Total Expenses - Human Resources Department</b>	<b>396,697</b>	<b>406,021</b>	<b>9,324</b>	
<b>RETIREE BENEFITS</b>				
<b>EXPENSES:</b>				
10-5-1001020-0206 Benefits - Administrative Retirees	73,171	73,171	-	
10-5-2010000-0206 Benefits - Fire Retiree Benefits	24,967	24,967	-	
10-5-2020000-0206 Benefits - Police Retiree Benefits	130,089	130,089	-	
10-5-8010000-0206 Benefits - Development Services Retirees	13,967	13,967	-	
10-5-3010000-0206 Benefits - Public Works Retirees	119,212	119,212	-	
10-5-7017300-0206 Benefits - Arena Retirees	21,321	21,321	-	
<b>Total Expenses - Retiree Benefits</b>	<b>382,727</b>	<b>382,727</b>	<b>-</b>	

**TOWN OF AMHERSTBURG  
FINANCIAL SERVICES DEPARTMENT  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-1001021-1010 Tax Certificates	(35,000)	(35,000)	-	
10-4-1001021-1015 Administrative Charges	(8,000)	(8,000)	-	
<b>Total Revenue- Financial Services Department</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>-</b>	
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-1001021-0101 Salaries - Full Time	744,579	869,413	124,834	CORPORATE 2018-1 & CS-2018-6
10-5-1001021-0102 Salaries - Overtime	13,500	13,500	-	
<b>Total Salaries and Wages - Financial Services</b>	<b>758,079</b>	<b>882,913</b>	<b>124,834</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Financial Services</b>	<b>261,381</b>	<b>301,132</b>	<b>39,751</b>	CORPORATE 2018-1 & CS-2018-6
<b>General Expenses:</b>				
10-5-1001020-0326 Audit Fees	38,000	38,000	-	
10-5-1001021-0301 Office Supplies	9,500	9,500	-	
10-5-1001021-0327 Professional Fees	16,000	16,000	-	
10-5-1001021-0336 Contracted Services - Brinks	19,000	19,000	-	
10-5-1001021-0345 Cell Phone	1,400	1,400	-	
10-5-1001021-0350 Memberships	3,000	3,000	-	
10-5-1001021-0351 Training and Professional Development	18,750	18,750	-	
<b>Total General Expenses - Financial Services</b>	<b>105,650</b>	<b>105,650</b>	<b>-</b>	
<b>Total Expenses - Financial Services Department</b>	<b>1,125,110</b>	<b>1,289,696</b>	<b>164,586</b>	
<b>Net - (Surplus)/Deficit</b>	<b>1,082,110</b>	<b>1,246,696</b>	<b>164,586</b>	

**TOWN OF AMHERSTBURG  
INFORMATION TECHNOLOGY DEPARTMENT  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>EXPENSES:</b>				
<b>Salaries &amp; Wages:</b>				
10-5-1001025-0101 Salaries - Full Time	324,824	344,244	19,420	
10-5-1001025-0102 Salaries - Overtime	6,500	6,500	-	
10-5-1001025-0112 Salaries - Part Time	13,270	10,409	(2,861)	
<b>Total Salaries and Wages - Information Technology</b>	<b>344,594</b>	<b>361,153</b>	<b>16,559</b>	CORPORATE 2018-1
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Information Technology</b>	<b>110,534</b>	<b>115,241</b>	<b>4,707</b>	CORPORATE 2018-1
<b>General Expenses:</b>				
10-5-1001025-0301 Office Supplies	1,200	1,200	-	
10-5-1001025-0308 Photocopies	19,000	19,000	-	
10-5-1001025-0310 Computer Maintenance	238,000	237,400	(600)	CS-2018-1 & CS-2018-5
10-5-1001025-0311 Website Development and Software	12,000	12,000	-	
10-5-1001025-0315 Telephone	65,000	65,000	-	
10-5-1001025-0332 Internet Access	32,000	47,000	15,000	CS-2018-4
10-5-1001025-0345 Cell Phone	8,500	8,500	-	
10-5-1001025-0350 Memberships	500	500	-	
10-5-1001025-0351 Training and Professional Development	11,000	11,000	-	
10-5-1001025-0406 GPS	14,500	14,500	-	
<b>Total General Expenses - Information Technology</b>	<b>401,700</b>	<b>416,100</b>	<b>14,400</b>	
<b>Reserve Transfers:</b>				
10-5-1001025-2003 Computer Reserve	123,000	-	(123,000)	CS-2018-3
	<b>123,000</b>		<b>(123,000)</b>	
<b>Total Expenses - Information Technology Department</b>	<b>979,828</b>	<b>892,494</b>	<b>(87,334)</b>	

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CS-2018-1
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	CORPORATE SERVICES
<b>Division:</b>	Information Technology
<b>Estimated Cost:</b>	(\$2,500)

**Description of Item:**

Computer Maintenance decrease.

**Justification:**

This cost is the annual maintenance cost for FirePro software.  
Amherstburg Fire no longer uses FirePro and this annual maintenance cost can be eliminated.

**Risk Analysis:**

**Financial Impact:**

Computer Maintenance	10-5-1001025-0310	(\$2,500)
<b>Total Impact:</b>		<b>(\$2,500)</b>

## 2018 PROPOSED OPERATING BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CS-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	CORPORATE SERVICES
<b>Division:</b>	Human Resources
<b>Estimated Cost:</b>	(\$7,307)

**Description of Item:**

Convert Health & Safety Contract position to Human Resource Officer Contract position.

**Justification:**

With purchase of the health and safety software, HR will be required to perform the initial set up the software, including inputting each individual employee, allocating employees to specific groups, designing and assigning legislated and job-specific training to specific groups, applying time thresholds and notifications, inputting equipment and inspection thresholds and notifications, designing the new-hire onboarding component, uploading policies and procedures and assigning to specific groups, uploading tests corresponding with training and policies, and inputting any other pertinent information for initial set up. HR will be required to train all employees on using the software. This will require significant coordination with IT to set up laptops at different worksites on multiple dates and times, and also coordination with management to schedule training of staff. HR will begin implementation with one department at a time. The entire process is estimated to take 6-8 months.

In addition to this initiative, HR together with Finance and IT, will be implementing the Ceridian software with its payroll and HR components. The implementation of this software will significantly increase the level of controls available to the the Town to manage staff data. This is the first time that HR will have an electronic Human Resources Information System (HRIS) to manage employee records, manage benefits enrollment, compensation changes, schedule staff, manage time and attendance and produce real-time analytical reports. The set up and implementation of this software will require significant additional time and focus of the HR department. This process is estimated to take 6 months.

HR staff will be inputting employee data, setting time and attendance rules in conjunction with Town policies and collective agreements, scanning existing documents into the system, and helping to introduce time clock devices that will drive payroll. HR will be assisting Ceridian with training all staff on the use of the software as well as acting as a point person for the HR component of the project.

Both of these initiatives will require significant time and attention to ensure successful implementation. It is the intent of HR to continue to operate effectively and manage day-to-day functions during these software implementations. To do so, the department will require a full time contract employee.

**Risk Analysis:**

A successful implementation of both the Ceridian and Auxilium software programs will require significant time and attention of HR resources. There are annual processes that the department plans for, however the large majority of HR tasks are unpredictable and require timely response or solutions in a timely manner. There are deadlines that must be adhered to that are associated with OHSA, legal matters, payroll, recruitment, benefit claims management, grievances and more. The HR Department fields several questions and concerns in the normal course of a day and it is our priority to provide answers to employees as quickly as possible. I don't want to compromise the departments' operations and service to our employees or outside stakeholders while implementing this much needed software.

The Health and Safety Officer position was included in the budget in 2017 at \$78,000. The proposed contract HR Coordinator position at level 3 requires a budget of \$70,693. This will represent a corporate savings of \$7,307 from 2017 to 2018.

**Financial Impact:**

Salaries - Contract Staff	10-5-1001024-0107	(\$7,307)
<b>Total Impact:</b>		<b>(\$7,307)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CS-2018-3
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	CORPORATE SERVICES
<b>Division:</b>	Information Technology
<b>Estimated Cost:</b>	(\$123,000)

**Description of Item:**

1 year moratorium on the Computer Reserve Transfer.

**Justification:**

The current balance of the Computer Reserve is \$282,363. Administration has reviewed the reserve and has concluded it to be in a healthy position. Administration anticipates that due to the changes in technology, the annual contribution should be re-evaluated. The Manager of Information Technology has been directed to update the plan for the 2019 Operating Budget process.

**Risk Analysis:**

**Financial Impact:**

Computer Reserve Transfer 10-5-1001025-2003	(\$123,000)
<b>Total Impact:</b>	<b>(\$123,000)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CS-2018-4
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	CORPORATE SERVICES
<b>Division:</b>	Information Technology
<b>Estimated Cost:</b>	\$15,000

**Description of Item:**

Increase Internet Access

**Justification:**

The Internet Access line item is responsible for all internet and external network connections for all municipal services. These items include cellular/mobile/remote internet connections, dedicated connections, and high bandwidth fibre connections linking our main municipal buildings.

The access between Town Hall, Libro Centre, and Public Works has recently been operating at capacity due to high demands from our data access and backup replication between sites. There were 2 bottlenecks identified in the design and are alleviated with access upgrades totalling \$3,840 per year. In 2017 the Town regained the access and use of 99 Thomas Rd. In an effort to centralize document mangement and use the facility for municipal purposes a fibre connection was required between municipal buildings at a cost of \$7,140 per year.

In 2016, the Internet Access actual charges were \$37,000 with a budget of \$30,000. In 2017, with a budget of \$32,000, this line item is projected to have a variance of \$4,000 not including 99 Thomas Rd nor upgrades to alleviate bottlenecks in the fibre design. This \$4,000 is required to maintain current internet access.

**Risk Analysis:**

Not including this request would negatively impact our current internet access and access to municipal files and software in speed and overall ability. It also would negatively impact the Town's ability to use 99 Thomas Rd. for municipal purposes.

**Financial Impact:**

Internet Access	10-5-1001025-0332	\$	15,000
<b>Total Impact:</b>		<b>\$</b>	<b>15,000</b>



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CS-2018-5
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	CORPORATE SERVICES
<b>Division:</b>	Information Technology
<b>Estimated Cost:</b>	\$1,900

**Description of Item:**

Computer Maintenance increase- operating cost associated with Libro surveillance system  
  
 This cost is is the operating cost associated with the Capital Project Request for Security Camera Upgrades.

**Justification:**

Facilities has brought forward a Capital Budget Request for a surveillance system at the Libro Centre. Administration has recommended the Capital Request.  
  
 This \$1,900 reflects the Information Technology annual budget that will be required should Council approve the surveillance system request.

**Risk Analysis:**

**Financial Impact:**

Computer Maintenance	10-5-1001025-0310	\$1,900
<b>Total Impact:</b>		<b>\$1,900</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	CS-2018-6
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	CORPORATE SERVICES
<b>Division:</b>	Finance
<b>Estimated Cost:</b>	\$95,644

**Description of Item:**

Full-Time Procurement Officer/Financial Analyst Position

**Justification:**

Reporting to the Financial Planning Administrator, the position will assist with day to day Procurement. This position will assist with capital financial monitoring and will assist with the upkeep of financial spreadsheets and ongoing analysis. Detailed analysis performed by this position will assist management and Council in making critical decisions requiring accurate financial analysis.

This support position will allow the Financial Planning Administrator to focus on operational and financial analysis in the operating departments, with the intention of finding and implementing efficiencies. With the approval of this position the department will be able to expand the financial analysis for quarterly variances

**Risk Analysis:**

**Financial Impact:**

Salaries-Full Time	10-5-1001021-0101	\$	69,307
Benefits @38%		\$	26,337
<b>Total Impact:</b>			<b>\$ 95,644</b>



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF CORPORATE SERVICES

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Justin Rousseau	Report Date: October 30, 2017
Author's Phone: 519 736-0012 ext. 2256	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:jrousseau@amherstburg.ca">jrousseau@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Procurement Officer/Financial Analyst

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Director of Corporate Services/Treasurer dated October 30, 2017 regarding a Procurement Officer/Financial Analyst position **BE RECEIVED**; and,
2. The proposed Procurement Officer/Financial Analyst position in the Corporate Services Budget **BE CONSIDERED** as a part of the overall 2018 Operating Budget.

#### 2. BACKGROUND:

An organizational structure was presented to Council by the CAO and was approved in **principle** by Council on October 5<sup>th</sup>, 2015. The organizational structure was developed by the CAO, recognizing areas of need, resource deficiencies, increased reporting responsibility, and identified organizational risk. One of the positions included and recommended by the CAO at that time was the financial analyst position in the Financial Services Department. The need for this position still remains.

#### 3. DISCUSSION:

The Deloitte report identified the need for financial assistance in the Financial Services division. Deloitte's review speaks to lack of adequate financial resources required to ensure the appropriate level of financial management necessary to improve the long-

term financial health of the Town. The recommendations of the Deloitte report also identified the need to formalize policy, formalize standard operating procedures and develop internal controls. Deloitte recommended that the Town build upon the current financial foundations established since 2013 and address resourcing shortages in Finance. The Deloitte report concludes ***“the Financial Management and Practices at the Town of Amherstburg are at a low level of maturity and will require significant management attention and investment in order to improve to a desired state.”***

The addition of the procurement officer-financial analyst position is a significant investment by the Town however, it is a necessary investment in order to improve the Town's financial management and attain the **“desired state.”** Council may wish to consider the risks associated with the impacts of not achieving the “desired state”, and the potential impacts going forward with the community, specifically as it relates to the financial management of the Town. The Town has made significant progress in this area however significant work remains.

The intent of the procurement officer / financial analyst position is to improve and enact enhanced financial practices of the Town going forward; specifically this will be done in conjunction with the work currently being done by the Financial Planning Administrator within the operational areas. The position will be responsible for the coordination of the procurement process with all the departments and will work with the Financial Planning Administrator to complete the increasing volume of RFP and business case reviews. In addition, the position will assist in the financial management of the asset management plan and other key financial initiatives.

The position will contribute to the preparation of budgets. The procurement officer/ financial analyst and Financial Planning Administrator will work in a coordinated effort to make recommendations to the Senior Management Team and Council on the prioritization of capital projects and operational business cases for service delivery. This practice will allow for an enhanced decision making process moving forward.

In addition, the Financial Analyst will provide analytical assistance, research assistance and will compile statistical information provided through the operational and infrastructure areas. This type of financial review will increase the compliance, integrity, accuracy and credibility of the Town's financial information going forward. In many cases the introduction of a financial analyst will create further efficiencies in the departments and build upon the works presently being done within the operational areas of the Town.

Currently business case and major RFP reviews are undertaken by the Treasurer. The current practice requires a significant use of the Treasurer's time. Establishing this position will allow the Financial Planning Administrator to undertake this review process going forward allowing for the Treasurer to reprioritize time on other significant planning and business decisions for the Town.

#### **4. RISK ANALYSIS:**

Financial Risk exists if the Town does not build upon the work done by Financial Services in this regard. Presently the Town is exposed to increased levels of operational ineffectiveness due to the lack of resources to deal with workloads is the Financial

Services division. This position has been requested in each of the past 3 budgets submitted and recommended by Administration to Council. There is an element of political risk associated with Council's decision not to support the recommendation of Administration within the approved budgetary guidelines established by Council.

**5. FINANCIAL MATTERS:**

The proposed budget for this position inclusive of benefits is \$95,644. This position has been recommended and funded in the 2018 Operational Budget and falls within the 2% budget guidelines established by Council

**6. CONSULTATIONS:**

NA

**7. CONCLUSION:**

To Council for consideration in the overall 2018 Operating Budget.



Justin Rousseau  
Director of Corporate Services/Treasurer

JR

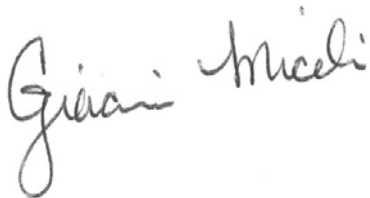
## Report Approval Details

Document Title:	Procurement Officer-Financial Analyst.docx
Attachments:	N/A
Final Approval Date:	Nov 1, 2017

This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - Oct 31, 2017 - 4:39 PM**



**John Miceli - Nov 1, 2017 - 2:26 PM**



**Tammy Fowkes - Nov 1, 2017 - 4:42 PM**





THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF THE CAO

MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

Table with 2 columns: Author's Name, Report Date, Author's Phone, Date to Council, Author's E-mail, Resolution #.

To: Mayor and Members of Town Council

Subject: Corporate Salary and Wage Adjustments

1. RECOMMENDATION:

It is recommended that:

- 1. The report from the Treasurer and the CAO dated November 2, 2017 regarding Corporate Salary and Wage Adjustments BE RECEIVED; and,
2. The Corporate Salary and Wage Adjustments proposed throughout the 2018 Operating Budget BE CONSIDERED as part of the overall 2018 Operating Budget.

2. BACKGROUND:

The 2018 Operating Budget contains a number of issues that impact the organization and are related to staff compensation that are contractually or market driven. This report provides Council with an overview of each item.

3. DISCUSSION:

- A. Management and Non -Union step increases (progression of staff through salary grid) - (Resolution # 20170710-804) - Adjustment \$127,253:



On July 10, 2017, Council approved the Management Non-Union Compensation Plan for 95 staff members in 44 full-time and part-time positions and adopted the following motion:

*"That:*

- 1. The report from the Chief Administrative Officer dated June 29, 2017 Compensation Review Non-Union/Management Staff BE RECEIVED;*
- 2. The Non-Union/Management Compensation Plan 65th percentile BE APPROVED for the compensation of the Non-Union/Management group effective June 1st, 2017 ;*
- 3. The Manager of Human Resources BE DIRECTED to post the Compensation Plan for Pay Equity Compliance; and,*
- 4. The Manger of Human Resources and Director of Corporate Services/ Treasurer BE DIRECTED to include provisions for inflationary adjustments in the Town's annual operating budget with an annual June 1<sup>st</sup> implementation date subject to Council approval."*

The approved compensation plan was established with 11 comparator municipalities using the 65<sup>th</sup> percentile as the established compensation target going forward. As a result of the new plan adopted and the approved new salary grid several members of the staff were eligible for step increases as a result of progression through the new grid. This budgeted amount represents the corporate impact of salary grid progression identified in the report and approved by Council.

**B. Annual inflationary adjustment as per Council approved Compensation Policy- (Resolution # 20170710-804) – Adjustment \$67,992:**

In accordance with article 4 of the approved Council policy, the Manager of Human Resources and the Treasurer have budgeted for an operating budget adjustment (1.66%) for the inflationary salary adjustment as per the Council approved motion.

**C. Benefit Cost Adjustment for staff as contractual and policy requirements - Adjustment \$27,958:**

This adjustment is a result of the increased benefit costs for benefits provided to unionized, management and non-union employee groups for 2018.

**D. Projected Increase to minimum wage as a result of Bill 148 legislation - Adjustment \$14,891:**

Bill 148 proposes an increase to the minimum wage for the majority of Ontario employees to \$14.00/hour commencing on January 1, 2018, and a further increase

to \$15.00/hour commencing on January 1, 2019. Bill 148 also proposes to increase the minimum wage for specific employee groups in a manner that would be proportionate to the general minimum wage increase. The budget adjustment proposed represents the municipal cost associated from the previous minimum wage of \$11.40/hour to \$14.00/hour.

**E. Recommended Council Compensation adjustments as a result of peer comparator review- (Resolution # 20170710-808) - Adjustment \$41,523:**

On July 10, 2017, Council adopted the following motion :

*“Administration **BE DIRECTED** to bring back a report on Council compensation with local comparators to be considered by the 2014-2018 term of Council for the 2018-2022 term of Council.”*

Attached as Appendix “A” to this report which is illustrates council compensation comparators for similar municipalities. The recommended Council compensation plan follows the principals of the plan adopted by Council for the Management/Non-Union employee group.

**F. Annual Adjustment due to negotiated Union Contractual agreements- Approved By Council February 29, 2016 Adjustment \$71,218:**

In accordance with the collective agreement approved by Council, unionized staff is entitled to 0.5% increase effective January 1, 2018 and additional 0.5% increase effective June 1, 2018.

**G. Staffing Cost Adjustments resulting organizational realignment – (Resolution # 20170821-820 & 20170710-804) Adjustment \$65,661: This adjustment is provided as a result of the following actions:**

On June 26, 2017, Council passed the following motion:

*“That an annual salary for the Chief Administrative Officer of \$200,000 + \$6000 annual car allowance retroactive to June 1, 2017, with the annual salary increasing by the % increase provided to the salary grid as approved by Council on an anniversary of June 1 each calendar year.”*

On August 10, 2018, the CAO brought forward an in-camera report regarding the senior management team and a plan to realign the duties of members of the senior management team. Council was advised that as a result of a recent staff departure there would be an opportunity to realign the responsibilities in the organization. The cost associated with the salary adjustment to the CAO’s compensation is \$25,174 and \$40,487 is associated with the staff realignment.

**H. Adjustment to Police Salary Budget as a result of costs not captured in the development of the 2017 Police Operating Budget – Approved by APSB – Adjustment \$88,418:**

This adjustment is required as one officer approved in the staff compliment was not included in the final approved 2017 operating budget.

**I. Adjustment to Police Salary Budget as a result of negotiated contractual obligations with the Amherstburg Police Association and the Amherstburg Police Services Board- Approved by APSB – Adjustment \$73,067.**

The negotiated increase for Amherstburg Police is 1% effective January 1, 2018 and an additional 0.8% increase effective July 1, 2018.

**J. Adjustment to Salary Budget for projected increase due to the loss of Contracted Employees- Adjustment \$53,198:**

Administration has made a provision in the 2018 Operating Budget for the replacement of 2 contracted positions currently being filled with retired staff. The positions requiring adjustments upward will be the Manager of Facilities and Deputy Fire Chief.

**K. Adjustment to Fire Salary Budget as a result of costs not captured in the development of the 2017 Fire Budget – Adjustment \$95,972:**

This adjustment is required as Council approved the addition of staff during the 2017 budget process whereas administration did not capture the costs associated with the staff addition.

**L. Adjustment to Fire Salary Budget as a result of Amherstburg Fire Fighters Association Contractual Agreement - Adjustment \$12,687:**

On May 15, 2015, Council approved the collective agreement with the Amherstburg Fire Fighters Association for the period 2015 to 2019. The negotiated increase for members effective January 1, 2018 is 3%.

**4. RISK ANALYSIS:**

Many of the increases identified in the report are contractual in nature and have been previously approved by Council through resolution. Should Council not approve the funding for such agreements in the 2018 operating budget the Town will be in violation of the agreements and will be subject to litigation. Such actions will be subject to much political risk and future financial risk. It is most likely that the Town would be required to defend such actions and the cost associated with such a decision may result in

additional legal costs and possible additional awards. The Town may be considered as bargaining in bad faith which may have a negative impact on the reputation of the Town and future negotiations with bargaining units of the organization.

**5. FINANCIAL MATTERS:**

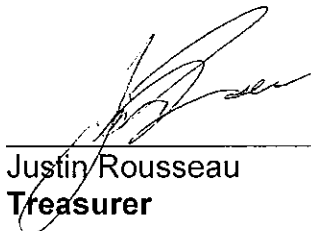
Provisions have been made in the 2018 operating budget to address and fund the items identified. These items are funded within the 2% guidelines established for the development of the 2018 operating budget. Total Funding recommended is \$739,838.

**6. CONSULTATIONS:**

Police Chief  
Fire Chief  
Manager of Human Resources


**7. CONCLUSION:**

The adjustments required as a result of funding items A to L in the report are primarily contractual in nature and have been previously approved by their respective bodies. The 2018 operating budget recommended by administration to Council has been developed to address and fund these items.



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Justin Rousseau  
Treasurer



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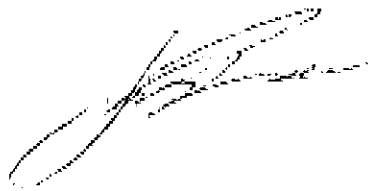
Giovanni (John) Miceli  
Chief Administrative Officer

GJM

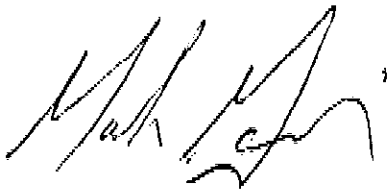
## Report Approval Details

Document Title:	Corporate Salary and Wage Adjustments.docx
Attachments:	- Amherstburg_Council Remuneration Review_October 2017.pptx
Final Approval Date:	Nov 5, 2017

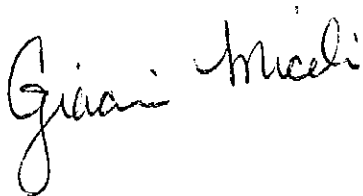
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Nov 3, 2017 - 2:08 PM**



**Mark Galvin - Nov 3, 2017 - 2:49 PM**



**John Miceli - Nov 3, 2017 - 3:59 PM**



**Paula Parker - Nov 5, 2017 - 9:16 AM**



# Town of Amherstburg 2017 Compensation Review for Elected Officials

DRAFT

October 16, 2017

Marianne Love BA, LLB

# Background and Objective

2

- Remuneration for Elected Officials at the Township of Amherstburg is established in Policy No: 09-Council Compensation and Travel, enacted May 23, 2006 and last amended, September 22, 2014, being a Policy to define compensation and eligible expenses of Council.
- The Policy provides annual remuneration amounts for the positions of Mayor, Deputy Mayor and Councillor (\$26,874/\$18,413/\$15,936); per diem payments for special meetings and conferences (\$100 minimum to \$200 per day) with the definition of 'special meeting' prescribed; eligibility to participate in OMERS or receive RRSP contributions; a discretionary fund of \$1,500 for ancillary communication/technology expenses; a kilometrage expense reimbursement; and one-third of the annual salary is currently deemed an expense allowance and is tax free (By-law 2014-111)
- In the past, Council has reviewed remuneration during the term of Council with a view to implementation in the next term of Council.
- The current annual remuneration amounts have been in place over the last 2 terms of Council (i.e., current rates were in effect December 1, 2010) with no annual cost of living adjustments. The last Council remuneration review was in 2015 with a recommended and approved 0% salary increase for elected officials for the 2014 to 2018 term, largely due to fiscal pressures.(Council Report dated January 19, 2015)

# Background and Objective (con't)

3

- By 2019, the elected official positions will no longer have the 1/3 tax free income.
- The objective of this study is to primarily focus on the base pay/remuneration of elected officials. It is anticipated that treatment of the 1/3 tax free portion and impact on base pay will be subject of further review over this term of Council.



# Executive Summary

4

- Generally, the 2017 base pay remuneration for Elected Officials at the Town of Amherstburg is low to the defined pay market having regard to the comparator group identified.
- Other elements of compensation are generally competitive.
- The comparator group is representative based on select criteria and the 50<sup>th</sup> percentile target is a minimum threshold. The 2017 Management/non-union salary grid targets the 65<sup>th</sup> percentile of the comparator group.
- This information is provided to Council for consideration as it relates to setting base pay remuneration for the next term of Council.

# Market Competitiveness

5

- A custom survey was prepared using 9 comparator municipal organizations.
- The market comparator group that was selected for the Management/Non-union study was used to determine competitive remuneration for Amherstburg's elected officials, consisting of all local area municipalities and 3 municipalities external to the County.
- The comparator group was selected having regard to relevant scope/criteria:
  - Geographic location
  - Similar service alignment/"like" services
  - Size (i.e., Household/Population, Operating Budget)
  - Seasonal influx

# 2017 Market Comparators

6

<u>Municipal Organization</u>	<u>Population</u>	<u>Households</u>
Amherstburg, Town of	21,936	8,951
St. Thomas, City of	38,909	17,114
Lakeshore, Town of	36,611	13,900
Innisfil, Town of	36,566	14,875
Stratford, City of	31,465	14,302
LaSalle, Town of	30,180	10,793
Leamington, Town of	27,595	10,726
Tecumseh, Town of	23,229	8,987
Kingsville, Town of	21,552	8,359
Essex, Town of	20,427	8,694

Data sourced from the 2016 Census of Canada (Statistics Canada). Municipal comparators are listed in descending order of population.

\* The population and household shown for the County of Essex excludes the population and household counts for the City of Windsor.

# Market Observations and Results

7

- Remuneration for the positions of Mayor, Deputy Mayor and Councillor positions was reviewed and compared to the defined pay market.
- 9 comparator organizations participated in the survey; all reported on annual salary and the 1/3 tax free exemption
- 8 out of 9 comparators have 3 elected official positions; St. Thomas does not have a Deputy Mayor position and uses an 'Acting Mayor' daily rate (\$49.64)
- All comparator organizations currently provide the 1/3 tax free exemption.
- Other elements of remuneration were reviewed, where reported.
- 5 out of 9 comparator organizations reporting also provide either additional flat fee payments or half day and full day per diem rates for special meetings in addition to annual salary; St. Thomas specifically prescribes that any other board/committee payment is offset by the annual stipend. Per diem rates range from \$60 per meeting/ half day to \$150 per meeting/day.

# Market Observations and Results (con't)

8

- 1 comparator reported an additional per diem of \$75 for meetings, receptions, events and announcements outside the County; 5 comparators reported that registration for public receptions was reimbursed; and 1 comparator reported that registration for spouse/companion was also provided
- 6 out of 9 comparators reported that an additional daily per diem for attendance at conferences and seminars, ranging from \$80 to \$200 with meals expensed that are not covered by the event. Daily meal allowance ranges from \$50 to \$65 and some comparators use caps for meals, maxing to \$75/day for 3 meals; all with reimbursement with accompanying receipts
- 7 out of 9 reported a kilometrage reimbursement; and most stated alignment with either CRA or Town approved rates. Stratford provides a taxable car allowance, \$5,000 for Mayor/\$1,000 for Councillor
- 2 comparators reported that Lap tops/ipads and phones were provided

# Market Observations and Results (con't)

9

- Market statistics were produced to show how annual remuneration for all 3 elected official positions at the Town of Amherstburg compare to the competitive market using the broader comparator group and also the local area municipalities in Essex County.
- Currently, the annual remuneration for the Mayor, Deputy Mayor and Councillor positions is low to the defined pay market at all percentile targets (50<sup>th</sup>/Median, 55<sup>th</sup>, 60<sup>th</sup> and 65<sup>th</sup> percentiles) for both market segments.
- Council is generally competitive with other elements of remuneration.
- Data in Council Report dated January 19, 2015 shows that Amherstburg Elected Official annual remuneration has lagged considerably behind Essex County local area municipalities for many years (*2011 Town of Lakeshore Survey ,2010 data; 2014 Amherstburg Council Compensation Committee,2014 data*)

# Market Observations and Results (con't)

10

- Common practice in the sector is to review Council remuneration once during the term of Council, and typically implemented during the next term of Council.
- It is also common practice to increase the annual base pay for elected official positions annually by the amount used to adjust the Management/non-union salary grid. This allows for a year over year increase to align with cost of living increases.

# 2017 Council Market Survey Results

## Town of Amherstburg

### 2017 Council Market Summary

Job Title	2017 Job Rate Annual	2017 MARKET SUMMARY - ANNUAL JOB RATE (_% = above market +_% = below market)									
		No. of Obs.	Market Median Annual	% Diff.	Market P55 Annual	% Diff.	Market P60 Annual	% Diff.	Market P65 Annual	% Diff.	
Mayor	\$ 26,874.00	9	\$36,569	+36.1%	\$36,911	+37.3%	\$37,253	+38.6%	\$37,767	+40.5%	
Deputy Mayor	\$ 18,413.00	8	\$22,339	+21.3%	\$23,297	+26.5%	\$23,820	+29.4%	\$24,288	+31.9%	
Councillor	\$ 15,936.00	9	\$19,016	+19.3%	\$19,580	+22.9%	\$20,144	+26.4%	\$20,216	+26.9%	
<b>Overall Average % Diff</b>				<b>+25.6%</b>		<b>+28.9%</b>		<b>+31.5%</b>		<b>+33.1%</b>	



# Survey Results for Essex County Comparators

12

## Town of Amherstburg

### 2017 Council Market Summary (Essex County)

Job Title	2017 Job Rate Annual	2017 MARKET SUMMARY - ANNUAL JOB RATE (_% ) = above market    +_% = below market									
		No. of Obs.	Market Median Annual	% Diff.	Market P55 Annual	% Diff.	Market P60 Annual	% Diff.	Market P65 Annual	% Diff.	
Mayor	\$ 26,874.00	6	\$35,722	+32.9%	\$36,255	+34.9%	\$36,501	+35.8%	\$36,531	+35.9%	
Deputy Mayor	\$ 18,413.00	6	\$22,339	+21.3%	\$23,084	+25.4%	\$23,612	+28.2%	\$23,976	+30.2%	
Councillor	\$ 15,936.00	6	\$18,596	+16.7%	\$18,890	+18.5%	\$19,270	+20.9%	\$19,716	+23.7%	
<b>Overall Average % Diff</b>				<b>+23.6%</b>		<b>+26.3%</b>		<b>+28.3%</b>		<b>+30.0%</b>	

# Recommendations

13

- It is recommended that Council consider adjusting the base pay for the Elected Official positions as follows, based on the 65<sup>th</sup> percentile of the competitive 2017 market rates (based on the County of Essex comparator group), adjusted by COLA applied to the management/non-union grid for 2018 and 2019, for implementation January 1, 2019; 2017 market rates are as follows:
  - Mayor                      \$36,531
  - Deputy Mayor      \$ 23,976
  - Councillor              \$19,716
- It is also recommended that base pay for the Elected Official positions be adjusted annually by the same % adjustment provided for the Management/non-union Salary Grid.
- Consideration of the removal of the 1/3 tax free treatment in 2019 and impact on base pay amounts will be subject of a future report.



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual                       New                       Increase                       Decrease

**Item Number:** CORPORATE-2018-2

**Community Based Strategic Plan Pillar:**

**Department:** CORPORATE

**Division:** Global Revenue and Expenses

**Estimated Cost:** (\$53,100)

**Description of Item:**

OMPF Grant Increase

**Justification:**

The Ontario Municipal Partnership Fund Grant Revenue is expected to increase by \$53,100 in 2018

**Risk Analysis:**

The following item is contractual in nature, and presents additional revenue for the Municipality

**Financial Impact:**

10-4-0000000-0628	\$	(53,100)
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual                       New                       Increase                       Decrease

**Item Number:** CORPORATE-2018-3

**Community Based Strategic Plan Pillar:**

**Department:** CORPORATE

**Division:** Global Revenue and Expenses

**Estimated Cost:** (\$61,115)

**Description of Item:**

Long term debt repayment reduction

**Justification:**

Council has made significant strides in reducing debt repayments for long term debt over the past 3 years resulting in decreased debt repayment requirements. This budget represents a reduction in the required debt repayment budget presenting operational savings to the municipality

**Risk Analysis:**

The following item is contractual in nature, and presents additional funds for the municipality that may be reallocated to other municipal operations approved by Council.

**Financial Impact:**

Long term debt principal and interest	\$	(61,115)
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual                       New                       Increase                       Decrease

**Item Number:** CORPORATE-2018-4

**Community Based Strategic Plan Pillar:**

**Department:** CORPORATE

**Division:** Global Revenue and Expenses

**Estimated Cost:** (\$61,315)

**Description of Item:**

Reduction of salary continuances

**Justification:**

In 2017 the Town completed its obligation regarding salary continuances for staff no longer with the organization. It is anticipated that a budget for this expenditure is not required for 2018.

**Risk Analysis:**

The following item is contractual in nature, and presents additional funds for the municipality to be spent elsewhere in the corporation

**Financial Impact:**

10-5-1001020-0580	\$	(61,315)
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual                       New                       Increase                       Decrease

**Item Number:** CORPORATE-2018-5

**Community Based Strategic Plan Pillar:** Fiscal Stability & Investment in Infrastructure

**Department:** CORPORATE

**Division:** Transfer to Capital

**Estimated Cost:** \$300,000

**Description of Item:**

Increase in transfer to capital

**Justification:**

The new Asset Management Plan has established the need for a 1.5% increase in capital expenditures for the next 20 years to address the municipal infrastructure requirements of the Town. A 1.5% increase in the capital expenditures from operations is approximately \$300,000.

**Risk Analysis:**

The following item recommended for Financial Stability

**Financial Impact:**

Transfer to Capital	\$	300,000

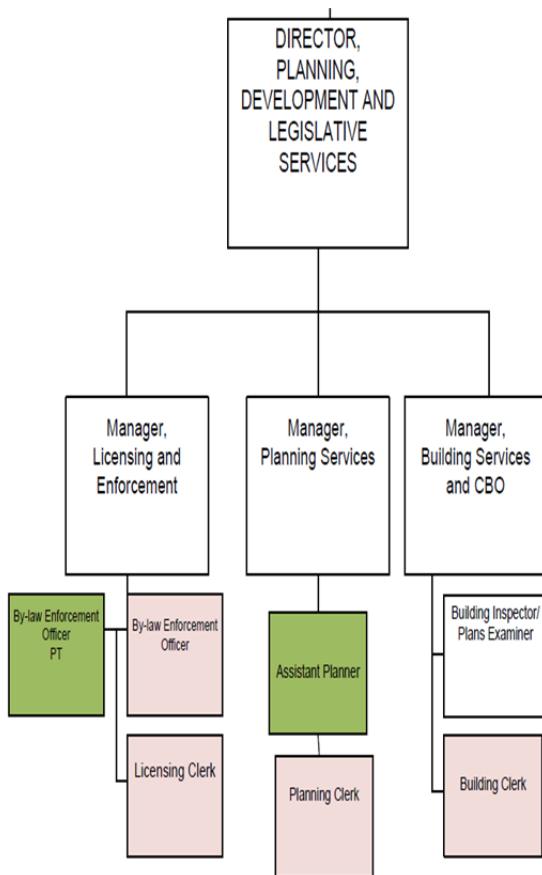


### A. Department Overview

#### Mission

The Mission of the Planning Development and Legislative Services Office is to provide open and transparent information to the residents of Amherstburg and outstanding customer service to both our residents and internal users.

**\*Highlighted in green is a staffing request for 2018**



#### Department Description

#### Planning & Legislative Services Department

The Amherstburg Planning department provides information and advice to Council, the general public and the development industry with respect to land use planning including the Town's Official Plan and Zoning By-law. Planning staff also provides administrative and technical support for the Amherstburg Committee of Adjustment.

Planning documents including Zoning By-law 1999-52, as amended, and the Town of Amherstburg Official Plan should be reviewed including applicable mapping, policies and permitted uses.

The Planning department provides processing of applications for the following:

- Consents (Land Severances)
- Minor Variances
- Official Plan Amendments
- Part Lot Control Exemptions
- Site Plan Control
- Subdivision and Condominium Agreements
- Zoning By-law Amendments and Holding Zone Removal

Legislative Services is also responsible for the management of the Town's legal expenditures budget and potential litigious issues for the Town of Amherstburg.





## Building Department

The Building Department is responsible for the delivery of services in the following areas:

- Building Permits
- Demolition Permits
- Plumbing Permits
- Pool Permits
- Septic/Sewer Permit
- Sign Permits
- Inspection of Permits
- Property Standards Complaints
- Administrating the Ontario Heritage Act
- Building Code Inquiries

## Licensing and Enforcement Department

The Licensing and By-Law Enforcement Department is responsible to enforce the Town By-laws and administer the issuance of various licenses and permits.

By-laws are created as a way to address issues and concerns of the community. They are created to protect the environment, public health, safety and to maintain pleasant neighbourhoods for everyone.

### **Responsibilities include creating and enforcing Town By-laws, such as:**

Property Standards By-law  
Yard Maintenance By-law  
Zoning By-law  
Sign By-law  
Pool By-law  
Traffic By-law  
Dog By-law

### **Administration of the following:**

Marriage Licenses  
Lottery Licenses  
Business Licenses  
Taxi Licenses  
Deaths Certificates  
Parking Fines  
Dog Tags  
Encroachment Agreements



## **B. Outlook and Highlights**

### **Planning & Legislative Services**

It is expected that 2018 will continue to be a very busy year, maintaining the trend from 2017. In 2017 approximately 120 planning applications were dealt with from zoning matters to minor variances, Official Plan amendments and consents. Significant development is occurring within the Town, including a new medical plaza development, Meadowview and Kingsbridge servicing and construction, as well as ongoing liaison related to the former Duffy's and Belle Vue.

There is also a number of planning guiding documents that are currently underway and should be completed in 2018, including:

- Urban Design Guidelines
- Community Improvement Plan
- Parks Master Plan

In addition to the above ongoing studies, the Official Plan Review RFP will be tendered late 2017 with a project start-up in early 2018. The Planning division is also scoping a Seniors Master Plan with a potential initiation in 2018.

### **Building Department**

The Building department continued a busy 2017 into 2018, with upwards of 300 permits being issued to the end of October. Project initiation of a new software program began in 2017 with full implementation to be completed in 2018. The department has also coordinated the new Basement Flooding Protection Subsidy Program, approved by Council in the fall of 2017.

A new Chief Building Official was recruited and hired in 2017, and has integrated into the department. The new CBO has also continued the practice of acting as the Heritage Committee liaison for the Town. A space analysis as well as permit fee examination will be undertaken in 2018 with recommendations to be brought to Council.

The recruitment of a new Inspector/Plans Examiner is also currently underway, which will aid the department in what is expected to be a busy 2018.



## Licensing and Enforcement Department

As with the other departments, the Licensing and Enforcement Department had a busy 2017 with approximately 300 by-law matters addressed in 2017. The department is also looking toward the implementation of a new software program in 2018, which will improve efficiencies department wide.

The department also completed a successful Spay and Neuter program in 2017 to assist in addressing the feral cat population.

New for 2018 will be the introduction of performing civil marriage ceremonies, which will begin in January of 2018.



### C. Budgeted Staffing Resources - Planning Development and Legislative Services

The following is a breakdown of the staffing resources in the Planning Development and Legislative Services Office:

#### Planning and Legislative Services

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	3.00	3.00
Part-Time FTE's	0.75	1.00
Total FTE	3.75	4.00
Net Change	0.00	+0.25

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Director of Planning Development and Legislative Services	Senior Management Team	1.00	1.00
Manager of Planning	Management	1.00	1.00
Planning Clerk	Union	1.00	1.00
Assistant Planner	Non- Union	1.00	1.00

#### Building Department

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	3.00	3.00
Part-Time FTE's	0.00	0.00
Total FTE	3.00	3.00
Net Change	0.00	0.00



Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Building Services/ Chief Building Official	Management	1.00	1.00
Plans Examiner	Non-Union	1.00	1.00
Building Clerk	Union	1.00	1.00

**Licensing and Enforcement Department**

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	3.00	3.00
Part-Time FTE's	0.00	0.50
<b>Total FTE</b>	<b>3.00</b>	<b>3.50</b>
<b>Net Change</b>	<b>0.00</b>	<b>+0.50</b>

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Licensing and Enforcement	Management	1.00	1.00
Licensing Clerk	Union	1.00	1.00
By-Law Enforcement Officer	Union	2.00	1.50



### **D. Operating Budget Request and Issues**

The following is a list of budgetary request and issues contained in the 2018 budget proposal in the Planning Development and Legislative Services Office.

<b>Budget Issue</b>	<b>Cost Impact</b>	<b>Budget Issue Number</b>
Increase Revenue	(8,000)	LS-2018-1
Decrease in Professional Fees	(30,000)	LS-2018-2
Increase Revenue	(65,000)	LS-2018-3
Pound Agreement	13,000	LS-2018-4
FT Assistant Planner Conversion	4,160	LS-2018-5
ERCA Plan Review	(13,000)	LS-2018-6
Other Fees	(10,000)	LS-2018-6
Application Fees	(1,725)	LS-2018-6
PT ByLaw Officer	33,452	LS-2018-7

**TOWN OF AMHERSTBURG  
LICENSING AND ENFORCEMENT  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-2043015-2145	Lottery Licences	(18,500)	(18,500)	-
10-4-2043015-2146	Liquor Licences	(100)	(100)	-
10-4-2043015-2155	Business Licences	(4,000)	(4,000)	-
10-4-2043015-2156	Marriage Licences & Ceremony	(11,000)	(17,200)	6,200 LS-2018-1
10-4-2043015-2105	Animal Control - Dog Tags and Fines	(17,000)	(17,000)	-
10-4-2043015-2119	Pool Permits	(2,000)	(2,000)	-
10-4-2043015-2130	Sign Permits	(2,000)	(2,000)	-
10-4-2043015-2157	Encroachment Fees	(2,000)	(2,000)	2,000 LS-2018-1
10-4-2043015-5800	Parking Tickets	(1,500)	(1,500)	-
NEW	Fees waived	-	(6,000)	6,000 CAO 2018-8
10-4-2043015-6540	Other Revenues	(2,500)	(2,500)	-
<b>Total Revenue - Licensing and Enforcement</b>	<b>(58,600)</b>	<b>(72,800)</b>	<b>14,200</b>	
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-2043015-0101	Salaries - Full Time	204,157	213,594	9,437 CORPORATE 2018-1
10-5-2043015-0102	Salaries - Overtime	3,500	1,000	(2,500) LS-2018-7
10-5-2043015-0112	Part Time	-	31,320	31,320 LS-2018-7
<b>Total Salaries and Wages - Licensing and Enforcement</b>	<b>207,657</b>	<b>245,914</b>	<b>38,257</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Licensing and Enforcement</b>	<b>72,814</b>	<b>78,494</b>	<b>5,680</b>	CORPORATE 2018-1 & LS-2018-9
<b>General Expenses:</b>				
10-5-2043015-0252	Uniforms	1,200	2,700	1,500 LS-2018-7
10-5-2043015-0301	Office Supplies	1,500	1,500	-
10-5-2043015-0345	Cell Phone	1,600	1,600	-
10-5-2043015-0350	Memberships	650	650	-
10-5-2043015-0351	Training and Professional Development	9,050	9,050	-
10-5-2043015-0402	Vehicle and Equipment Maintenance	1,800	1,800	-
10-5-2043015-0420	Equipment	3,800	3,800	-
10-5-2043015-0901	Animal Control - Tags	600	600	-
10-5-2043015-0903	Animal Control - Contract	27,000	40,000	13,000 LS-2018-4
10-5-2043015-0904	Animal Control - Other	5,750	5,750	-
10-5-2043015-2156	Wedding Licences	7,200	7,200	-
<b>Total General Expenses - Licensing and Enforcement</b>	<b>60,150</b>	<b>74,650</b>	<b>14,500</b>	
<b>Total Expenses - Licensing and Enforcement</b>	<b>340,621</b>	<b>399,058</b>	<b>58,437</b>	
<b>Net - (Surplus)/Deficit</b>	<b>282,021</b>	<b>326,258</b>	<b>44,237</b>	

TOWN OF AMHERSTBURG  
 PLANNING & LEGISLATIVE SERVICES  
 2018 BUDGET

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-8010000-1905 Planning - Deposit Fees	(25,000)	(25,000)	-	
10-4-8010000-1910 Planning - Other Fees	(45,000)	(69,725)	24,725	LS-2018-6
<b>Total Revenue - Planning</b>	<b>(70,000)</b>	<b>(94,725)</b>	<b>24,725</b>	
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-8010000-0101 Salaries - Full Time	295,569	317,359	21,790	CORPORATE 2018-1
10-5-8010000-0102 Salaries - Overtime	4,500	4,500	-	
NEW Salaries- Contract		65,000	65,000	LS-2018-5
10-5-8010000-0112 Salaries - Part Time	60,840	-	(60,840)	LS-2018-5
<b>Total Salaries and Wages - Planning</b>	<b>360,909</b>	<b>386,859</b>	<b>25,950</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Planning</b>	<b>101,428</b>	<b>105,742</b>	<b>4,314</b>	CORPORATE 2018-1 & LS-2018-5
<b>General Expenses:</b>				
10-5-8010000-0301 Office Supplies	3,000	3,000	-	
10-5-8010000-0345 Cell Phone	1,200	1,200	-	
10-5-8010000-0350 Memberships	2,300	2,300	-	
10-5-8010000-0351 Training and Professional Development	10,500	10,500	-	
<b>Total General Expenses - Planning</b>	<b>17,000</b>	<b>17,000</b>	<b>-</b>	
<b>Professional and Consulting Fees:</b>				
10-5-1001020-0325 Legal Fees	105,000	105,000	-	
10-5-8010000-0327 Professional Fees	80,000	10,000	(70,000)	LS-2018-2
10-5-8010000-0338 Planning Studies	-	25,000	25,000	LS-2018-2
10-5-8010000-0339 ERCA Plan Review	-	15,000	15,000	LS-2018-2
<b>Total Professional And Consulting Fees - Planning</b>	<b>185,000</b>	<b>155,000</b>	<b>(30,000)</b>	
<b>Reserve Transfers:</b>				
10-5-1001020-2023 Litigation Reserve	25,000	25,000	-	
<b>Total Reserve Transfers - Planning</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	
<b>Total Expenses - Planning Division</b>	<b>689,337</b>	<b>689,601</b>	<b>264</b>	
<b>Net - (Surplus)/Deficit</b>	<b>619,337</b>	<b>594,876</b>	<b>(24,461)</b>	



**TOWN OF AMHERSTBURG  
BUILDING DIVISION  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-1001020-1045 Indemnity Deposit Admin. Fees	(9,000)	(9,000)	-	
10-4-2043010-2115 Build Dept - Building Permits	(275,000)	(340,000)	65,000	LS-2018-3
10-4-2043010-2135 Build Dept - Building Letters	(4,000)	(4,000)	-	
<b>Total Revenue - Building</b>	<b>(288,000)</b>	<b>(353,000)</b>	<b>65,000</b>	
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-2043010-0101 Salaries - Full Time	216,089	246,320	30,231	CORPORATE 2018-1
10-5-2043010-0102 Salaries - Overtime	3,500	3,500	-	
<b>Total Salaries and Wages - Building</b>	<b>219,589</b>	<b>249,820</b>	<b>30,231</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Building</b>	<b>100,543</b>	<b>101,338</b>	<b>795</b>	CORPORATE 2018-1
<b>General Expenses:</b>				
10-5-2043010-0252 Uniforms	2,000	2,000	-	
10-5-2043010-0301 Office Supplies	2,000	2,000	-	
10-5-2043010-0345 Cell Phone	1,000	1,000	-	
10-5-2043010-0350 Memberships	1,000	1,000	-	
10-5-2043010-0351 Training and Professional Developme	12,000	12,000	-	
<b>Total General Expenses - Building</b>	<b>18,000</b>	<b>18,000</b>	<b>-</b>	
<b>Professional Fees</b>				
10-5-2043010-0327 Professional Fees	12,000	12,000	-	
<b>Total Professional fees - Building</b>	<b>12,000</b>	<b>12,000</b>	<b>-</b>	
<b>Equipment and Vehicle:</b>				
10-5-2043010-0401 Gasoline				
10-5-2043010-0402 Vehicle & Equipment MTCE.	1,000	1,000	-	
<b>Total Equipment and Vehicle - Building</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	
<b>Reserve Transfers:</b>				
10-5-2043010-2010 Transfer To/From Accum. Deficit	(73,138)	(29,159)	43,979	
<b>Total Reserve Transfers - Building</b>	<b>(73,138)</b>	<b>(29,159)</b>	<b>43,979</b>	
<b>Total Expenses - Building Division</b>	<b>277,994</b>	<b>353,000</b>	<b>75,006</b>	
<b>Net - (Surplus)/Deficit</b>	<b>(10,006)</b>	<b>(0)</b>	<b>10,006</b>	

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	LS-2018-1
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES
<b>Division:</b>	Licensing and Enforcement
<b>Estimated Revenue</b>	<b>(\$8,200)</b>

**Description of Item:**

Increase Revenue \$8,200  
  
 Marriage Licence & Ceremony Revenue: \$6,200  
 Encroachment Fees Revenue: \$2,000

**Justification:**

Council recently approved Civil Marriage Ceremonies and previously approved Encroachments and Agreements, drafting admin fee of \$400 per year.  
  
 Resolution # 20170925-893

**Risk Analysis:**

**Financial Impact:**

Marriage Licence & Ceremony	10-4-2043015-2156	<b>(\$6,200)</b>
Encroachment Fees Revenue	10-4-2043015-2157	<b>(\$2,000)</b>
<b>Total Impact:</b>		<b>(\$8,200)</b>

## 2018 PROPOSED OPERATING BUDGET

**Budget Issue Type:**

Contractual                       New                       Increase                       Decrease

<b>Item Number:</b>	LS-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES
<b>Division:</b>	Planning
<b>Estimated Revenue</b>	(\$30,000)

**Description of Item:**

Reduce Professional Fees

Create ERCA Plan Review Fees Expense

Create Municipal Initiative Plans account

**Justification:**

The professional Fees budget in Planning was \$80,000 for 2017. This budget was used for various Planning division expenses, but included ERCA Plan Review Fees and also the costs for various Corporate planning initiatives.

Reallocate \$15,000 from Professional Fees to new account ERCA Plan Review Fees Expense, which will be fully offset by ERCA Plan Review Fees Revenue.

Planning is consistently involved with Corporate planning initiatives. For example, the division is currently working on the Community Initiatives Plan and the Urban Design Plan. Along with these initiatives, Planning will be working on the Seniors Master Aging Plan in 2018.

**Risk Analysis:**

**Financial Impact:**

Professional Fee	10-5-8010000-0327	(\$30,000)
Professional Fee	10-5-8010000-0327	(\$15,000)
ERCA Plan Review Fees Expense	10-5-8010000-xxxx	\$15,000
Professional Fee	10-5-8010000-0327	(\$25,000)
Municipal Initiative Plans	10-5-8010000-xxxx	\$25,000
<b>Total Impact:</b>		<b>(\$30,000)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** LS-2018-3

**Status:** RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

**Division:** Building

**Estimated Revenue** (\$65,000)

**Description of Item:**

Increase Revenue

**Justification:**

Due to the increase in development and buildable lots, as well as the past 2 year trends, Administration recommends increasing Building Permit Revenue.

**Risk Analysis:**

**Financial Impact:**

Building Permit Revenue	10-4-2043010-2115	(\$65,000)
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**Total Impact:** (\$65,000)

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number</b>	LS-2018-4
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES
<b>Division:</b>	Licensing and Enforcement
<b>Estimated Cost:</b>	\$13,000

**Description of Item:**

Pound Agreement and Dog Control Officer

**Justification:**

Section 103 and 105 of the Municipal Act provides specifically that a by-law may provide for the impounding of animals and also provides that a municipality may prohibit and regulate with respect to public nuisances, including matters that, in the opinion of Council, could become the cause of public nuisances which includes dogs being at large.

Municipalities pass By-laws to regulate dogs for the following reasons:

- Deemed to be a service that is necessary and desirable
- Promote a safe community
- Eliminate dogs from running-at-large
- Address dangerous dogs and dogs that are a threat to citizens
- Promote health and safety of residents
- Provide nuisance control
- Fund programs relating to dogs
- Fund public education programs with regard to responsible pet ownership

Since amalgamation the Town has employed a Dog Control Officer and has had a Dog By-law in place requiring residents to license their dog.

The Town currently contracts out Dog Control to 21st Century K9 Inc. to retrieve dogs at large as per By-law 2012-104. This service is currently performed at a yearly cost of \$24,000 plus HST.

Services included but not limited to:

- Respond to dog at large related calls 24 hours a day, every day, including statutory holidays.
- Provide dog control services as requested by the Town of Amherstburg or the Amherstburg Police Services.
- Attend court appearances if required.
- Maintain records of all dog control occurrences, dogs picked up and their deposition and all other actions taken in provision of dog control services.
- Provide a live telephone answering service where a message can be left 24 hours a day, every day, including statutory holidays.
- Provide a properly equipped, licensed and inspected vehicle to safely and humanely transport dogs. Such vehicle is to be suitably maintained to professionally represent the Town.
- Provide and maintain all equipment necessary to humanely catch, handle and transport dogs.

Dog at large calls have decreased slightly year after year for the past 5 years. On average 40 dogs are at large every year.

Recently the owner of 21st Century K9 Inc. has decided to end the current agreement and put the Town on notice. Subsequently Administration issued a Request for Proposal (RFP) for a Dog Control Officer and Pound Facility. The RFP was advertised on the Town's website, the River Town Times and the Bid and Tenders site for a period of 2 weeks and closed on September 12, 2017. The Town received one bid to offer these services from the Windsor Essex Humane Society (WECHS) at an annual cost of \$40,000 with annual increases equivalent to the Customer Price Index increase. As a registered charity the WECHS does not charge HST. Administration reviewed the RFP from the proponent. In light of the current proposal received Administration developed various options for Council's consideration. At the October 23rd In Camera Council meeting Council provided Administration further direction.

**Risk Analysis:**

Dogs that are left to run at large (unleashed) are a hazard to the community and its residents with the potential to harm unwary citizens through acts of aggression, threatening behavior and damage to property. On average the Town has 40 incidents per year of dogs at large. By having a Dog Control Officer and a by-law regulating dogs, individuals are less likely be bitten and/or attacked by animals that are leashed or confined and closely supervised by their caretakers in accordance with the By-law. In addition to concerns about human safety, dogs running at large could possibly be killed by cars, subjected to abuse, or get hurt by other animals.

**Financial Impact:**

Animal Control	10-5-2043015-0903	\$13,000
<b>Total Impact:</b>		<b>\$13,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

**Contractual**       **New**       **Increase**       **Decrease**

<b>Item Number:</b>	LS-2018-5
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	ECONOMIC DEVELOPMENT
<b>Department:</b>	PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES
<b>Division:</b>	Planning
<b>Estimated Cost:</b>	\$4,160

**Description of Item:**

Convert the salary approved by Council in 2017, for a part-time senior planner, to a full-time assistant planner for a one-year contract. The budgeted amount is proposed to cover a full-time planner for a one year contract. The proposed level of experience commensurate with the position will be two to four

**Justification:**

In 2006 the Town of Amherstburg determined that a second Planner was needed in the Planning Division due to the workload and demands on the department at that time. Between 2007 and half way through 2010 a registered professional planner held the position as the Manager of Development Services along with the Planning Coordinator for the municipality. Both of these individuals shared in the responsibilities of processing Planning Act applications as well as directing strategic policy initiatives such as the Official Plan review, Zoning By-law review, Town's Development Manual, as well as other strategic initiatives. Also, up until 2012, the Town relied heavily on Monteith, Brown Planning Consulting for planning opinions and planning assistance including the preparation of reports and maps.

In 2012, the current Manager of Planning Services was hired by the Town and there was a six month overlap between the Planning Coordinator and the Manager of Planning Services at which point the Planning Coordinator retired leaving only the Manager of Planning Services and the Planning Clerk. This position was not replaced and the complement of one Planner and one Clerk was in place until changes approved by Council last year.

Since 2009 the Planning Division statistics identify the number of applications has approximately tripled from 38 to over 100 in 2015. In 2016, there were approximately 120 planning applications processed by the Town. Further, the Town is required to initiate the five year review of their Official Plan during 2016 which was required to begin in 2015 however delayed to undertake the Community Based Strategic Plan first to establish the overall policy vision for the municipality.

The outcome of the Community Strategic Planning process has provided direction on policy initiatives for the municipality including the initiation of the following:

- A Community Improvement Plan which will include incentives to attract overnight accommodations;
- A Parks Master Plan;
- Urban Design Guidelines with a Heritage Theme.

The attached table provides statistics from other municipalities identifying that each of the municipalities in Essex County have at least two full-time planners on staff and are generally processing less applications than the Town of Amherstburg. There are also tasks that are being prepared and managed by the Planning Division that are not typically undertaken by Planners in municipalities which include the managing of securities and financial matters related to developments, preparing Site Plan Control Agreements, Subdivision Agreements and Development Agreements including the preparation of special provisions and engineering requirements and the development of the municipal Development Charges Study and Amending studies.

The financial impact is limited as Council approved funding for an intermediate level part-time planner at a value of \$60,000 for the 2017 budget. The request for the 2018 planning budget includes an additional \$5000 necessary to cover the full-time wages of a planner. Including this position on contract, allows the Town with flexibility to assess the success of this initiative after 2018 without the legacy cost of a full-time, permanent employee. After 2018, the position and needs of the department will be re-assessed.

**Risk Analysis:**

For Council's reference, it should be noted that the majority of the work in the Planning Division is legislated by the processes of the Planning Act and other pieces of legislation. Due to these legislated processes the deadlines in this department are strict and must be adhered to at all times. Therefore, the increase in applications that has occurred in the last five years has created an unmanageable workload for the Manager of Planning Services requiring a significant amount of overtime to meet timelines. With the obligations for planning administration to follow the statutory processes under the Planning Act for following Planning Act applications, it leaves limited time for special initiatives such as Urban Design Guidelines, A Heritage District Study, Official Plan Review, Community Strategic Plan, Community Improvement Plan, etc.  
Given the added workload and responsibilities placed on the Planning Division it is difficult to provide the necessary level of oversight required to ensure there is no exposure to risk to the municipality.

**Financial Impact:**

Salaries - Part Time	10-5-8010000-0112				(\$60,840)
Salaries - Contract Staff	10-5-8010000-0107		\$		65,000
		<b>Total Impact:</b>	\$		<b>4,160</b>



**Amherstburg Planning Activity 2009- 2016**

	2009 Total # of Applications	2010 Total # of Applications	2011 Total # of Applications	2012 Total # of Applications	2013 Total # of Applications	2014 Total # of Applications	2015 Total # of Applications	2016 Total # of Applications (as of 10/21/16)
<b>Consent</b>	10	23	12	21	47	27	26	28
<b>Draft Plan of Subdivision / Condo</b>	0	2	0	0	1 complete, 2 ongoing	4 ongoing	3 ongoing	9 ongoing
<b>Part Lot Control</b>	4	3	1	6	1	4	3	6
<b>Deeming By-law</b>	0	0	0	0	0	0	0	0
<b>Minor Variance</b>	9	17	17	16	23	24	31	24
<b>Zoning By-law Amendment</b>	6	8	5	11	12	11	17	17
<b>Official Plan Amendment</b>	0	1	0	0	1	0	1	1 + 1 ongoing
<b>Site Plan Control</b>	8	4	8	7	7	8	16	8
<b>Telecommunication</b>	0	1	0	0	0	0	0	1
<b>Other</b>	1	1	2	1	2	1	6	14
<b>TOTAL</b>	<b>38</b>	<b>60</b>	<b>45</b>	<b>62</b>	<b>96</b>	<b>79</b>	<b>102</b>	<b>109</b>
<b>Total Staffing No. (Planning)</b>	3	2.5 (Planner on staff 6 months)	2	2.5 (transition based on Planning Coordinator retirement)	2	2	2	2
<b>No. Planners withinTotal</b>	1	0.5	0	0.5	1	1	1	1
<b>Other:</b> Policy Projects / Studies (i.e. Secondary Plans, Official Plan Reviews or Zoning By-law Reviews, Mapping Projects, Housing Studies, Design Guidelines,								

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual                       New                       Increase                       Decrease

<b>Item Number:</b>	LS-2018-6
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES
<b>Division:</b>	Planning
<b>Estimated Revenue</b>	(\$26,725)

**Description of Item:**  
 Increase Revenue  
  
 Create ERCA Plan Review Fee Revenue Account

**Justification:**

This establishment of this budget will bring our fee structure in line with other local municipalities.

ERCA charges the Town a plan review fee with every application. Local Municipalities have identified these fees on their User Fee schedule and collect the fees from the applicant in addition to the required application fees of the respective application. Historically, the Town has absorbed these fees and not charged the applicants. Going forward, Administration is proposing that the ERCA fees be identified separately in the application and collected separately to properly reflect the reimbursement of Town associated planning services.

An expense account will be established for the collection and remittance of ERCA Plan Review Fees which will have no impact to the Town.

In the past, the Town paid ERCA using Professional Fees budget. The Professional Fees budget will be reduced by this amount and will be transferred to fund the new expense account called ERCA Plan Review Fees.

There is another new fee added to the Fee Schedule for 2018, the Applicant Driven Deferral Fee. This fee will be assessed when an applicant requests a deferral of their application. The division has noticed an increase in the number of deferrals in recent years. The municipality incurs costs such as River Town Times ads, and notifying neighbouring citizens of pending developments. These costs are not recovered when a deferral is requested. This fee will hopefully deter applicants from requesting a deferral, and will help recover some of the costs incurred as a result.

**Risk Analysis:**

**Financial Impact:**

ERCA Plan Review Fees Rever 10-4-8010000-xxxx	(\$15,000)
Revenue-Other Fees 10-4-8010000-1910	(\$10,000)
Minor Variance & Consent Rev 10-4-8010000-1905	(\$1,725)
<b>Total Impact:</b>	<b>(\$26,725)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number</b>	LS-2018-7
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES
<b>Division:</b>	Licensing and Enforcement
<b>Estimated Cost:</b>	\$33,452

**Description of Item:**

Part Time By-law Enforcement Officer

**Justification:**

Since its inception in 2007, the By-law Enforcement Program has evolved into a highly utilized service elevating the level of service in areas such as property standards, yard maintenance and weed control. Hiring a Part Time Officer would increase levels of responsiveness and service and provide additional flexibility and enforcement coverage for residents of the Town. The Town of Amherstburg Licensing and By-law Division is guided by municipal by-laws, and provincial legislation, including but not limited to the Municipal Act, Building Code Act, Planning Act, Highway Traffic Act, Dog Owners' Liability Act (DOLA) and the Provincial Offenses Act. By-laws enforced by the Town's Enforcement Officer include, but are not limited to:

- |                           |                             |
|---------------------------|-----------------------------|
| Yard Maintenance By-law   | Parks By-law                |
| Swimming Pool By-law      | Kings Navy Yard By-law      |
| Traffic By-law            | Zoning By-law               |
| Property Standards By-law | Sign By-law                 |
| Exotic Animal By-law      | Business Licence By-law     |
| Snow Removal By-law       | Fence By-law                |
| Dog By-law,               | Dangerous Dog By-law        |
| Noise By-law              | Discharge of Firearm By-law |
| Firework By-law           | Open Burning By-law         |
| Water Supply By-law       | Smoke Free By-law           |

There are impacts and upcoming changes that will affect the Licensing and By-law Division's workload, these include but are not limited to:

- Introduction of the Cannabis Act. New Act brings questions on resources/tools for available for local enforcement over personal cultivation, nuisances and fire hazards (production sites and personal cultivation).
- Swimming Pool By-law Permitting and Compliance, permitting currently performed out of the Building Department, these permits will now be issued through Licensing. Inspections will now be performed by Enforcement Officers before the pool is installed to ensure setback and fencing requirements are adhered too.
- Amended Business Licence By-law with a requirement for annual inspections.
- Smoke Free By-law
- New facilities which will support more festivals which will require a By-law Officer presence to ensure conformity to Town By-laws and event requirements.

- UBER and Airbnb By-laws and related enforcement
- Manage Property Standard By-law files concerning hoarding which is becoming more prevalent in the Town, these files are sensitive in nature which requires more time and communication with external agencies concerning mental health to assist in seeking compliance.
- An identified need for Development Agreement and Site Plan enforcement and ongoing compliance. The Town enters into approximately 10 development agreements annually. An additional Officer will assist in monitoring the progress and compliance of the agreements. The Officers would also work with external agencies when required to ensure compliance.

An additional officer would allow the Town to expand enforcement hours from 7.5 hours to 13 hours extending coverage later into the afternoon and coverage from 5 to 7 days a week when required during peak enforcement periods. Currently when the By-law Enforcement Officer is off due to vacation or illness, by-law files can wait up to more than a week to be addressed causing a back log of files, at other times the Manager addresses the complaints in the absence. The additional officer will ensure no disruption of service and allow for full coverage during these approved absences.

The Town successfully implemented a similar program in 2014 on a temporary basis. In June 2014, Council approved a pilot program where a second Enforcement Officer was approved for a 4 month period. The additional officer allowed the Town to expand enforcement hours from 7.5 hours to 13 hours. This allowed the Town to extend coverage later into the afternoon and coverage from 5 to 7 days a week. Staffing with a second officer allowed the By-law Division to take a proactive approach in enforcing a large number of by-law infractions. In addition, the Town was able to administer a dog license campaign (educational/enforcement) program where approximately 172 licenses were issued resulting in \$3,450.00 in dog tag revenue. Previous staffing levels would not provide the Division with the ability to take this proactive approach to educate the public, while generating additional revenue. Proactive parking enforcement was also performed during this period which resulted in approximately \$1,220.00 in parking violations issued. In light of the information Administration recommends the hiring of an additional part time Officer; this new position will allow the Town to better address the complaints and impacts of upcoming legislative changes, increase flexibility, and increase enforcement hours on a daily and weekly basis.

**Risk Analysis:**

**Financial Impact:**

Salary - Part Time includes		
4% vacation	10-5-2043015-XXXX	\$31,320
Benefits @ 10%	various	\$3,132
Salaries - Overtime	10-5-2043015-0102	(\$2,500)
Uniforms	10-5-2043015-0202	\$1,500
<b>Total Impact:</b>		<b>\$33,452</b>



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

Table with 2 columns: Author's Name, Report Date, Author's Phone, Date to Council, Author's E-mail, Resolution #.

To: Mayor and Members of Town Council

Subject: Part Time By-law Enforcement Officer

1. RECOMMENDATION:

It is recommended that:

- 1. The report from the Manager of Licensing and Enforcement dated November 2, 2017 regarding Part Time By-law Enforcement Officer BE RECEIVED; and,
2. The Part Time By-law Enforcement Officer proposed in the 2018 Licensing and Enforcement Budget BE CONSIDERED as part of the overall 2018 Operating Budget.

2. BACKGROUND:

Since its inception in 2007, the By-law Enforcement Program has evolved into a highly utilized service elevating the level of service in areas such as property standards, yard maintenance and weed control. Hiring a Part Time Officer would increase levels of responsiveness and service and provide additional flexibility and enforcement coverage for residents of the Town.

The Town of Amherstburg Licensing and By-law Division is guided by municipal by-laws, and provincial legislation, including but not limited to the Municipal Act, Building Code Act, Planning Act, Highway Traffic Act, Dog Owners' Liability Act (DOLA) and the Provincial Offenses Act. By-laws enforced by the Town's Enforcement Officer include, but are not limited to:

Yard Maintenance By-law
Swimming Pool By-law

Parks By-law
Kings Navy Yard By-law

Traffic By-law  
Property Standards By-law  
Exotic Animal By-law  
Business Licence By-law  
Fence By-law  
Dangerous Dog By-law  
Discharge of Firearm By-law  
Open Burning By-law

Zoning By-law  
Sign By-law  
Smoke Free By-law  
Snow Removal By-law  
Dog By-law,  
Noise By-law  
Firework By-law  
Water Supply By-law

### **3. DISCUSSION:**

There are impacts and upcoming changes that will affect the Licensing and By-law Division's workload, these include but are not limited to:

- Introduction of the Cannabis Act: The introduction of this act will have an impact on resources/tools available for local enforcement over personal cultivation, nuisances and fire hazards (production sites and personal cultivation).
- Swimming Pool By-law Permitting and Compliance: Permitting is currently performed by the Building Department. In 2018 Administration will issue these permits will through Licensing. Inspections will be performed by Enforcement Officer before the pool is installed to ensure all setback and fencing requirements are adhered too.
- Amended Business Licence By-law with a requirement for annual inspections.
- Smoke Free By-law
- New facilities which will support more festivals which will require a By-law Officer presence to ensure conformity to Town By-laws and event requirements.
- UBER and Airbnb By-laws and related enforcement
- Manage Property Standard By-law files. Hoarding is becoming an issue that is more prevalent in the Town. Investigations in regards to these files are sensitive in nature and require more time and communication with external agencies predominantly due to the fact that these residents typically have additional issues surrounding mental health that require attention in order to gain compliance.
- Administration has identified a need for Development Agreement and Site Plan Agreement management which requires enforcement and ongoing compliance. The Town enters into approximately 10 development agreements annually. An additional Officer will assist in monitoring the progress and compliance of the agreements. The Officers would also work with external agencies when required to ensure compliance. In addition Urban Design Guidelines are being considered by the Town which will further require the ongoing monitoring of developments. It should be noted that this function should be considered as critical as the Town moves forward to maintain and establish through new developments Amherstburg's historic charm.

An additional officer would allow the Town to expand enforcement hours from 7.5 hours to 13 hours extending coverage later into the afternoon and coverage from 5 to 7 days a week when required during peak enforcement periods.

Currently when the By-law Enforcement Officer is off due to vacation or illness, by-law files can wait up to more than a week to be addressed causing a back log of files, at other times the Manager addresses the complaints in the absence. The incumbent is a senior unionized staff member of the organization and is entitled to vacation in accordance with Article 27 of the collective agreement. Current entitlement of the incumbent is 4 weeks and is soon approaching 5 week entitlement. The additional officer will ensure no disruption of service and allow for full coverage during these approved absences.

The Town successfully implemented a similar program in 2014 on a temporary basis. In June 2014, Council approved a pilot program where a second Enforcement Officer was approved for a 4 month period. The additional officer allowed the Town to expand enforcement hours from 7.5 hours to 13 hours. This allowed the Town to extend coverage later into the afternoon and coverage from 5 to 7 days a week. Staffing with a second officer allowed the By-law Division to take a proactive approach in enforcing a large number of by-law infractions. In addition, the Town was able to administer a dog license campaign (educational/enforcement) program where approximately 172 licenses were issued resulting in \$3,450.00 in dog tag revenue. Previous staffing levels would not provide the Division with the ability to take this proactive approach to educate the public, while generating additional revenue. Proactive parking enforcement was also performed during this period which resulted in approximately \$1,220.00 in parking violations issued.

In light of the information presented for Council's consideration above, Administration is recommending the addition of a part time Officer for 2018. This new position will allow the Town to better address the complaints of residents and the impacts of upcoming legislative changes, increase flexibility, and increase enforcement hours on a daily and weekly basis.

#### **4. RISK ANALYSIS:**

Town Council decides which by-laws to enact and enforce. Council makes decisions based on what Council determines to be the priorities of the community as well as those actions that will maintain or enhance the quality of life, health and safety of the residents, protect the environment and the reputation of the Town. The By-law Enforcement Policy outlines that the Town will respond to formal complaints from residents, thereby being a reactive enforcement approach. The Policy does outline that proactive enforcement will be performed upon observation of a by-law violation where the matter is considered to be in the public's interest or of an immediate threat to health and safety. With the impacts listed above and the amount of staff required to educate the public and effectively sustain this approach is contingent on the level of service Council wishes to provide.

5. **FINANCIAL MATTERS:**

Salary - Part Time includes 4% vacation				\$31,320
Benefits @ 10%				\$3,132
Salaries - Overtime				(\$2,500)
Uniforms				\$1,500
			<b>Total Impact:</b>	<b>\$33,452</b>

The part time position for By-Law Officer is recommended in the Licensing and Enforcement 2018 Salary budget at an amount of \$34,452. This budget includes salary and benefit costs and falls within the 2% parameters established by Council.

6. **CONSULTATIONS:**

N/A

7. **CONCLUSION:**

Through this analysis, Administration recommends the hiring of an additional Officer with the added duties; this new position will allow the Town to expand levels of service, increase flexibility and potentially allow for opportunities for additional revenue as a cost offset.



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Nicole Rubli  
**Manager of Licensing and Enforcement**

**NR**



## Report Approval Details

Document Title:	Part Time By-law Enforcement Officer.docx
Attachments:	N/A
Final Approval Date:	Nov 3, 2017

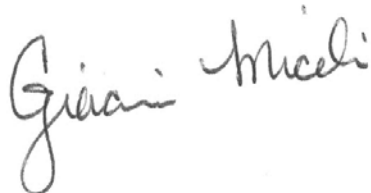
This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - Nov 2, 2017 - 4:20 PM**



**Justin Rousseau - Nov 2, 2017 - 5:06 PM**



**John Miceli - Nov 3, 2017 - 1:16 PM**



**Tammy Fowkes- Nov 3, 2017 - 3:04 PM**



### A. Department Overview

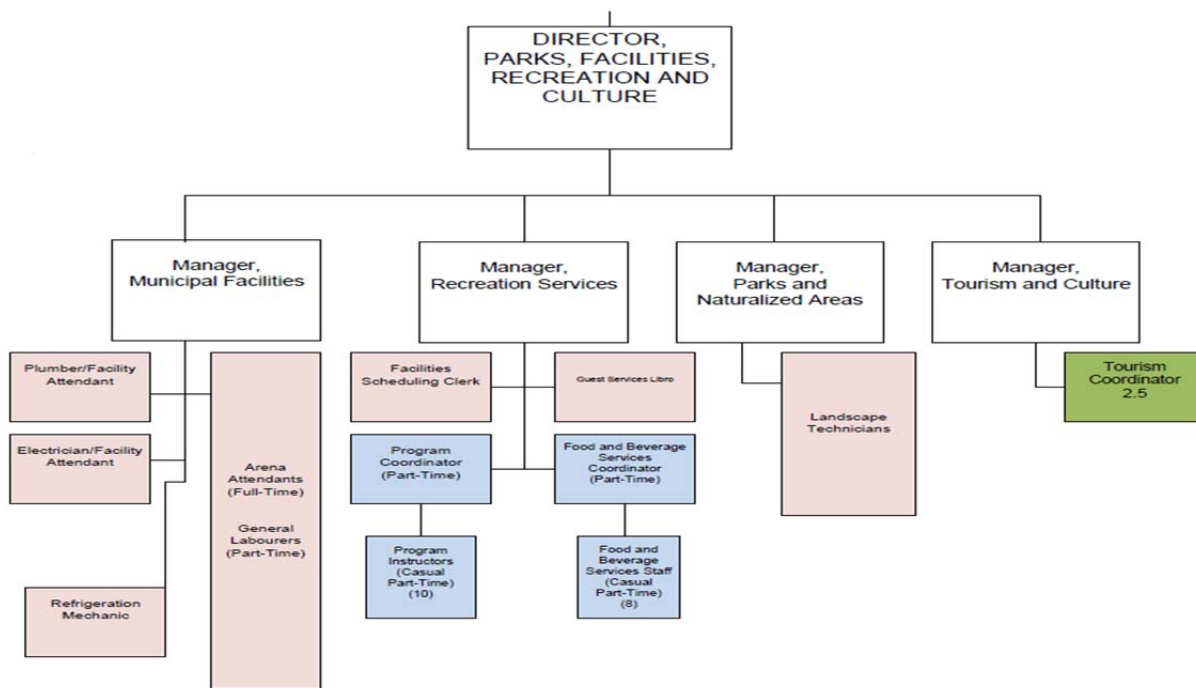
#### Mission

The Mission of the Parks, Facilities, Recreation and Culture Office is to provide quality service and facilities to the residents of Amherstburg and to improve the quality of life and sense of community.

#### Department Description

#### Parks, Facilities, Recreation and Culture

The Parks, Facilities, Recreation and Culture Department is responsible for the operation and maintenance of all parks and green spaces. In addition to the Town's parks, this department oversees the operation of the state of the art Libro Credit Union Centre and all recreation programming within the Town of Amherstburg. The department also provides support to event organizers who are organizing public events on town owned property as well as organizing our own events through the Culture and Tourism Division.



\*Highlighted in green is a staffing request for 2018



## **B. Outlook and Highlights**

### **Parks and Naturalized Area's**

- Towards the end of 2016, 5 of the Seasonal staff of the Parks Department were hired on Full Time, 2017 was the first full year to see the positive results
- This has allowed for a higher level of maintenance of Town assets during the off season, helping to create a safer and more polished appearance in our Parks. Picnic tables (80) used for events and daily parks use were all repainted, damaged boards replaced and hardware all inspected. ( FYI CBC Windsor tweeted about the extra tables at Toddy Jones this year.)
- All signage at Parks entrances were cleaned, sanded and refurbished.
- Dedicated benches in KNYP were redone per maintenance schedule, replacing damaged and worn boards.
- Repairs done on barricade inventory used for Events
- Dormant winter tree and shrub pruning
- Worked on Interlock brick and retaining wall repairs
- Staff was scheduled around the clock to attend to possible winter control needs
- With appropriate staff available after the busy Holiday Season, Riverlights Christmas displays and Town inventory taken down in a more organized and systematic manner, safeguarding what has become a huge asset for the Winter Festival.
- In 2016, Amherstburg received a 5 Bloom Bronze rating in the National Competition for Communities in Blooms, coming in second to Niagara on the Lake which is a highly visited and respected Tourism destination in Ontario, known for its quality floral displays.
- In 2017, Amherstburg again received a 5 Bloom Bronze rating in the National Competition for Communities in Blooms, with a Special Mention for Educational Value of Plantings.
- Received an Outstanding Achievement Award in 2017 for the Communities in Bloom Canada 150 Award
- Winner of Container Plantings and Hanging Baskets Category in the Ontario Parks Association Competition 2016
- Parks Department provides Operational support to the Tourism Department which consistently turns out quality, well attended events; providing inventory and staffing before, during and after all Town events.
- Qualified Horticulture Technicians on staff provide guided Tours of KNYP during the well-attended annual Garden Tour and during Macassa Bay visits and other Special Events



- With the newly acquired water front lands being added into the duties staffing levels need to be increased to maintain the high standards needed to continue to accommodate residents and the growing number of visitors attending Town events

### **Facilities & Libro Centre**

- Completed Engineering review of the Libro Centre and have begun implementing recommendations.
- Have the Refrigeration Equipment at the Libro Centre working within specifications.
- Have implemented skilled trades staff within the Town's work force.
- Have implemented cleaning services for the Town.

### **Recreation**

- Working towards the implementation of Fusion Software to ensure booking of Town services can be done online.
- Gymnastics program was added in 2017
- Increase in drop in programming for 2017
- Initiation of Older Adult Programming
- Increased overall registration for Camp programming in 2017

### **Tourism and Culture**

- Increased overall visitation by 32% end of Sept. 2017
- Increase in grants, sponsorship, retail sales, donations for programming and events by 17%
- Developed a comprehensive fundraising & sponsorship campaign for the restoration of Belle Vue property.
- Hosted one of 6 community Memorial Cup celebrations
- Awarded National Heritage Trust, This Place Matters "most votes in Canada" on line campaign for Belle Vue House
- Awarded Outstanding Achievement Award for National Canada 150 for the following programming:
  - Canada Day Celebrations 150
  - Citizens CANdo 150 medal program
  - Amherstburg Rocks!
  - Legacy Fire Hydrant Art Project
  - Canuck It Up! Festival Canadiana
  - Culture Days Rendezvous



### C. Budgeted Staffing Resources - Parks, Facilities, Recreation and Culture Office

The following is a breakdown of the staffing resources in the Parks, Facilities, Recreation and Culture Office:

#### Parks and Naturalized Area's

Permanent FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	8.00	7.00
Part-Time FTE's	0.00	0.00
<b>Total FTE</b>	<b>8.00</b>	<b>7.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>-1.00</b>

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Parks and Naturalized Area's	Management	1.00	1.00
Landscape Technicians	Union	6.00	6.00

#### Facilities

Permanent FTE's	2017 Budget	2018 Proposed
Full-Time	7.00	8.00
Part-Time	12.00	12.00
<b>Total FTE</b>	<b>19.00</b>	<b>20.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>+1.00</b>



Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Director of Parks, Facilities, Recreation and Culture	Senior Management Team	1.00	1.00
Manager of Facilities	Management	1.00	1.00
Plumber/Facilities Attendant	Union	1.00	1.00
Electrician/Facilities Attendant	Union	1.00	1.00
Refrigeration Mechanic	Union	1.00	1.00
Arena Attendants	Union	3.00	3.00
General Labourer (Part Time)	Union	16.00	12.00

**Recreation**

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	2.00	2.00
Part-Time FTE's	8.50	8.50
<b>Total FTE</b>	<b>10.50</b>	<b>10.50</b>
<b>Net Change</b>	<b>0.00</b>	<b>0.00</b>

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Recreation Services	Management	1.00	1.00
Facilities Scheduling Clerk	Union	1.00	1.00
Guest Services	Union	5.00	2.50
Food and Beverage Service Coordinator	Non- Union	1.00	0.75
Program Coordinator	Non-Union	1.00	0.75
Food and Beverage Service Staff	Non-Union	12.00	2.00
Programming Instructors	Non-Union	10.00	2.50



**Tourism & Culture**

<b>Permeant FTE's</b>	<b>2017 Budget</b>	<b>2018 Proposed</b>
Full-Time FTE's	2.00	3.50
Part-Time FTE's	0.00	0.00
<b>Total FTE</b>	<b>2.00</b>	<b>3.50</b>
<b>Net Change</b>	<b>0.00</b>	<b>+1.50</b>

Staffing Complement Includes:

<b>Position Description</b>	<b>Position Profile</b>	<b>Number of Staff</b>	<b>FTE</b>
Manager of Toursim and Culture	Management	1.00	1.00
Toursim Coordinators	Non- Union	3.00	2.50



### **C. Operating Budget Request and Issues**

The following is a list of budgetary request and issues contained in the 2018 budget proposal in the Parks, Facilities, Recreation and Culture Office.

<b>Budget Issue</b>	<b>Cost Impact</b>	<b>Budget Issue Number</b>
Tourism Increase Revenue	(3,000)	TOURISM-2018-1
Facilities Uniforms and Training	8,500	FACILITIES-2018-1
Facilities Utilities Corporate	18,000	FACILITIES-2018-2
Facilities Janitorial Supplies	20,000	FACILITIES-2018-3
Wage Reclass in Division	27,958	FACILITIES-2018-4
Refrigeration Maintenance	NIL	FACILITIES-2018-5
Decrease in Adult Programing	NIL	RECREATION-2018-1
Capital Surcharge & Transfer	NIL	RECREATION-2018-2
Tourism Coordinator	88,552	TOURISM-2018-2
Sports Tourism Reserve	25,000	RECREATION-2018-3



**TOWN OF AMHERSTBURG  
LIBRO CENTRE DIVISION  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-7017300-1410	Ice Rentals (580,000)	(571,750)	(8,250)	RECREATION-2018-1
NEW	Capital Surcharge -	(55,000)	55,000	RECREATION-2018-2
10-4-7017300-1420	Pro (Skate Shop) Rental (8,000)	(8,000)	-	
10-4-7017300-1425	Room Rentals (22,000)	(22,000)	-	
10-4-7017300-1473	Premier Diamond Rental (5,000)	(5,000)	-	
10-4-7017300-1467	Outdoor Turf Rental (10,000)	(10,000)	-	
10-4-7017300-1466	Indoor Turf Rental (60,000)	(60,000)	-	
10-4-7017300-5520	Solar Panel Rental Revenue (9,888)	(9,888)	-	
10-4-7017300-5525	Solar Panel Special Share Dividends (17,112)	(17,112)	-	
<b>Total Revenue - Libro Centre</b>	<b>(712,000)</b>	<b>(758,750)</b>	<b>46,750</b>	
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-7017300-0101	Salaries - Full Time 528,096	413,400	(114,696)	CORPORATE 2018-1 & FACILITIES-4
10-5-7017300-0112	Salaries - Part Time 308,400	510,086	201,686	CORPORATE 2018-1 & FACILITIES-4
<b>Total Salaries and Wages - Libro Centre</b>	<b>836,496</b>	<b>923,485</b>	<b>86,989</b>	
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Libro Centre</b>	<b>251,502</b>	<b>240,913</b>	<b>(10,589)</b>	CORPORATE 2018-1 & FACILITIES-4
<b>Allocation of Salaries and Benefits to Facilities</b>				
	<b>(220,000)</b>	<b>-</b>	<b>220,000</b>	CORPORATE 2018-1 & FACILITIES-4
<b>General Expenses:</b>				
10-5-7017300-0161	Clothing 5,000	10,000	5,000	FACILITIES-2018-1
10-5-7017300-0250	Health and Safety 5,000	5,000	-	
10-5-7017300-0301	Office Supplies 3,000	3,000	-	
10-5-7017300-0331	Refrigeration Maintenance 50,000	50,000	50,000	FACILITIES-2018-5
10-5-7017300-0336	Contracted Services 75,000	40,000	(35,000)	FACILITIES-2018-5
10-5-7017300-0345	Cell Phone 2,000	2,000	-	
10-5-7017300-0350	Memberships 1,500	1,500	-	
10-5-7017300-0351	Training and Professional Development 7,500	8,000	500	FACILITIES-2018-1
10-5-7017300-0505	Credit Card Charges 5,000	5,000	-	
<b>Total General Expenses - Libro Centre</b>	<b>104,000</b>	<b>124,500</b>	<b>20,500</b>	
<b>Building:</b>				
10-5-7017300-0316	Utilities 480,000	480,000	-	
10-5-7017300-0317	Building Maintenance 125,000	110,000	(15,000)	FACILITIES-2018-5
10-5-7017300-0725	Parking Lot Maintenance 1,000	1,000	-	
10-5-7017300-0960	Outdoor Soccer (Nat Turf) 5,000	5,000	-	
10-5-7017300-0961	Outdoor/Football Field Turf 700	700	-	
10-5-7017300-0962	Premier Baseball Field 8,000	8,000	-	
<b>Total Building - Libro Centre</b>	<b>619,700</b>	<b>604,700</b>	<b>(15,000)</b>	
<b>Equipment and Vehicles:</b>				
10-5-7017300-0401	Propane 6,000	6,000	-	
10-5-7017300-0402	Vehicle and Equipment Maintenance 10,000	10,000	-	
<b>Total Equipment and Vehicles - Libro Centre</b>	<b>16,000</b>	<b>16,000</b>	<b>-</b>	
<b>Transfer to Libro Reserve</b>	<b>-</b>	<b>55,000</b>	<b>55,000</b>	RECREATION-2018-2
<b>Total Expenses - Libro Centre Division</b>	<b>1,607,698</b>	<b>1,964,598</b>	<b>356,900</b>	
<b>Net - (Surplus)/Deficit</b>	<b>895,698</b>	<b>1,205,848</b>	<b>310,150</b>	

**TOWN OF AMHERSTBURG  
FACILITIES  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-7017190-1305	Facility Rentals	(13,900)	(13,900)	-
10-4-1001020-1140	Gibson Gallery Maintenance			-
10-4-8020000-1430	Rent - Gordon House	(3,000)	(3,000)	-
NEW	Rent- Grants in Lieu		(196,402)	196,402 CAO 2018-8
NEW	Recovery from Water		(2,500)	2,500 Facilities-2018-1
10-4-1001020-1430	Rent - Municipal Bldg. & Property	(59,378)	(59,378)	-
10-4-7017002-1500	Facility Services- Police	(25,000)	(25,000)	-
<b>Total Revenue - Facilities</b>		<b>(101,278)</b>	<b>(300,180)</b>	<b>198,902</b>
<b>EXPENSES:</b>				
<b>Allocation of Salaries and Benefits from Libro</b>		<b>220,000</b>	<b>-</b>	<b>(220,000)</b> CORPORATE 2018-1 & FACILITIES-4
<b>Salaries and Wages:</b>				
10-5-7017002-0101	Salaries - Full Time	-	190,855	190,855 CORPORATE 2018-1 & FACILITIES-4
<b>Total Salaries and Wages - Libro Centre</b>		<b>-</b>	<b>190,855</b>	<b>190,855</b>
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Libro Centre</b>		<b>-</b>	<b>72,338</b>	<b>72,338</b> CORPORATE 2018-1 & FACILITIES-4
<b>General Expenses:</b>				
10-5-7017002-0345	Cell Phone	1,200	1,200	-
10-5-7017002-0350	Uniforms		5,000	5,000 FACILITIES-2018-1
10-5-7017002-0351	Training and Professional Development		500	500 FACILITIES-2018-1
<b>Total General Expenses</b>		<b>1,200</b>	<b>6,700</b>	<b>5,500</b>
<b>Building Maintenance:</b>				
10-5-1001020-0317	Town Hall	18,000	18,000	-
10-5-3010000-0317	Public Works	40,000	40,000	-
10-5-2010000-0317	Fire Hall	40,000	40,000	-
10-5-7010180-0317	Scout Hall	2,000	2,000	-
10-5-7017010-0317	Parks Buildings	10,000	10,000	-
10-5-7017025-0317	3381 Meloche Road	1,000	1,000	-
10-5-7017301-0317	Parks Storage Facility			-
10-5-7017730-0317	99 Thomas Road	2,000	2,000	-
10-5-7027510-0317	Carnegie Library	6,000	6,000	-
10-5-7037140-0317	Malden Community	3,000	3,000	-
10-5-7037610-0317	ACS Building	2,000	2,000	-
10-5-7037620-0317	Gordon House	8,000	8,000	-
10-5-7017000-1315	McGregor	30,000	30,000	-
10-5-8020000-0317	North Gate Visitor Centre	2,000	2,000	-
10-5-7017002-0318	Janitorial - Global	15,000	35,000	20,000 FACILITIES-2018-3
<b>Total Building Maintenance - Facilities</b>		<b>179,000</b>	<b>199,000</b>	<b>20,000</b>
<b>Utilities:</b>				
10-5-1001020-0316	Town Hall	35,000	47,000	12,000 FACILITIES-2018-2
10-5-3010000-0316	Public Works	50,000	37,000	(13,000) FACILITIES-2018-2
10-5-2010000-0316	Fire Hall	11,000	14,700	3,700 FACILITIES-2018-2
10-5-7010000-0316	KNYP Privy	18,000	17,250	(750) FACILITIES-2018-2
10-5-7010170-0316	Toddy Jones	40,000	41,500	1,500 FACILITIES-2018-2
10-5-7010180-0316	Scout Hall	3,000	4,000	1,000 FACILITIES-2018-2
10-5-7017015-0316	Anderdon Tennis Ct	500	500	- FACILITIES-2018-2
10-5-7017035-0316	Wigle Park Washrooms	4,000	5,500	1,500 FACILITIES-2018-2
10-5-7017040-0316	Centennial Park Washrooms	5,500	5,000	(500) FACILITIES-2018-2
10-5-7017070-0316	Malden Park Washrooms	1,500	300	(1,200) FACILITIES-2018-2
10-5-7017301-0316	Parks Storage		1,000	1,000 FACILITIES-2018-2
10-5-7037140-0316	Malden Community Centre	3,500	3,750	250 FACILITIES-2018-2
10-5-7037610-0316	ACS Building	10,000	12,500	2,500 FACILITIES-2018-2
10-5-7037620-0316	Gordon House	7,000	6,500	(500) FACILITIES-2018-2
10-5-7017730-0316	99 Thomas Road		5,000	5,000 FACILITIES-2018-2
10-5-8020000-0316	North Gate Visitor Centre	5,000	9,500	4,500 FACILITIES-2018-2
10-5-7017115-0316	Bellevue House		1,000	1,000 FACILITIES-2018-2
10-5-7017135-0316	Duffy's Property		-	- FACILITIES-2018-2
<b>Total Utilities - Facilities</b>		<b>194,000</b>	<b>212,000</b>	<b>18,000</b>
<b>Lions' Pool:</b>				
10-5-7010160-0317	Pool Building Maintenance	10,000	10,000	-
10-5-7010160-0250	Health and Safety	1,000	1,000	-
10-5-7010160-0316	Utilities	8,000	8,000	-
10-5-7010160-0322	General Supplies	2,000	2,000	-
<b>Total Lions' Pool - Libro Centre</b>		<b>21,000</b>	<b>21,000</b>	<b>-</b>
<b>Total Expenses - Facilities Division</b>		<b>615,200</b>	<b>701,894</b>	<b>86,694</b>
<b>Total Expenses - Facilities Division</b>		<b>615,200</b>	<b>701,894</b>	<b>86,694</b>
<b>Net - (Surplus)/Deficit</b>		<b>513,922</b>	<b>401,714</b>	<b>(112,208)</b>

**TOWN OF AMHERSTBURG  
PARKS  
2018 BUDGET**

		2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>					
10-4-7017000-1080	Hanging Basket Program Revenue	(3,500)	(3,500)	-	
10-4-7017000-1026	Property Maintenance Income	(3,500)	(3,500)	-	
<b>Total Revenue - Parks</b>		<b>(7,000)</b>	<b>(7,000)</b>	<b>-</b>	
<b>EXPENSES:</b>					
<b>Salaries and Wages:</b>					
10-5-7017000-0101	Salaries - Full Time	585,297	465,595	(119,702)	CORPORATE 2018-1 & FACILITIES-4
10-5-7017000-0102	Salaries - Overtime	5,000	5,000	-	
10-5-7017000-0109	Salaries - Students	95,004	81,018	(13,986)	CORPORATE 2018-1 & FACILITIES-4
<b>Total Salaries and Wages - Parks</b>		<b>685,301</b>	<b>551,613</b>	<b>(133,688)</b>	
<b>Fringe Benefits:</b>					
<b>Total Fringe Benefits - Parks</b>		<b>226,039</b>	<b>181,268</b>	<b>(44,771)</b>	CORPORATE 2018-1 & FACILITIES-4
<b>General Expenses:</b>					
10-5-7017000-0301	Office Supplies	2,000	2,000	-	
10-5-7017000-0351	Training and Professional Develop	5,500	5,500	-	
10-5-7017000-0336	Contracted Services	57,500	57,500	-	
10-5-7017000-0345	Cell Phone	1,000	1,000	-	
10-5-7017000-0352	Travel and Mileage (Parks)	-	-	-	
10-5-7017000-0404	Radio Airtime	7,500	7,500	-	
10-5-7017000-0771	Special Events	2,000	2,000	-	
<b>Total General Expenses - Parks</b>		<b>75,500</b>	<b>75,500</b>	<b>-</b>	
<b>Municipal Partnerships:</b>					
10-5-7017000-1300	CO-AN Park	17,500	17,500	-	
10-5-7017000-1310	River Canard Community Centre	5,000	5,000	-	
<b>Total Municipal Partnerships - Parks</b>		<b>22,500</b>	<b>22,500</b>	<b>-</b>	
<b>Materials and Supplies:</b>					
10-5-7017000-0322	General Supplies	103,500	103,500	-	
10-5-7017000-0402	Vehicle and Equip. Maint.	30,000	30,000	-	
10-5-7017000-0420	Parks Tools and Equip.	9,000	9,000	-	
10-5-7017000-0650	Reforestation	10,000	10,000	-	
<b>Total Maintenance - Parks</b>		<b>152,500</b>	<b>152,500</b>	<b>-</b>	
<b>Total Expenses - Parks</b>		<b>1,161,840</b>	<b>983,381</b>	<b>(178,459)</b>	
<b>Net - (Surplus)/Deficit</b>		<b>1,154,840</b>	<b>976,381</b>	<b>(178,459)</b>	

**TOWN OF AMHERSTBURG  
Recreation Services  
2018 BUDGET**

	<b>2017 Budget Reclass</b>	<b>2018 Budget</b>	<b>Budget Increase/(Decrease) 2017 to 2018</b>	<b>Budget Issue Report</b>
<b>REVENUE:</b>				
10-4-7010000-1306 Birthday Party (UCCU)	(6,000)	(6,000)	-	
10-4-7017300-1415 Public Skating Program	(6,000)	(6,000)	-	
10-4-7010160-1320 Lions' Pool Registration	(6,000)	(6,000)	-	
10-4-7010160-1325 Lions' Pool Admittance Fee	(5,000)	(5,000)	-	
10-4-7010000-1462 Preschool Programming	(13,000)	(13,000)	-	
10-4-7010000-1463 Youth Programming	(20,000)	(20,000)	-	
10-4-7010000-1464 Adult Programming	(25,000)	(10,150)	(14,850)	RECREATION-2018-1
10-4-7010000-1449 Activity Guide Revenue	(4,000)	(4,000)	-	
10-4-7010000-1465 Drop In Programming	(12,000)	(12,000)	-	
10-4-7010000-1451 Day Camp	(45,000)	(45,000)	-	
10-4-7010000-1307 Special Events	(12,000)	(12,000)	-	
10-4-7017300-1430 Ancillary Complex Income	(30,000)	(30,000)	-	
10-4-7017300-1405 Canteen Sales (Indoor)	(160,000)	(160,000)	-	
10-4-7017300-1407 Vending Machine Sales	(10,000)	(10,000)	-	
10-4-7017000-1075 Income from Memorials (Benches)	(3,400)	(3,400)	-	
10-4-7010000-0626 Provincial Grants	(6,318)	(6,318)	-	
<b>Total Revenue - Recreation Services</b>	<b>(363,718)</b>	<b>(348,868)</b>	<b>(14,850)</b>	
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-7010000-0101 Salaries - Full Time	144,182	149,415	5,233	
10-5-7010000-0109 Salaries - Students	36,749	7,350	(29,399)	
10-5-7010000-0112 Salaries - Part Time	159,305	148,051	(11,254)	
10-5-7010000-0122 Salaries - Food & Beverage Services	84,352	91,478	7,126	
<b>Total Salaries and Wages - Recreation</b>	<b>424,588</b>	<b>396,294</b>	<b>(28,294)</b>	CORPORATE 2018-1 & FACILITIES-4 & RECREATION-2018-1
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Recreation</b>	<b>87,299</b>	<b>91,268</b>	<b>3,969</b>	CORPORATE 2018-1 & FACILITIES-4 & RECREATION-2018-1
<b>General Expenses (Recreation):</b>				
10-5-7010000-0252 Uniforms	1,500	1,500	-	
10-5-7010000-0301 Office Supplies	3,000	3,000	-	
10-5-7010000-0307 Advertising	17,500	17,500	-	
10-5-7010000-0345 Cell Phone	1,500	1,500	-	
10-5-7010000-0349 Marketing	20,000	20,000	-	
10-5-7010000-0350 Memberships	2,500	2,500	-	
10-5-7010000-0351 Training and Conferences	7,000	7,000	-	
10-5-7010000-0352 Travel and Mileage	-	-	-	
10-5-7010000-0420 Recreation Equipment & Supplies	27,500	27,500	-	
10-5-7010000-0421 Concession Equipment	8,000	8,000	-	
10-5-7010000-0422 Concession Equipment Maintenance	5,000	5,000	-	
10-5-7010000-0740 Signage Maintenance	2,000	2,000	-	
10-5-7010000-0771 Special Events	8,000	8,000	-	
NEW Sport Tourism Program	-	-	-	RECREATION-2018-3
10-5-7017300-0384 Concession Product	76,000	76,000	-	
<b>Total General Expenses - Recreation</b>	<b>179,500</b>	<b>179,500</b>	<b>-</b>	
<b>Total Expenses -Recreation</b>	<b>691,387</b>	<b>667,061</b>	<b>(24,326)</b>	
<b>Net - (Surplus)/Deficit</b>	<b>327,669</b>	<b>318,193</b>	<b>(39,176)</b>	

**TOWN OF AMHERSTBURG  
TOURISM AND CULTURE DIVISION  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>				
10-4-8020000-1840	Retail Sales - Tourism Info. Centre	(3,000)	(6,000)	3,000 TOUR-2018-1
10-4-8020100-1306	Event Revenue	(6,000)	(6,000)	-
10-4-8020000-0626	Provincial Grants and Donation	(30,000)	(30,000)	-
<b>Total Revenue - Tourism and Culture</b>		<b>(39,000)</b>	<b>(42,000)</b>	<b>3,000</b>
<b>EXPENSES:</b>				
<b>Salaries and Wages:</b>				
10-5-8020000-0101	Salaries - Full Time	143,685	151,483	7,798 CORPORATE 2018-1
NEW	Salaries- Contract		80,502	80,502 TOUR-2018-2
10-5-8020000-0109	Salaries - Students	15,080	19,691	4,611 CORPORATE 2018-1
<b>Total Salaries and Wages - Tourism and Culture</b>		<b>158,765</b>	<b>251,676</b>	<b>92,911</b>
<b>Fringe Benefits:</b>				
<b>Total Fringe Benefits - Tourism and Culture</b>		<b>51,676</b>	<b>62,377</b>	<b>10,701</b> CORPORATE 2018-1 & TOUR 2018-2
<b>General Expenses</b>				
10-5-8020000-0301	Office Supplies	1,000	1,000	-
10-5-8020000-0307	Advertising	35,000	35,000	-
10-5-8020000-0340	Community Events	65,000	65,000	-
10-5-8020000-0345	Cell Phone	1,700	1,700	-
10-5-8020000-0350	Memberships	1,000	1,000	-
10-5-8020000-0351	Training and Conferences	2,000	2,000	-
10-5-8020000-0352	Travel and Mileage	1,200	1,200	-
10-5-8020000-0355	Promotions	15,000	15,000	-
10-5-8020100-0503	Bank Charges - Special Events	500	500	-
<b>Total General Expenses - Tourism and Culture</b>		<b>122,400</b>	<b>122,400</b>	<b>-</b>
<b>TOTAL EXPENSES TOURISM AND CULTURE</b>		<b>332,841</b>	<b>436,453</b>	<b>103,612</b>
<b>Net - (Surplus)/Deficit</b>		<b>293,841</b>	<b>394,453</b>	<b>100,612</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	TOURISM-2018-1
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	Marketing and Promotion
<b>Department:</b>	PARKS, FACILITIES, RECREATION & CULTURE
<b>Division:</b>	Tourism and Culture
<b>Estimated Cost:</b>	(\$3,000)

**Description of Item:**  
 Increase Revenue - Retail Sales

**Justification:**  
 Revenue in the area of Retail Sales have increased significantly in 2017 over 2016. In 2016 Tourism realized \$1,269 in sales, and as at August 31, 2017, Retail Sales Revenue is at \$13,000. This represents a \$10,000 revenue surplus in this budget.

Tourism plans include focus on marketing and promotional plans to advertise the Town of Amherstburg and build on the success of 2017.

This increase in budget will bring the Retail Sales target to \$6,000. The department is confident that they will be able to accomplish this request, if granted.

**Risk Analysis:**

**Financial Impact:**

Retail Sales	10-4-8020000-1840	<b>(3,000)</b>
<b>Total:</b>		<b>(3,000)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FAC-2018-1
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Facilities
<b>Estimated Cost:</b>	\$8,500

**Description of Item:**  
 Establish Clothing, Memberships budgets in the Facilities Division.

**Justification:**  
 Three skilled trade positions were added to the Facilities Division. These positions incur additional costs, such as: annual memberships, licenses and clothing. Some of the licenses and memberships that the skilled trades staff maintain include: TSSA-Gas, College of Trades - Plumbers, Backflow Preventor Licence, and College of Trades - Electrical, Electrician Master Licence.  
  
 Libro and Facilities Full-time and the 16 Part-time staff work in public areas. Having uniform clothing helps the public to identify staff members easily, especially children or Seniors that may require assistance. Uniform clothing also ensures all staff are presented with appropriate professionalism.  
  
 Clothing for the Part-Time staff will be shared 50/50 with those members, as it is not a benefit noted in the Collective Agreement.  
  
 The plumber will be performing the work of inspecting/installing backflow preventors as required in Town facilities as required. The Water Department currently pays a contractor for this work. There will be a savings realized on the Water Budget and a recovery from Water to Facilities for this work.

**Financial Impact:**

Clothing	10-05-7010160-0161	\$	10,000
Memberships	10-05-7010160-0350	\$	1,000
Recovery from Water			(\$2,500)
<b>Total Impact:</b>			<b>\$ 8,500.00</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FAC-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Facilities
<b>Estimated Cost:</b>	\$18,000

**Description of Item:**

Increase Utilities Corporate-wide

**Justification:**

This increase would bring the Utilities budget up to cover the deficit for the past two years. Further analysis of all corporate utilities is required to more accurately forecast future years.

	<b>Budget</b>	<b>Actual</b>	
<b>2016</b>	\$ 229,000	\$ 202,000	
<b>2017</b>	\$ 194,000	\$ 212,000	trending
<b>2018</b>	\$ 212,000		proposed

**Risk Analysis:**



<b>Financial Impact:</b>				
Town Hall	10-5-1001020-0316			\$12,000
Public Works	10-5-3010000-0316			(\$13,000)
Fire Hall	10-5-2010000-0316			\$3,700
KNYP Privy	10-5-7010000-0316			(\$750)
Toddy Jones	10-5-7010170-0316			\$1,500
Scout Hall	10-5-7010180-0316			\$1,000
Anderdon Tennis Ct	10-5-7017015-0316			\$0
Wigle Park Washrooms	10-5-7017035-0316			\$1,500
Centennial Park Washrooms	10-5-7017040-0316			(\$500)
Malden Park Washrooms	10-5-7017070-0316			(\$1,200)
Parks Storage	10-5-7017301-0316			\$1,000
Malden Community Centre	10-5-7037140-0316			\$250
ACS Building	10-5-7037610-0316			\$2,500
Gordon House	10-5-7037620-0316			(\$500)
99 Thomas Road	10-5-7017730-0316			\$5,000
North Gate Visitor Centre	10-5-8020000-0316			\$4,500
Bellevue House	10-5-7017115-0316			\$1,000
<b>Total Impact:</b>			<b>\$</b>	<b>18,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FAC-2018-3
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Facilities
<b>Estimated Cost:</b>	\$20,000

**Description of Item:**

Establish a Global Janitorial Supplies Budget

New: Global Janitorial Supplies \$20,000  
 Reallocate Libro Janitorial Supplies to Global Janitorial Supplies

**Justification:**

When Janitorial services were brought in-house there was no budget created for janitorial supplies. These costs have been incurring and attributing to the projected, overall negative variance for Facilities. Now that a full year has passed, we are better able to predict an annual expense.

For the second year, the \$15,000 janitorial supplies budget that resides in Libro is on track to finish the year in a (\$10,000) deficit. This budget will be reallocated and all janitorial supplies will be in Facilities budget. In 2018, Administration will Tender for pricing options which should result in corporate savings.

**Risk Analysis:**

**Financial Impact:**

Facilities: Janitorial - Glol 10-5-7017002-0318	\$	20,000
Libro: Janitorial Supplies 10-5-7017300-0313		(\$15,000)
Facilities: Janitorial - Glol 10-5-7017002-0318	\$	15,000
<b>Total Impact:</b>	<b>\$</b>	<b>20,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

**Contractual**       **New**       **Increase**       **Decrease**

<b>Item Number:</b>	FAC-2018-4
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Facilities
<b>Estimated Cost:</b>	\$27,958

**Description of Item:**

Increase Part-Time Wages & Interdepartmental Housekeeping Issues

**Justification:**

The current budget for part-time has presented a negative variance for the Libro Centre for the past two years. This budget request is in accordance with the part-time hours allowed for in the current Collective Agreement. Where appropriate, staff are being trained to perform duties that contractors were being paid to perform, which will result in annual savings for the Town. For example services such as janitorial duties and ice surface painting. Over time, Contracted Services savings will be realized through work being performed in-house.

A budget increase is required to align the Part-Time wages in accordance with the negotiated hours of work allowed for in the Collective Agreement.

The Recreation Department has consistently finished the year with a surplus in part-time wages. This Budget Issue reallocates Part-Time Salaries budget from Recreation to the Facility budget to complement this request, and allocate the budget where needed.

Currently, all wages for Libro and Facilities are budgeted and recorded in the Libro budget. There is a \$220,000 budget to accommodate a transfer for wages between Libro Centre and Facilities for "Allocation of Salaries and Benefits from Libro to Facilities". This will be eliminated in 2018. This Budget Issue will provide Facilities with a Part-Time Salary budget and a true Full-Time Salary budget for all Skilled Trades. Time cards for Part-Time wages will be implemented in 2018 to accurately record time spent in each department and charged accordingly.

Beginning in 2018, Part-Time staff will be shared between Facilities, Libro and Parks. This was a provision negotiated in the 2016 Collective Agreement. The municipal workforce will be treated on a Department basis rather than a Division basis as it has been in the past. For example, Parks faces time constraints and pressures heavily in the Spring, which can be alleviated with the deployment of the part-time staff of the shared workforce which will provide efficiencies in workload as well as financially, while providing a higher level of service to the citizens.

Council approved a Refrigeration Mechanic position that will also reside in Facilities. The funding for this position resulted from a Parks Labourer position that was converted to the Refrigeration Mechanic position, which is reflected in this Budget Issue.

<b>Risk Analysis:</b>			
<b>Financial Impact:</b>			
Recreation Part-Time Wages	10-5-7010000-0109		(\$30,624)
Libro Part-Time Wages	10-5-7017190-0112	\$	121,045
Facilities Salaries Full-Time	10-5-7017190-0101	\$	121,890
Libro Salaries Full-Time	10-5-7017300-0101		(\$121,890)
Facilities Salaries Full-Time	10-5-7017190-0101	\$	62,463
Parks Salaries Full-Time	10-5-7017000-0101		(\$124,926)
Libro: Allocation of Salaries & Benefits to Facilities		\$	220,000
Facilities: Allocation of Salaries & Benefits from Libro			(\$220,000)
<b>Total Impact:</b>			<b>\$27,958</b>

## 2018 PROPOSED OPERATING BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	FACILITIES-2018-5
<b>Status:</b>	HOUSEKEEPING
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Libro Centre
<b>Estimated Cost:</b>	\$0

**Description of Item:**  
 Establish a Refrigeration Maintenance budget, through reallocation of current budget.

**Justification:**  
 As reported in the variance reports, Refrigeration Maintenance costs make up the majority of the deficit for this department. There is a projected (\$180,000) deficit projected for 2017. On April 24th, a report was brought forward to Council that outlined specific repairs identified by the design engineer.

Administration is reluctant to request additional budget dollars at this time. Although there have been significant deficits in this area for the past few years, the work has been a result of lack of preventative maintenance in the past. It is anticipated that with a reallocation of the current budget dollars and the recent repairs, it will allow the department to move forward on a preventative maintenance program. This Libro Centre budget may need to be re-evaluated in the future when these expenses become more stable. In the meantime, any large repairs required will be addressed in the quarterly variance reports.

This budget reallocation will provide funds for necessary on-going preventative maintenance and regular emergency repairs that are common for a facility of this magnitude. It will also isolate those costs directly relating to Refrigeration Maintenance, which is the most expensive infrastructure maintenance and repair cost associated for this facility.

**Risk Analysis:**

**Financial Impact:**

Refrigeration Maintenance 10-5-7017300-0331	\$	50,000
Contracted Services 10-5-7017300-0336		(\$35,000)
Building Maintenance 10-5-7017300-0317		(\$15,000)
<b>Total Impact:</b>	<b>\$</b>	<b>-</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** REC-2018-1

**Status:** RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** PARKS, RECREATION, FACILITIES & TOURISM

**Division:** Recreation

**Estimated Cost:** \$0

**Description of Item:**

Reduction of Adult Programming Revenue

**Justification:**

Recreation providers are seeing a shift from organized programming like child and youth programs, to drop-in style programming like public skating where participants simply pay for the service on the days they attend. Recreation is no longer organizing the Women's Adult Hockey League. Since the start of the program in 2013, staff have been responsible for the organization of the league include scheduling, uniforms, referees and overall operation. For the 2017/18 hockey season, a third party organizer has taken over the league and therefore the division will not be collecting revenue generated for this season.

Although there is a decrease in Adult Programming, the changes result in an increase in the Libro Centre ice rental revenue attributed to the league; which is reflected in this budget issue.

**Risk Analysis:**

**Financial Impact:**

Revenue: Adult Programming	10-4-7010000-1464			\$14,850
Revenue: Ice Rentals	10-4-7017300-1410			(\$8,250)
Part Time Wages Recreation	10-5-7010000-0112			(\$6,600)
			<b>Total Impact:</b>	<b>\$0</b>

## 2018 PROPOSED CAPITAL BUDGET

**Budget Issue Type:**

Contractual

New

Increase

Decrease

<b>Item Number:</b>	REC-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Recreation
<b>Estimated Cost:</b>	\$0

**Description of Item:**

New Recreation User Fee - Capital Surcharge Fee

Establish Recreation Capital Reserve

**Justification:**

Creation of a Capital Surcharge Fee to be tied to all facility rentals made with the Town of Amherstburg. The facilities associated to a capital surcharge would be as follows:

**Libro Centre**

- Main Rink
- Movati Athletic Rink
- Goalie Pad
- Indoor Turf Field
- Community Room (Salon A, Salon B and Kitchen)
- Ground Floor Multipurpose Room
- Essex Power Energy Zone
- Upstairs Multipurpose Room
- Lobby
- Outdoor Turf Field
- Premier Diamond
- 17 soccer fields contained in the Larry Bauer Soccer Complex

**Other Facilities**

- 4 diamonds at Centennial Park
- 1 diamond at Bill Wigle Park
- 5 diamond and a pavilion at Malden Park
- pavilion at Toddy Jones Park
- gazebo, cenotaph and pillars at KNYP

The surcharges collected would be transferred into a Recreation Infrastructure Reserve that will be used to offset costs associated with repairs and asset purchase needs for the Town's recreation infrastructure. The surcharge would be set at \$6 per rental hour for sports facilities and parks and \$3 per rental of rooms.

Currently, recreation infrastructure does not have a dedicated reserve to help offset unforeseen or aging facility repairs. All necessary purchases and repairs were wholly funded through the department's operational and capital budgets tied to the tax rate. This meant the users of the facilities benefitted from the taxpayers 100% contribution. Creating a capital surcharge tied to the rental of the various recreation facilities would shift some of the burden from the general rate payer to the users of the facilities. As with any capital projects, any need for use of the Recreation Infrastructure Reserve would require Council approval.

In preparing to recommend the Capital Surcharge, Administration invited all the main local user groups to meet and discuss the concept before presenting to Council during Budget deliberations. The meeting took place on August 2, 2017 with representation from 6 user groups in attendance. The group agreed that the burden of infrastructure needs must also be the responsibility of the end user and not just the taxpayer.

Based on 2016 rental figures, a recommended \$6 capital surcharge for sport facilities and parks and \$3 for room rentals would be attributed to the following hours:

Ice and Dry Floor Rentals	3625.0 hrs	(1 hour rentals)	= \$21,750.00
Room Rentals	3621.0 hrs	(1 hour rentals)	= \$10,863.00
Larry Bauer Rentals	1556.0 hrs	(2 hour rentals)	= \$4,668.00
Diamond Rentals (incl. Premier Diamond)	2228.0 hrs	(2 hour rentals)	= \$6,684.00
Indoor Turf Rentals	811.0 hrs	(1 hour rentals)	= \$4,866.00
Goalie Pad Rentals	737.0 hrs	(1 hour rentals)	= \$4,422.00
Outdoor Turf Rentals	600.0 hrs	(2 hour rentals)	= \$1,800.00
Pavilion Rentals	292.0 hrs	(4 hour rentals)	= \$438.00
KNYP Rentals	24.0 hrs	(4 hour rentals)	= \$36.00

With a capital surcharge added to the rental hours, this would equate to \$55,527.00 transferred into the Recreation Infrastructure Reserve. It should be noted that included in the room rental hours are 1,897.5 hours of usage by the Fort Malden Golden Age Centre. Currently, the Centre does not pay rental fees.

The recommendation from Administration is that all rentals are charged the capital surcharge regardless of whether the user group is discounted rental fees or if the user group pays a per player fee rather than a rental as is the case for local minor sports organizations in soccer and baseball. These user groups should still be required to pay the capital surcharge associated with the use of the Town's facilities.

**Risk Analysis:**

**Not implementing a capital surcharge on rentals forces any recreation infrastructure repairs or purchases to be solely funded using the tax base.**

**Financial Impact:**

Rev: Capital Surcharge		(\$55,500)
Exp: Transfer to Reserve	\$	55,500
<b>Total Impact: \$</b>		<b>-</b>





**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**OFFICE OF PARKS, FACILITIES, RECREATION & CULTURE**

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

<b>Author's Name: Rick Daly, Manager – Recreation Services</b>	<b>Report Date: November 15, 2017</b>
<b>Author's Phone: 519 736-5712 ext. 2122</b>	<b>Date to Council: November 27, 2017</b>
<b>Author's E-mail: <a href="mailto:rdaly@amherstburg.ca">rdaly@amherstburg.ca</a></b>	<b>Resolution #:</b>

**To: Mayor and Members of Town Council**

**Subject: Proposed Capital Surcharge on Ice Rentals Comparison**

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**1. RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Recreation Services dated November 15, 2017 regarding the comparison of options of the proposed Capital Surcharge **BE RECEIVED**; and,
2. The Proposed Capital Surcharge on Ice Rentals proposed in the 2018 Budget **BE CONSIDERED** as part of the overall 2018 Operating Budget.

**2. BACKGROUND:**

As part of the 2018 Budget, Administration is proposing a capital surcharge on all rentals of town recreation facilities (including parks). This capital surcharge would be placed into a reserve solely used for any capital improvements/repairs or purchases specific to recreation facilities.

Administration invited local user groups to meet to discuss this new charge and the implications it would have on their membership. Almost all user groups at the meeting, held on August 2, 2017 at the Libro Centre, were in agreement that a capital surcharge was needed to help with some of the unbudgeted repairs and equipment purchases faced by the Town in the day to day use of its recreation facilities.

Although there was a clear majority of user groups in favour of a capital surcharge, there was no consensus on the amount of the surcharge or how the reserve created by the surcharge would be utilized.

The three largest user groups with respect to ice rentals, Amherstburg Minor Hockey Association, Skate Amherstburg and Amherstburg Admirals asked to submit a proposal for consideration which outlined a tiered surcharge for ice users based on amount of ice rented and residency. This proposal forms the basis of Option #2 with Administration's original recommendation being Option #1.

For the purposes of comparing the two options, the report will focus solely on potential surcharges associated with ice rentals.

### 3. DISCUSSION:

#### OPTION #1

As mentioned above, Administration proposed a capital surcharge outlined in the User Fee By-Law under Schedule A – Recreation. This capital surcharge is set at \$6.00 per rental unit of time for sport facilities and park bookings and \$3.00 per rental unit of time for room rentals. A unit of time is defined as follows:

Ice/Dry Floor Rental – 1 hour  
Diamond Rental – 2 hours  
Soccer/Football Field Rentals – 2 hours  
Pavilion/Park Rentals – 4 hours  
Indoor Turf Rental – 1 hour  
Goalie Pad Rental – 1 hour  
Room Rental – 1 hour

Option #1 would bring in the following in capital surcharges collected from ice rentals:

Ice Rentals	(3488.0 hrs)	\$20,928.00
Goalie Pad Rentals	(737.0 hrs)	\$4,422.00

**TOTAL SURCHARGE COLLECTED      \$25,350.00**

#### OPTION #2

The three principal ice users - Amherstburg Minor Hockey Association (2016 – 1712 hours); Skate Amherstburg (2016 – 368.6 hours); Amherstburg Admirals (2016 – 172.5 hours) – submitted a proposal to implement a tiered surcharge **on ice rentals only** based on hours rented and residency. Additionally, it is inferred in this option that the capital surcharge be separated into ice users and non-ice users, rather than Administration's recommendation of one Recreation Capital Surcharge reserve to be utilized for all recreation facilities.

The Libro Recreation Complex Capital Ice Users Reserve would be administered as follows for ice users groups.

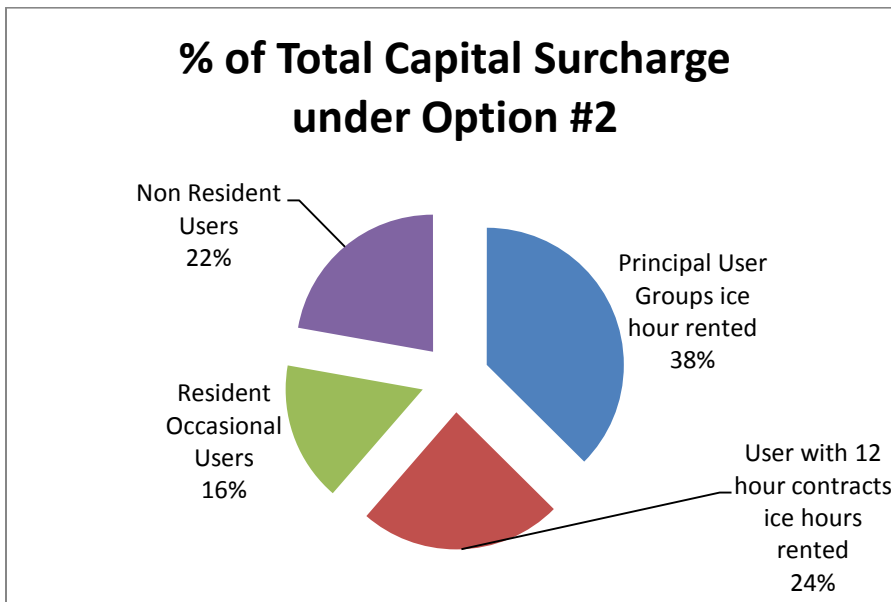
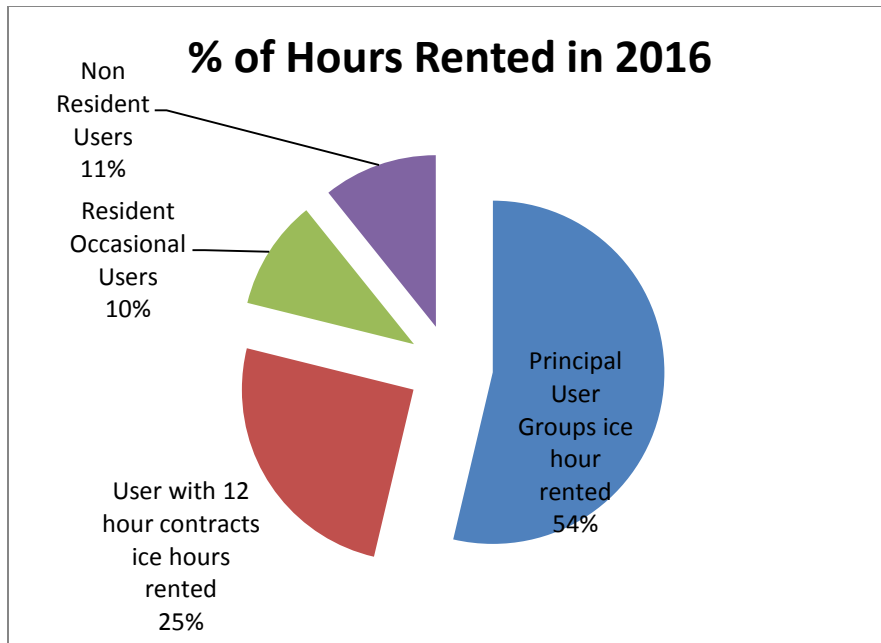
- There are three principal ice users recognized as follows, Amherstburg Minor Hockey, Skate Amherstburg and Amherstburg Admirals.

- It is required that these principal users contract ice hours at an minimum yearly in the amount of ice rentals set at 100+ hours per year.
- The principal rate user surcharge is \$4.00 per hour to all hours of ice rented on the Movati Athletic Rink, Rink A and Goalie Pad for the period of Sept 1 to April 30th yearly.
- For the period of May 1- Aug 31 the principal user surcharge rate would be set at \$10.00 per hour for all hours used on the Movati Athletic Rink, Rink A and Goalie Pad.
- With Amherstburg resident users who book ice rentals by contract (minimum of 12 hours amount of ice hours per year, the surcharge would be set at \$6.00 per hour for all ice used on the Movati Athletic Rink, Rink A and Goalie Pad.
- This would leave casual Amherstburg resident users to pay a fee of \$10.00 per hour surcharge on ice rental(s) on Movati Athletic Rink, Rink A and Goalie Pad at any time.
- Finally this leaves casual non-residents users to pay a surcharge \$13 per hour of ice rentals for ice on Movati Athletic Rink, Rink A and Goalie Pad,
- The capital ice users surcharge be put in place for all hours after May 1, 2018
- The capital reserve fee be set for 3 years, to be reconsidered for revision on May 1 2021
- One pad is maintained with ice for the month of May yearly to allow users to operate their programs as needed.

Based on 2016 rental numbers, Option #2 would bring in the following amounts:

Principal Users (100+ Hour Contracts)	\$9,976.00 (2269 hours)
Ice Users (Contracts with at least 12 hours)	\$6,379.50 (1063.25 hours)
Occasional Resident	\$4,377.50 (437.75 hours)
Non Resident	\$5,915.00 (455 hours)
<b>TOTAL CAPITAL SURCHARGE (OPTION 2)</b>	<b><u>\$26,648.00</u></b>

Administration has reviewed the submission from the three principal ice users and has the following comments. Although funds collected in Option 2 is slightly higher than Option 1, by \$1,298.00, the majority of the reserve is collected from non-principal users. The three principal users (Skate Amherstburg, AMHA and the Admirals) accounted for 54% of the ice used in 2016, yet under their proposal they are only paying 38% of the total surcharge collected.



#### 4. RISK ANALYSIS:

Administration recommends that Option #1 be approved as it is the most equitable and easiest to implement. The users would pay into the reserve equally based on rental levels. For example, a user who uses 10% of the rented ice would pay into the capital surcharge reserve by an equal amount.

In some instances such as Goalie Pad rentals, non-resident users make up 58.2% of the rented time. Creating a surcharge that is 325% higher than what is charged to a principal user could deter these users from re-renting the facility.

The fundamental difference in the structure of the reserve in Option 2 is problematic, in that it doesn't allow the town to deal with global building issues and only ice specific issues.

Secondly, it creates inequality, as it doesn't allow the users who are paying a disproportionate share much representation at the time the replacement is needed. In this case, you would have non primary users subsidizing the future replacement of infrastructure to the benefit of the primary users.

**5. FINANCIAL MATTERS:**

As stated, the majority of user groups understand and support a capital surcharge in some format. Creation of the surcharge will help offset some key capital repairs/purchases and not place the responsibility on the resident taxpayers, as is currently happening with any capital needs. The full scope of the Capital surcharge is presented in Budget Issue REC-2018-2 and the expected revenue is 55,500 and includes expected revenue from other rentals outside of Ice.

**6. CONSULTATIONS:**

Lynn Fox, Skate Amherstburg  
Marc Renaud, Amherstburg Minor Hockey Association  
Wes Ewer, Amherstburg Admirals

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**7. CONCLUSION:**

Administration recommends Option #1, that the capital surcharge for all ice rentals be set at \$6.00 per hour, and the collected surcharge to go into one reserve fund for capital issues relating to all the town's recreation facilities.

In addition to Option #1 regarding the capital surcharge set at \$6.00 per hour for all ice rentals, Administration maintains its original recommendation of a capital surcharge set out in the revised schedule under the User Fee By-law to be considered by Council during 2018 budget deliberations. At the December 11, 2017 Council meeting, Council will be asked to consider the following, as part of the overall 2018 operating budget:

1. Option #1 for the collection of Capital Surcharge fees assessed on all ice rental agreements **BE APPROVED; OR**
2. Option #2 for the collection of Capital Surcharge fees assessed on all ice rental agreements **BE APPROVED.**

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Rick Daly  
**Manager, Recreation Services**

RD

<b>DEPARTMENTS/OTHERS CONSULTED:</b> Name: Phone #: 519                      ext.
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NOTIFICATION :				
Name	Address	Email Address	Telephone	FAX

## Report Approval Details

Document Title:	Proposed Capital Surcharge on Ice Rentals Comparison.docx
Attachments:	
Final Approval Date:	Nov 21, 2017

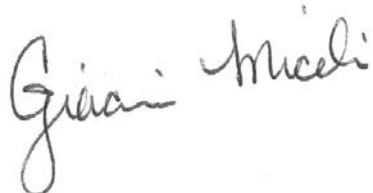
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Nov 17, 2017 - 1:01 PM**



**Mark Galvin - Nov 20, 2017 - 11:49 AM**



**John Miceli - Nov 20, 2017 - 3:17 PM**



**Paula Parker - Nov 21, 2017 - 11:24 AM**

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	REC-2018-3
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Recreation
<b>Estimated Cost:</b>	\$25,000

**Description of Item:**  
 Establish a Sport Tourism Reserve.

**Justification:**

The fund would assist in providing a funding stream needed to secure hosting opportunities. The reserve could be utilized in two ways - it could act as security when Administration is leading a bid application or can be a grant program that local sport organizations can apply for to help in their bid applications. An application process similar to the process used for the Amherstburg Community Grants Program under the Clerk's Office portfolio would be developed. Town recognition and event measurables would be part of the application criteria.

There has been a fundamental shift in hosting applications for sporting events in Canada. The main change is each bid for provincial and national events requires both a guarantor should the hosting committee experience a deficit in the operating budget and endorsement. This means that should Administration consider hosting an event, the Town would be the guarantor. Without the fund in place that can be used as a guaranteed source of funds in the bid application, Council would be reluctant to act as the guarantor for the event. Conversely, implementing the fund as a grant program for local sport organizations would help support local initiatives to bring sport events like provincial and national championships to Amherstburg. Providing funds through this granting program would let Amherstburg support events rather than lead the bid application process, thus eliminating the need for the Town to act as the guarantor. The Community Based Strategic Plan highlights action items that would be addressed with through reserve. Under Priority #2, action item #7 - support the creation of new and improvements of existing festivals and events.

**Risk Analysis:**

Creating a reserve that will support local sport tourism opportunities would encourage sport organizations to take a leadership role when bidding on events that would bring visitors to Amherstburg. Without an incentive program like this, local sport organizations would not consider bringing events to Town. The fund will encourage new sport tourism initiatives that wouldn't normally come to Amherstburg

**Financial Impact:**

Transfer to Reserve	\$	25,000
<b>Total Impact:</b>	<b>\$</b>	<b>25,000</b>



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	TOURISM-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	Marketing and Promotion
<b>Department:</b>	PARKS, FACILITIES, RECREATION & CULTURE
<b>Division:</b>	Tourism and Culture
<b>Estimated Cost:</b>	\$88,552

**Description of Item:**

Add 1.5 Contract Tourism Coordinator positions

**Justification:**

The completion and resounding endorsement of the Strategic Plan indicated that Amherstburg is poised for growth and prosperity. Tourism and Culture was identified as a key pillar in the scope of that growth.

- Tourism statistics for the Town of Amherstburg indicate a 32% increase in visitation over 2016. Indicators forecast continued growth.
- The Tourism and Culture department is a 7 day a week service department also operating outside of traditional working day hours and on weekends. The business community and cultural/event stakeholders utilize the services and resources of the Tourism and Culture department for support and information at an increasingly high demand.
- As demonstrated by the level of support and funding (\* sponsorships and donations were up by 12%) from the local businesses, partnerships from private sector have clearly demonstrated to be the catalyst for growth and prosperity within the community. In order to continue to coordinate partnership and activate multiple opportunities as well as sustain the core duties of the Tourism and Culture department, additional resources are needed.
- Under the direction of the Manager of Tourism and Culture, assistance in research and development of effective strategies for the recently purchased new sites, grants, sponsorships, website and social media management, event planning and execution is needed within the department to maintain visitation from both business and pleasure consumers.
- The numbers must continue to move upwards to assist with the ratio in further attracting an accommodations partner. Tourism and Culture is a key driver for these numbers.
- Volunteers play an integral and significant role of the success of many special events and projects. Volunteers add value to the bottom line for the Town of Amherstburg but more importantly they reinforce community support and engagement. Volunteers are generally citizens that are looking for meaningful activities to add to their active lifestyle. Systematic recruitment, training and recognition of our volunteers is necessary to maintain this very important and unique quality of life our citizens for the Town of Amherstburg.

**Risk Analysis:**

- Risk of not hiring a Full Time Tourism Coordinator, will not allow the Town of Amherstburg to facilitate existing, new or expected services and opportunities for current residents, new residents, business requests, and visitors for the Town of Amherstburg.
- Risk of not hiring a Full Time Tourism Coordinator to seek, research and assist with application for grants from the various ministries and corporate funding, leaves Amherstburg out of “top of mind” in new monies and initiatives which can result in peripheral loss on other municipal projects and revenue for the Town of Amherstburg.
- Risk of not hiring a Full Time Tourism Coordinator, there is a high probability of severe staff burn out. Currently, both of the full time employees have had to forfeit due vacation time and work immense overtime hours for the last 3 years to meet the growing demands of routine core duties and any new initiatives that move the Town forward.
- Risk of not hiring a Full Time Tourism Coordinator will result in not being able to properly manage a growing facet of volunteerism and business liaison within the community.

**Financial Impact:**

Salaries: Temporary Person 10-5-8020000-0107	\$	80,502
Benefits @ 10%	\$	8,050
<b>Total:</b>		<b>\$ 88,552</b>



**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**OFFICE OF PARKS, FACILITIES, RECREATION & CULTURE**

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

<b>Author's Name: Anne M. Rota</b>	<b>Report Date: October 17, 2017</b>
<b>Author's Phone: 519 730-1309 ext.</b>	<b>Date to Council: November 6, 2017</b>
<b>Author's E-mail: <a href="mailto:arota@amherstburg.ca">arota@amherstburg.ca</a></b>	<b>Resolution #: N/A</b>

**To: Mayor and Members of Town Council**

**Subject: Request for 1.5 Full Time Contract Tourism Coordinator Positions**

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**1. RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Tourism and Culture dated October 17, 2017 regarding Request for 1.5 Full Time Contract Tourism Coordinator Positions **BE RECEIVED**; and,
2. The Request for 1.5 Full Time Contract Tourism Coordinator Positions proposed in the 2018 Tourism and Culture Budget **BE CONSIDERED** as a part of the overall 2018 Operating Budget.

**EXECUTIVE SUMMARY:**

N/A

**2. BACKGROUND:**

The Council approved Community Based Strategic Plan (2016-2021) identified that residents of Amherstburg believe the Town is poised for growth and prosperity. Tourism and Culture was identified as a key catalyst in one of 4 pillars for growth and is a key driver for economic development for the Town of Amherstburg going forward. This report will further substantiate the need to provide support to the Tourism and Culture department. Administration is requesting additional contract resources to support this initiative and support the upward tourism trend the Town is experiencing. Should Council wish not to capitalize on this opportunity going forward it is anticipated that the

momentum and growth of these benefits being realized in the community will be significantly reduced. .

### **3. DISCUSSION:**

Tourism statistics for the Town of Amherstburg illustrate a 38% increase in visitation over 2016. (In 2017, without the winter programming numbers not calculated at the time of this report, the figure trending is 190,698 visitors that utilized either internal or external Town of Amherstburg visitor services). Indicators forecast continued growth. Each year, through information tracking and stakeholder reporting, non-residents and the residents themselves utilize the Visitors Information Centers, attend special events, visit galleries and museums to obtain information on real estate or business climate and subsequently our centers and attractions are able to gather key data about who is visiting, why, how long and what they are interested in.

The Tourism and Culture department is a 7 day a week service department that operates outside the traditional 5 day municipal operation. Furthermore the Tourism and Culture department operates extended hours during this time. In addition to special event and attractions information, and without a BIA or economic development department, the business community and cultural/event stakeholders utilize the services and resources of the Tourism and Culture department for support and information at an increasingly high demand.

The level of support and funding (sponsorships and donations were up by 12% cash and 55% in kind support over 2016) from the local businesses. Partnerships from private sector have clearly demonstrated to be the catalyst for growth and prosperity within the community. In order to continue to coordinate partnership and activate multiple opportunities, additional resources are needed. Sponsorship packages and opportunities need a focused effort from the department in order to maintain trust and deliverables to the donors. The Tourism and Culture department has historically generated significant sponsorships and grants for cost neutral or matching funds for enhanced programming.

Under the direction of the Manager of Tourism and Culture, assistance in research and development of effective strategies for the recently purchased new sites in terms of grants, sponsorships, programming, usage, website and social media management, additional resources are needed.

The number of visitors must continue to move upwards to assist with the ratio in further attracting an accommodations partner. Tourism and Culture is a key driver for these numbers. Daytime spending for a visitor is \$104 average, overnight is \$180 per day per Ministry of Tourism statistics.

Volunteers play an integral and significant role of the success of many special events and projects. Volunteers add value to the bottom line for the Town of Amherstburg but more importantly they reinforce community support and engagement.

Volunteers are generally citizens that are looking for meaningful activities to add to their active lifestyle. This is often a key factor as a decision maker for someone looking to relocate. It is important for Council to note that many of our volunteers are active

seniors and willing to assist the Town in developing and fostering the Town's Tourism initiatives.

Systematic recruitment, training and recognition of our volunteers is necessary to maintain this very important resource and while providing a unique quality of life for the citizens of the Town of Amherstburg.

#### **4. RISK ANALYSIS:**

The financial risk associated with not hiring a Full Time Contract Tourism Coordinator to seek, research, meet with funders and assist with application for grants from the various ministries and sponsorship from corporate businesses leaves Amherstburg out of "top of mind" in new monies and initiatives which can result in peripheral loss on other municipal projects and revenue for the Town of Amherstburg.

A risk that will have a community wide impact of not hiring a Full Time Contract Tourism Coordinator will result in not being able to properly and effectively manage a growing facet of volunteerism and business liaison within the community.

The resource risk of not hiring a Full Time Tourism Coordinator may result in additional pressure on the current staff which may result in increased sick time. Currently, both of the full time employees have delayed earned annual vacation entitlements ( 5 weeks and 3 weeks respectively) in order to promote and complete Tourism initiatives. It is important to note that In addition these staff members have worked significant overtime hours over the past 3 years to meet the growing demands of routine core duties and any new initiatives that move the Town forward.

A further resource risk of not hiring a Full Time Tourism Coordinator will hinder succession planning in a fast paced, results oriented, revenue generating department should one or the other current employee not be able to fulfill their duties in unforeseen circumstances.

#### **5. FINANCIAL MATTERS:**

The salary and related benefits cost associated with this initiative is \$88,552. Administration has recommended the funding for this initiative in the 2018 budget for 1 and ½ full time Tourism Coordinators contract position.

#### **6. CONSULTATIONS:**

CAO was consulted on this request.

Manager of HR was consulted on this request.

Manager of Financial Services was consulted on this request

**7. CONCLUSION:**

It is unquestionable that the Town of Amherstburg is becoming the region's premiere Tourism destination. The Tourism and Culture department plays a critical role in ensuring this success continues. The department is a key revenue generating division of the municipality. The department impacts the social, cultural, lifestyle, economic development needs of the Town and further supports the needs of residents, businesses and visitors alike. Through direct and indirect activity realized from departmental work, tremendous results have been realized in the Town resulting in qualitative and quantitative outputs. . This is due namely to events, collaboration with our attractions and historic sites, businesses and sponsorships/grants.



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Anne Rota  
Manager of Tourism and Culture

**AR**

## Report Approval Details

Document Title:	Request for 1.5 Full Time Contract Tourism Coordinators Position 2018.docx
Attachments:	- 2018 Proposed Activities for Tourism.pdf - 2017 Ontario 150 Tour Report.pdf
Final Approval Date:	Nov 1, 2017

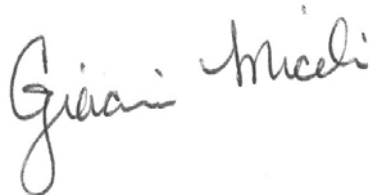
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 26, 2017 - 4:47 PM**



**Mark Galvin - Oct 27, 2017 - 9:59 AM**



**John Miceli - Oct 27, 2017 - 2:01 PM**



**Tammy Fowkes - Nov 1, 2017 - 12:36 PM**



### A. Department Overview

#### Mission

The mission of the Engineering and Public Works Office is to provide quality workmanship and response to the residents of Amherstburg and outstanding customer service to both our residents and internal users.

**\*Highlighted in green is a staffing request for 2018**

#### Department Description

#### Engineering and Public Works Department

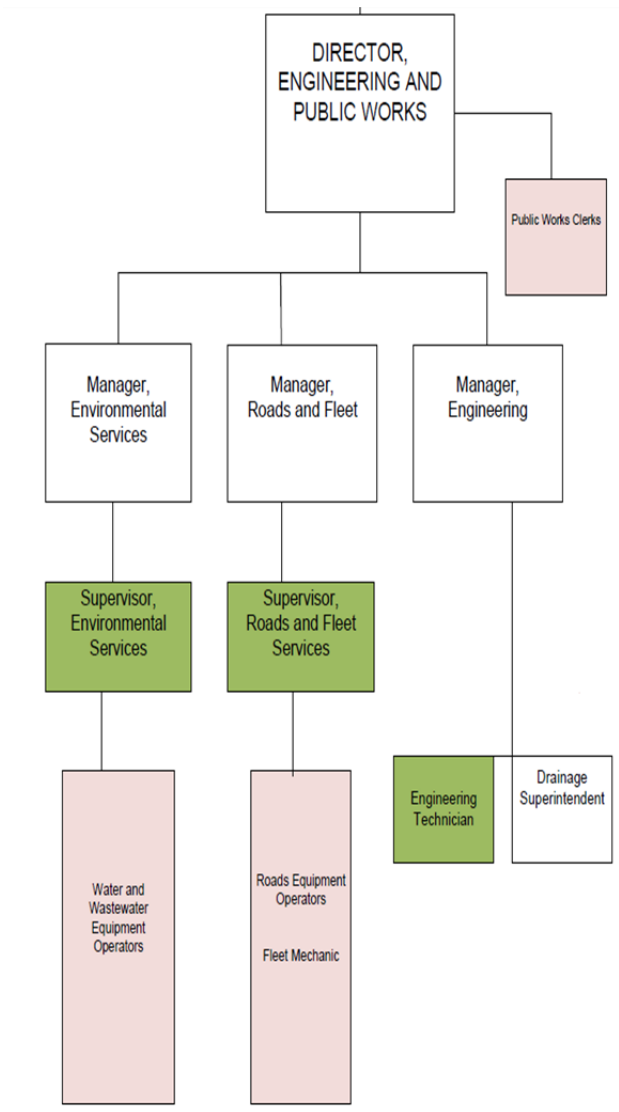
The Engineering and Public Works Department is responsible for the construction, operation and maintenance of the Town's public works infrastructure, including water, sanitary and storm sewers, municipal drains and roads.

- Roads - Roads and Sidewalks, Winter Maintenance, Road Closures, Garbage and Recycle
- Environmental Services - Water and Wastewater
- Engineering and Operations – Drainage

Included in these services

The Engineering and Public Works Department is responsible for:

- Gravel resurfacing
- Grading and dust control
  - Road patching
  - Street cleaning
  - Road closings
- Catch basin maintenance/ repairs
- Removal of dead animals
- Boulevard maintenance
- Sidewalk maintenance
  - Weed spraying
  - Tree planting and trimming/removal on road allowances
- Sign maintenance / replacement
  - Stock inventory control
  - Fleet management
- Provision of safe drinking water







## **B. Outlook and Highlights**

### **Engineering and Public Works**

#### **2017 Highlights**

In 2017 the Engineering and Public Works Department completed the following:

- Reconstruction of Meloche Road from Alma Street to Lowes Sideroad. Reconstruction of asphalt roadway including new base, drainage, installation of bike lanes and multi-use trail.
- Pickering Drive Resurfacing from Dalhousie to King Street including intersection upgrades at Pickering and Sandwich Street.
- New watermain upgrade on Pickering from Sandwich to King
- Culvert #7 6th Conc. S. over Albert McGee Drain
- Culvert Replacement over Shaw Drain N
- DiCecco Drain No.1 and Branch No.1
- Tar and Chip Program - Surface Treatment of Concession 7, Concession 5 N and North Sideroad
- 2017 Road Repairs Program - Completing repairs of asphalt roads - Concession 2, Concession 5, Concession 8 and Smith Road.
- Sidewalk Replacement Program – replaced all of the interlocking brick sidewalks along Sandwich Street
- Replaced one of the Town’s large dump trucks – improved reliability
- Installation of the Town’s first Electric Vehicle Charging Station
- Began the engineering for the southwest quadrant to promote development of that area
- Detailed bridge assessments on 4 structures slated for 2018 capital work
- Replacement of the Town’s sign truck
- Removal and replacement of the town’s old fuel tanks. Implementation of a fuel tracking system.
- New Low Lift Pump VFD Installed at the Amherstburg Water Treatment Plant
- Upgrade of the wastewater Pump Station No.2
- Detailed design of the new pump station and forcemain required to connect Edgewater to the Amherstburg Wastewater Treatment Plant
- McGregor Lagoon Cleaning of Cell #2
- Completion of the Town’s Asset Management Plan
- Completion of the Town’s Roads Needs Study



### **Outlook for the Remainder of 2017 and 2018**

- Complete the repairs to the pedestrian bridge at Sucker Creek
- LED Street Lighting Upgrade
- River Canard Bridge Replacement
- Right of Way Permit for residents and contractors to complete works within the Town's right of way (I.e. driveways, curb cuts, culvert installs)
- Winter Control Plan - Plan to utilize Minimum Maintenance Standards for completing winter maintenance
- Completion of the new pump station and forcemain required to connect Edgewater to the Amherstburg Wastewater Treatment Plant
- Edgewater Lagoon Decommissioning
- Implementation of a new Traffic Policy



### C. Budgeted Staffing Resources - Engineering and Public Works

The following is a breakdown of the staffing resources in the Engineering and Public Works Office:

#### Engineering and Public Works-Tax Rate

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	12.00	14.00
Part-Time FTE's	0.00	0.00
<b>Total FTE</b>	<b>12.00</b>	<b>14.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>+2.00</b>

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Director of Engineering and Public Works	Senior Management Team	1.00	1.00
Manager of Engineering	Management	1.00	1.00
Manager of Roads and Fleet	Management	1.00	1.00
Drainage Superintendent	Non-Union	1.00	1.00
Engineering Technician	Non-Union	1.00	1.00
Supervisor of Roads & Fleet	Non-Union	1.00	1.00
Roads Equipment Operators	Union	6.00	6.00
Fleet Mechanic	Union	1.00	1.00
Public Works Clerk	Union	1.00	1.00



**Engineering and Public Works- Water and Wastewater Rate**

<b>Permeant FTE's</b>	<b>2017 Budget</b>	<b>2018 Proposed</b>
Full-Time FTE's	9.00	10.00
Part-Time FTE's	0.00	0.00
<b>Total FTE</b>	<b>9.00</b>	<b>10.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>+1.00</b>

Staffing Complement Includes:

<b>Position Description</b>	<b>Position Profile</b>	<b>Number of Staff</b>	<b>FTE</b>
Manager of Environmental Services	Management	1.00	1.00
Supervisor of Environmental Services	Non- Union	1.00	1.00
Water and Wastewater Equipment Operators	Union	7.00	7.00
Environmental Services Clerk	Union	1.00	1.00



### **D. Budgeted Staffing Resources - Engineering and Public Works**

The following is a list of budgetary request and issues contained in the 2018 budget proposal in the Engineering and Public Works Office.

<b>Budget Issue</b>	<b>Cost Impact</b>	<b>Budget Issue Number</b>
Municipal Drains Program	(85,000)	PWD-2018-1
Traffic Study	15,000	PWD-2018-2
Centre Line Painting	15,000	PWD-2018-3
Additional Summer Students (2)	21,038	PWD-2018-4
Gasoline	30,000	PWD-2018-5
Storm & Sewer Drains	30,000	PWD-2018-6
Reforestation	100,000	PWD-2018-7
Phragmite	20,000	PWD-2018-8
Supervisor of Roads & Fleet	113,408	PWD-2018-9
Engineering Technician	90,726	PWD-2018-10

**C. Departmental Budget**

**The Corporation of The Town of Amherstburg**

**TOWN OF AMHERSTBURG  
PUBLIC WORKS DEPARTMENT  
2018 BUDGET**

		2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>REVENUE:</b>					
10-4-3010000-1018	Recovery From Waste Water	(452,606)	(463,947)	11,341	PWD-2018-10
10-4-3010000-1019	Recovery From Water	(53,581)	(64,922)	11,341	PWD-2018-10
10-4-3010000-1030	Reports	(1,000)	(1,000)	-	
10-4-3010000-1040	Service Charges	(5,000)	(5,000)	-	
<b>Total Revenue - Public Works</b>		<b>(512,187)</b>	<b>(534,869)</b>	<b>22,682</b>	
<b>EXPENSES:</b>					
<b>Salaries and Wages:</b>					
10-5-3010000-0101	Salaries - Full Time	908,961	1,077,947	168,986	CORPORATE 2018-1 & PWD-2018-9 & PWD-2018-10
10-5-3010000-0102	Salaries - Overtime	25,000	25,000	-	
10-5-3010000-0109	Salaries - Students	45,646	57,380	11,734	PWD-2018-4
<b>Total Salaries and Wages - Public Works</b>		<b>979,607</b>	<b>1,160,327</b>	<b>180,720</b>	
<b>Fringe Benefits:</b>					
<b>Total Fringe Benefits - Public Works</b>		<b>320,954</b>	<b>389,881</b>	<b>68,927</b>	CORPORATE 2018-1 & PWD-2018-4 & PWD-2018-9 & PWD 2018-10
10-5-3010000-2020	Allocation of Salaries and Benefits to Capital	(110,000)	(110,000)	-	
<b>General Expenses:</b>					
10-5-3010000-0161	Clothing	7,500	7,500	-	
10-5-3010000-0250	Health and Safety	-	-	-	
10-5-3010000-0301	Office Supplies	5,000	5,000	-	
10-5-3010000-0328	Professional and Engineering Fees	12,000	12,000	-	
10-5-3010000-0338	Roads Needs Study	-	-	-	
10-5-3010000-0345	Cell Phone	5,000	5,000	-	
10-5-3010000-0350	Memberships	1,000	1,000	-	
10-5-3010000-0351	Training and Conferences	10,000	10,000	-	
10-5-3010000-0381	Property Taxes	3,500	3,500	-	
<b>Total General Expenses</b>		<b>44,000</b>	<b>44,000</b>	<b>-</b>	
<b>Equipment and Vehicles:</b>					
10-5-3010000-0401	Gasoline	100,000	130,000	30,000	PWD-2018-5
10-5-3010000-0402	Vehicle and Equipment Maintenance	110,000	110,000	-	
10-5-3010000-0404	Radio Licences	35,000	35,000	-	
10-5-3010000-0420	Small Equipment	15,000	15,000	-	
10-5-3010000-0425	Vehicle Licences	15,000	15,000	-	
10-5-3010000-0480	Equipment Rentals	5,000	5,000	-	
10-5-3015010-0420	Mechanic's Equipment	1,500	1,500	-	
<b>Total Equipment and Vehicles - Public Works</b>		<b>281,500</b>	<b>311,500</b>	<b>30,000</b>	

**C. Departmental Budget**

**The Corporation of The Town of Amherstburg**

TOWN OF AMHERSTBURG  
PUBLIC WORKS DEPARTMENT  
2018 BUDGET

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>Road Maintenance:</b>				
10-5-3010000-0650 Weeds	50,000	-	(50,000)	PWD-2018-7
10-5-3010000-0735 Weedcutting and Spraying	35,000	35,000	-	
10-5-3010000-0736 West Nile Virus Prevention	4,000	4,000	-	
10-5-3010000-0765 Municipal Drain Expense	100,000	15,000	(85,000)	PWD-2018-1
10-5-3020000-0602 Landfill Charges	-	-	-	
10-5-3020000-0710 Dust Control (Summer Roads)	10,000	10,000	-	
10-5-3020000-0715 Stone (roads)	60,000	60,000	-	
10-5-3020000-0720 Railway Crossings	3,500	3,500	-	
10-5-3020000-0725 Street Repairs and Maintenance	50,000	50,000	-	
10-5-3020000-0726 Centre Line Painting	35,000	35,000	-	PWD-2018-3
10-5-3020000-0730 Culverts and Bridges	25,000	25,000	-	
10-5-3020000-0756 Cleaning and Grading of Ditches	10,000	10,000	-	
10-5-3020000-0757 Storm and Sewer Drains	35,000	45,000	10,000	PWD-2018-6
NEW Phragmite	-	10,000	10,000	PWD-2018-8
10-5-3030000-0710 Winter Control	165,000	165,000	-	
10-5-3060000-0331 Sidewalk Maintenance and Repairs	60,000	60,000	-	
<b>Total Road Maintenance - Public Works</b>	<b>642,500</b>	<b>527,500</b>	<b>(115,000)</b>	
<b>Traffic Signal Maintenance:</b>				
10-5-3010000-0740 Traffic Signal Maintenance	15,000	15,000	-	
10-5-3020000-0740 Traffic Signs and Devices	35,000	35,000	-	
NEW Traffic Study	-	10,000	10,000	PWD-2018-2
10-5-3250000-0316 Utilities for Traffic Control	15,000	15,000	-	
<b>Total Traffic Signal Maintenance - Public Works</b>	<b>65,000</b>	<b>75,000</b>	<b>10,000</b>	
<b>Traffic Street Light Maintenance:</b>				
10-5-3050000-0316 Utilities	190,000	190,000	-	
10-5-3050000-0737 LED Replacement Program	50,000	50,000	-	
10-5-3050000-0331 General Maintenance	75,000	75,000	-	
10-5-3050000-0332 Intersection Illumination Program	12,000	12,000	-	
<b>Total Street Light Maintenance - Public Works</b>	<b>327,000</b>	<b>327,000</b>	<b>-</b>	
<b>Other Expenses</b>				
10-5-3010000-0738 Nuisance Mosquito Program	55,000	55,000	-	
	55,000	55,000	-	
<b>Reserve Transfers:</b>				
10-5-1001020-2002 Fleet Reserve	75,000	75,000	-	
	75,000	75,000	-	
<b>Total Expenses - Public Works Department</b>	<b>2,680,561</b>	<b>2,855,208</b>	<b>174,647</b>	
<b>Net - (Surplus)/Deficit</b>	<b>2,168,374</b>	<b>2,320,339</b>	<b>151,965</b>	

**TOWN OF AMHERSTBURG  
ENVIRONMENTAL SERVICES DIVISION  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>EXPENSES:</b>				
<b>Garbage Disposal:</b>				
10-5-4057710-0602	Garbage Collection	420,000	420,000	-
10-5-4057710-0603	White Goods (EWSWA)	4,000	4,000	-
10-5-4067715-0307	Collection Calendar Expense	2,200	2,200	-
10-5-4067715-0602	Refuse - Landfill Tipping Fees	667,920	667,920	-
10-5-4067715-0603	Yard Waste - Hauling to Landfill	105,000	105,000	-
10-5-4067715-0601	Yard Waste - Landfill Tipping Fees	44,000	44,000	-
10-5-4067715-0607	PWD Yard Clean-up Expenses	4,000	4,000	-
<b>Total Garbage Disposal - Environmental Services</b>		<b>1,247,120</b>	<b>1,247,120</b>	<b>-</b>
<b>Total Expenses - Environmental Services Division</b>		<b>1,247,120</b>	<b>1,247,120</b>	<b>-</b>



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	PWD-2018-1
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	ENGINEERING AND PUBLIC WORKS
<b>Division:</b>	
<b>Estimated Cost:</b>	(\$85,000.00)

**Description of Item:**

In order to better suit the cycles by which drain the cost of maintenance and improvement projects are billed, Public Works, through discussion with the Finance Department, has determined funding of Town assessments should be through the Capital budget. This requires a reduction in the Municipal Drain Expense operational budget item, which was \$100,000.00 for the year 2017. Public Works recommends that \$15,000.00 remain in the 2018 Operational budget for Municipal Drain Expenses to cover smaller, unforeseen expenses that occur throughout the year. All other expenses, including Town assessments for drain maintenance and improvement projects, would be funded through the 2018.

**Justification:**

The timing of drainage projects is subject to numerous constraints including environmental approval processes, seasonal timing windows, farming practises, and the required procedures of the Drainage Act. In addition, the recovery of costs through the levy of drainage assessments takes place mid-year, to correspond with OMAFRA's deadlines for agricultural grant application. All of these restrictions makes it difficult to complete drainage work prior to our billing period, leaving Public Works having to complete work in the second half of the year that wouldn't be billed out until the following year. Transferring funding source for Town assessments of drainage work from the Operational budget to the Capital budget provides the Town with more flexibility in completing drainage work and billing the costs of said work.

**Risk Analysis:**

Drain maintenance and improvement projects are yearly occurrences that require funding to pay for the Town's share of the cost assessments. Failure to carry forward with these projects could place landowners and Town property at risk of flooding and other damage resulting from poor conveyance of flow. The risk, in this case, is not so much with the reduction of the Municipal Drain Expense funds, but rather with the re-allocation of these funds into the Capital budget, which will be necessary to fund the Town's share of drainage assessments.

**Financial Impact:**

Municipal Drain Expense 10-5-3010000-0765	(85,000.00)
<b>Total Impact:</b>	
	<b>(85,000.00)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	PWD-2018-2
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	ENGINEERING AND PUBLIC WORKS
<b>Division:</b>	Roads
<b>Estimated Cost:</b>	\$10,000

**Description of Item:**

Establish a Traffic Studies budget

**Justification:**

This account deals with the cost to the municipality for hiring consultants to prepare studies for traffic concerns and complaints raised by residents.  
 In the Spring of 2017, Council disbanded the Traffic Committee. In the near future Administration will be providing a report to Council with policies providing guidelines to manage various scenarios and concerns raised by residents.

**Risk Analysis:**

The municipality takes on risk when there are arbitrary decisions on traffic matters. Decisions will be based on regulations in the Ontario Traffic Manuals. Going forward Administration will engage traffic consultants to provide recommendations for Council's consideration as it relates to speed concerns and 3 way and 4 way decisions.

**Financial Impact:**

Traffic Study	10-5-3020000-xxxx	\$	10,000
<b>Total Impact:</b>			<b>\$ 10,000</b>

## 2018 PROPOSED OPERATING BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** PWD-2018-3

**Status:** NOT RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** ENGINEERING AND PUBLIC WORKS

**Division:** Roads

**Estimated Cost:** \$15,000.00

**Description of Item:**

Increase Centre Line Painting budget.

**Justification:**

This request deals with the cost associated for maintenance of the centre line painted in the road network throughout the municipality.

The centre line paint ensures vehicle traffic is controlled within the designated lane. The additional budget increase is a result of paint cost increases of approximately 25% and the cost to hire contractor to maintain Sandwich Street South arrow, stop bar, crosswalks due to the high volume of traffic.

**Risk Analysis:**

The risk would be to the vehicular and pedestrian traffic are not informed on the lane use and lane designations. Driver confusion would result in increases in accidents and liability to the town.

**Financial Impact:**

Centre Line Painting	10-5-3020000-0726	\$	15,000
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		<b>Total Impact:</b>	<b>\$ 15,000</b>
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	PWD-2018-4
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	ENGINEERING AND PUBLIC WORKS
<b>Division:</b>	Roads
<b>Estimated Cost:</b>	\$21,038

**Description of Item:**

Increase Student Salaries to accommodate 2 additional summer students.

**Justification:**

The department requires 2 additional summer students to accomodate increased workload. The addition of students will increase the student compliment to 6.

Public Works has expanded their projects and work loads:

- Sidwalk Grinding - Eliminating trip hazards
- Asphalt Repairs - Assisting staff
- Tree Maintenance - Operation of the Chipper and clean up
- Culvert Replacements - Assisting staff

17 weeks @ 37.5 hrs per week per student @ \$15.00 per hr = \$9,562.50

**Risk Analysis:**

Decreased level of service

Increase liability to Town if work not completed in timely manner

**Financial Impact:**

Salaries - Students	10-5-3010000-0109	\$	19,125
Benefits @ 10%		\$	1,913
		<b>Total Impact:</b>	<b>\$ 21,038</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** PWD-2018-5

**Status:** RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** ENGINEERING AND PUBLIC WORKS

**Division:** Roads

**Estimated Cost:** \$30,000.00

**Description of Item:**

Increase Gasoline due to market conditions

**Justification:**

Gobal Gasoline for vehicle, trucks and equipment for all departments. Due to the volitile fuel rate per litre, the Gasoline Account requires an increase of \$30,000 to \$130,000.

The rates have risen from the mid year to current rate per litre due to significant storm events that have occurred in the southern United States which has resulted in the closure of refineries.

**Risk Analysis:**

**Financial Impact:**

Gasoline	10-5-3010000-0401	\$	30,000
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		<b>Total Impact:</b>	<b>\$ 30,000</b>
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		<b>Total Impact:</b>	<b>\$ 30,000</b>
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	PWD-2018-6
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	ENGINEERING AND PUBLIC WORKS
<b>Division:</b>	Roads
<b>Estimated Cost:</b>	\$10,000

**Description of Item:**

Increase Storm & Sewer Drains budget

**The Public Works Department requested \$30,000, due to budget constraints Administration approved \$10,000.**

**Justification:**

This account deals with the cost to the municipality for maintenance of the storm sewers and catch basin along the roads throughout the municipality.  
 The increased cost relates to cost of works performed by contractors to complete repairs to municipal catch basins that are identified through road patrol observations or customer complaints.

**Risk Analysis:**

The risk relates to flooding and trip hazards. Trip hazard risks relates to depression and sink holes due to the failures in and around catch basins. Flooding risk relates to the function of the catch basin or storm sewer to drain storm water.

**Financial Impact:**

Storm & Sewer Drains	10-5-3020000-0757	\$	10,000
<b>Total Impact:</b>			<b>\$ 10,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** PWD-2018-7

**Status:** RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** ENGINEERING AND PUBLIC WORKS

**Division:** Roads

**Estimated Cost:** (\$50,000.00)

**Description of Item:**

Eliminate Reforestation budget in Operating.

**This Item relates to a Capital Budget Item to establish an on-going Reforestation Program.**

**Justification:**

The report approved the maintenance program consisting of removals of Priority 1, 2 and 3 trees over the 2017-2019 years. In addition to the removals, the tree maintenance program will include tree trimming and tree plantings. The total cost of the program will be \$150,000.

**Risk Analysis:**

**Financial Impact:**

Reforestation Expenses	10-5-3010000-0650	(\$50,000)
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<b>Total Impact:</b>		<b>(\$50,000)</b>
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       **New**       Increase       Decrease

<b>Item Number:</b>	PWD-2018-8
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	ENGINEERING AND PUBLIC WORKS
<b>Division:</b>	Roads
<b>Estimated Cost:</b>	\$10,000.00

**Description of Item:**

Establish Phragmite Control Budget

**The Public Works Department requested \$20,000, due to budget constraints Administration approved \$10,000.**

**Justification:**

Public Works wishes to institute a phragmites control program targeting all roadside ditches and municipal drains within Town. This will include spraying and cutting phragmite along the roadways within the first year of the program, with likely expansion into drains that run through agricultural lands. Scheduling of spraying may also be considered based on concurrent drain maintenance work. Throughout 2017, Public Works has been actively documenting and mapping the extents of phragmite growth within Town to assist in the establishment of a control program. The estimated cost reflects the amount required to spray ditches and drains along both sides of all of the Town rural roadways.

Phragmites is an invasive vegetative species that is prevalent within roadside ditches and municipal drains. Once established, they spread rapidly, and have numerous detrimental effects. These include sight-line obstructions at intersections and driveways, impedance to drainage, habitat destruction and the loss of agricultural production. The proposed yearly phragmite control program will allow the municipality to pre-emptively attack this problem and reduce the detrimental effects associated with phragmites.

**Risk Analysis:**

Phragmites is an invasive species that spreads extremely quickly. Control of phragmites through the spraying of pesticides limits the risks of motor vehicle accidents due to phragmite obstructed sightlines, reduces the risk of flooding caused by phragmite obstructed ditches and drains, and reduces the frequency and associated costs for repeated maintenance of drains.

**Financial Impact:**

Phragmite Control	10-5-3020000-xxxx	\$	10,000
<b>Total Impact:</b>		<b>\$</b>	<b>10,000</b>



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	PWD-2018-9
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	ENGINEERING AND PUBLIC WORKS
<b>Division:</b>	Roads
<b>Estimated Cost:</b>	\$113,408

**Description of Item:**

Addition of a new position "Supervisor of Roads and Fleet". Reporting to the Manager of Roads and Fleet and under the overall direction of the Director of Engineering and Infrastructure Services, the Supervisor of Roads would be responsible for the day-to-day operations of the Roads and Fleet division – inclusive of planning, scheduling, prioritizing and training of employees of that area. This includes public roads, sidewalks, storm sewers and storm water management facilities, street lights, etc. Other responsibilities include overseeing the organization and completion of daily work activities of direct reports, conducting regular site visits in order to confirm the quality of work, ensuring that appropriate inventory levels and equipment are available, maintaining accurate employee and equipment records, providing emergency on-call response for after hours work activities, maintaining a safe work environment, and administering the terms and conditions of the collective agreement.

**Justification:**

Lack of resources in this area could result in decreased oversight of work activities. Manager is responsible for many activities that forces him to be at his desk. These include reporting to Council and external agencies, overseeing budgets, preparing tenders/RFPs, evaluating technical reports, reviewing drawings . This may results in decreased oversight of the day-to-day activities and delays in pre-planning of activities. results in delays in responding to contractors, residents etc. Reversely, if the Manager is needed on the job site, duties requiring him to work at his desk get delayed or are not done as effectively or efficiently as possible.

## **Risk Analysis:**

Time has demonstrated that aspects of the Public Works division are not being addressed as required, due to the lack of resources. Although the Manager (with the help of the Director) is able to manage the day-to-day operations of this area, and residential concerns are prioritized and handled appropriately, many programs and/or projects are not being addressed in a timely manner. The introduction of a Supervisor of Public Works would allow for an improved level of service on many levels.

The Supervisor would be responsible for the day-to-day operations of the Roads and Fleet division. They would oversee the completion of daily work activities, conduct site visits in order to confirm the quality of work, ensuring that appropriate inventory levels and equipment are available. They would also respond to residential concerns and visit with residents to confirm and schedule work activities. With a dedicated employee handling the day-to-day functions of this division the response time, follow-up, organization and completion of tasks would be accomplished in a much more timely manner.

With day to day activities being handled by a supervisor, the Manager can focus time on higher level projects and initiatives. Beyond having the appropriate time devoted to carry out current tasks such as reporting to Council and external agencies, overseeing budgets, preparing tenders/RFPs, evaluating technical reports, reviewing drawings they can also begin to spend more time on other tasks that are often delayed or not accomplished such as:

- Creating, maintaining and updating policies and procedures for service delivery goals and objectives
- Working closely with the Finance department on budget development and cost saving opportunities
- Working on programs that will improve operational functions such as Fleet Management Program, Winter Control Program and Traffic Control Program.
- Making the connection between front line objective and organizational objectives

The introduction of a Supervisor of Public Works would also allow the Director of the department the time to focus on high level Town objectives and strategic goals. Many times, due to the lack of resources, the Director is pulled into doing day to day tasks and/or duties that should be handled by the Manager level staff instead of on proactive activities that would promote the department and the Town.

### **Local Municipalities - Organizations that Utilize Supervisor Level Staff**

#### **Town of Lakeshore**

Director of Engineering and Infrastructure Services  
Manager of Public Works  
Supervisor of Public Works  
2 Lead Hands

#### **Town of LaSalle**

Executive Director of Public Works  
Manager of Roads and Parks  
Supervisor of Roads and Drainage  
2 Roads and Drainage Leaders

#### **Town of Leamington**

Director of Infrastructure Services  
Manager of Public Works  
Public Works Supervisors  
Infrastructure Inspectors

The City of Windsor and the County of Essex also utilize Supervisors.

<b>Financial Impact:</b>			
Salaries - Full Time	10-5-3010000-0101	\$	82,180
Benefits @ 38%		\$	31,228
<b>Total Impact:</b>		<b>\$</b>	<b>113,408</b>



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF ENGINEERING AND PUBLIC WORKS

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Antonietta Giofu	Report Date: October 27, 2017
Author's Phone: 519 736-3664 ext. 2320	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:agiofu@amherstburg.ca">agiofu@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: New Roads and Fleet Supervisor Position

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Director of Engineering and Public Works dated October 27, 2017 regarding New Roads and Fleet Supervisor Position **BE RECEIVED**; and,
2. The Roads and Fleet Supervisor Position proposed in the 2018 Engineering and Public Works Budget **BE CONSIDERED** as part of the overall 2018 Operating Budget.

#### 2. BACKGROUND:

Currently, the organizational structure of the Engineering and Public Works Department contains one full-time non-union employee (Manager of Roads and Fleet) to oversee the Roads and Fleet division. Administration is recommending the introduction of a Supervisor of Roads and Fleet position to assist in this function.

#### 3. DISCUSSION:

Time has demonstrated that aspects of the Roads and Fleet division are not being addressed as required, due to the lack of resources to oversee these functions. Although the Manager of Roads and Fleet is able to manage the day-to-day operations of this area, and residential concerns are prioritized and handled appropriately, many

programs and projects are not being addressed in a timely manner as a result of this. The introduction of a Supervisor of Roads and Fleet would allow for an improved level of service on many levels.

The Supervisor would be responsible for the day-to-day operations of the Roads and Fleet division including public roads, sidewalks, storm sewers, storm water management facilities, street signs and street lights. They would oversee the completion of daily work activities, conduct site visits in order to confirm the quality of work, ensuring that appropriate inventory levels and equipment are available, providing emergency on-call response for after-hours work activities and maintaining a safe work environment for the unionized staff. They would also respond to residential concerns and visit with residents to confirm and schedule work activities. With a dedicated employee handling the day-to-day functions of this division, the response time, follow-up, organization and completion of tasks would be accomplished in a much timelier manner.

With day-to-day activities being handled by a Supervisor, the Manager can focus on higher level projects and initiatives. Beyond having the appropriate time devoted to carry out current tasks such as reporting to the Director, Council and external agencies, overseeing budgets, preparing tenders/RFPs, evaluating technical reports and reviewing drawings they can also begin to spend more time on other tasks that are often delayed or not accomplished such as:

- Creating, maintaining and updating policies and procedures for service delivery goals and objectives
- Working closely with the Finance department on budget development and cost saving opportunities
- Working on programs that will improve operational functions such as Fleet Management Program, Winter Control Program and Traffic Control Program.
- Making the connection between front line objectives and organizational objectives

The introduction of a Supervisor of Roads and Fleet would also allow the Director of the department the time to focus on high level Town objectives and strategic goals. Many times, due to the lack of resources, the Director is required to complete tasks and/or duties that should be handled by the Manager level staff instead of on proactive activities that would promote the department and the Town as a whole.

The request to introduce a Supervisor of Roads and Fleet position is sought in an effort to allocate the appropriate time and resources to the Roads and Fleet division.

The workload associated with the Roads and Fleet division has been problematic. The lack of resources in this area has led to extended periods in the response time to residents, and the Town's ability to deal with the needs of the community as required exposing the Town to resident complaints. Although every effort is made to deal with resident concerns in a timely manner, complaints have been received regarding the length of time required in addressing issues in the roads division. The addition of this position will improve the response time of the division in addressing resident issues.

Administration has reviewed the organizational charts of the municipalities in the area. Many surrounding municipalities, including the Town of LaSalle, the Town of Lakeshore

and the Town of Leamington include a Supervisor of Roads to maintain the workload associated with this area of operations.

**4. RISK ANALYSIS:**

Should Council wish to forgo the introduction of the Supervisor of Roads and Fleet position, it must be recognized that the Town may be faced with inherent risk as potential issues arise in the organization without the appropriate resources. This can also cause a negative impact on the public's level of confidence in the Town resulting in significant political risk.

**5. FINANCIAL MATTERS:**

The budget, inclusive of benefits, requested for this position is \$113,408, this position has been funded in the 2018 Operating Budget and is within the 2% parameters established by Council for the 2018 operating budget.

**6. CONSULTATIONS:**

N/A

**7. CONCLUSION:**

To Council for consideration in the overall 2018 Operating Budget.



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**Antonietta Giofu**  
Director of Engineering and Public Works

**AG**

## Report Approval Details

Document Title:	New Roads and Fleet Supervisor Position .docx
Attachments:	N/A
Final Approval Date:	Nov 1, 2017

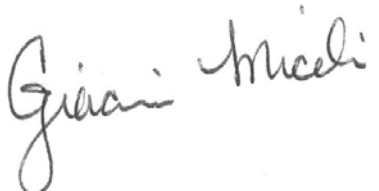
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 30, 2017 - 12:59 PM**



**Mark Galvin - Oct 31, 2017 - 4:19 PM**



**John Miceli - Nov 1, 2017 - 3:26 PM**



**Tammy Fowkes - Nov 1, 2017 - 5:15 PM**

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	PWD-2018-10
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	ENGINEERING AND PUBLIC WORKS
<b>Division:</b>	Roads
<b>Estimated Cost:</b>	\$90,726

**Description of Item:**

Addition of a new position "Engineering Technician". Reporting to the Manager of Engineering and under the overall direction of the Director of Engineering and Infrastructure Services, the Engineering Technician performs functions such as the preparation, review, and co-ordination of engineering designs, drawings, and contract documents for municipal infrastructure. Other duties include the co-ordination and streamlining of tasks associated with external organizations such as surveyors, consultants, architects, utility companies. Reviews ongoing by-laws and official plan amendments, subdivision agreements, etc., to ensure compliance and adherence to requirements of the Public Works Department. Provides support for construction projects.

**Justification:**

This position will provide cost estimates , technical and administrative support in the preparation of final tender documents and review of engineering reports and drawings. This position will also provide improved inspection and oversight of Town construction projects. Limited resources in the Engineering division results in extended time in completion of certain projects and tasks. The addition of this position would allow for completion of additional capital works and ensure that approved projects are completed within scheduled timeline and allocated budgets.

**Risk Analysis:**

The hiring of an Engineering Technician will help ensure projects are completed in accordance with plans and specifications, completed on time, within set budget limits and following proper safety procedures. Many times, the lack of resources in the Engineering division forces the Town to outsource this function or rely on third party engineers to represent the Town. Not having Town staff perform these important functions puts the Town at risk.

**Financial Impact:**

**This will be an increase to the Full-Time Salaries but there will be a recovery from Water and Waste Water budgets because this position would work in those areas as well.**

Salaries - Full Time	80-5-0000000-0101	\$	82,180
Benefits @ 38%		\$	31,228
Recovery from Waste Wa	10-4-3010000-1018	\$	(11,341)
Recovery from Water	10-4-3010000-1019	\$	(11,341)
<b>Total Impact:</b>			<b>\$ 90,726</b>





## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF ENGINEERING AND PUBLIC WORKS

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Author's Name: Antonietta Giofu	Report Date: October 27, 2017
Author's Phone: 519 736-3664 ext. 2320	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:agiofu@amherstburg.ca">agiofu@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: New Engineering Technician Position

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Director of Engineering and Public Works dated October 27, 2017 regarding New Engineering Technician Position **BE RECEIVED**; and,
2. The Engineering Technician Position proposed in the 2018 Engineering and Public Works Budget **BE CONSIDERED** as part of the overall 2018 Operating Budget.

#### 2. BACKGROUND:

An organizational structure was presented to Council by the CAO and was approved in principle by Council on October 5<sup>th</sup>, 2015. The organizational structure was developed by the CAO, recognizing areas of need, resource deficiencies, increased reporting responsibility, and identified organizational risk. One of the positions recommended by the CAO at that time was the Engineering Technician position in the Engineering and Public Works Department. The need for this position still remains.

#### 3. DISCUSSION:

The main focus of the Engineering Technician will be to provide technical and administrative oversight for new and replacement infrastructure projects, in all areas of

the Public Works Department including storm sewers, sanitary sewers, sidewalks, roads and water. The position will provide technical and administrative support in the preparation of final tender documents and for the review of engineering reports and drawings. This position will provide onsite inspection and oversight of Town construction projects, to ensure that projects are built in accordance with plans and specifications, completed on time, within set budget limits and following proper safety procedures. Many times the lack of resources in the Engineering division forces the Town to outsource this function or rely on third party engineers to represent the Town.

Further, with regards to the in-camera item discussed at the October 10, 2017 Council meeting regarding the Town Wide Fibre Solution, this position will be utilized to oversee this initiative and ensure that the components of the project that require municipal oversight are managed appropriately and to the Towns standards. This initiative will require Town resources that are currently not available.

**4. RISK ANALYSIS:**

The hiring of an Engineering Technician will help ensure projects are completed in accordance with plans and specifications, completed on time, within set budget limits and following proper safety procedures. Not having sufficient Town resources to perform these important functions puts the Town at risk.

**5. FINANCIAL MATTERS:**


The proposed budget for this position inclusive of benefits is \$113,408. A portion of this staffing is recoverable from the water and wastewater rates that amount to \$22,682. Therefore the impact municipal operating budget is \$90,726. This position has been funded in the 2018 Operational Budget and is within the 2% budget parameters established by Council.

**6. CONSULTATIONS:**

N/A

**7. CONCLUSION:**

To Council for consideration in the overall 2018 Operating Budget.



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**Antonietta Giofu**  
Director of Engineering and Public Works

**AG**

## Report Approval Details

Document Title:	New Engineering Technician Position .docx
Attachments:	N/A
Final Approval Date:	Nov 1, 2017

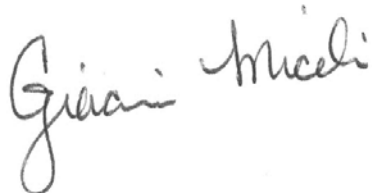
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 30, 2017 - 3:44 PM**



**Mark Galvin - Oct 31, 2017 - 10:49 AM**



**John Miceli - Nov 1, 2017 - 3:49 PM**



**Tammy Fowkes- Nov 1, 2017 - 5:40 PM**



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF ENGINEERING AND PUBLIC WORKS

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Eric Chamberlain	Report Date: October 21, 2017
Author's Phone: 519 736-3664 ext. 1312	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:echamberlain@amherstburg.ca">echamberlain@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Sidewalk Winter Control

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Manager of Public Works dated October 21, 2017 regarding the Sidewalk Winter Pilot Project **BE RECEIVED**; and,
2. The Sidewalk Winter Control Program proposed in the 2018 Budget **BE CONSIDERED** as part of the overall 2018 Operating Budget.

#### 2. BACKGROUND:

During the 2015 winter control season, Administration attempted to utilize and enforce the Council approved sidewalk removal By-law 2005-04, which requires that residents clear the sidewalk adjacent to their property of snow and ice within 12 hours of a 5 centimeter snow fall. There were inconsistencies in meeting the objectives of the By-law due to lack of cooperation from residents in the effort to get the sidewalks cleared and salted. This became a significant concern with properties along Front Road as the amount of snow deposited by the County's plowing operations was significant during snow fall events. As a result of resident complaints, Council opted to place a moratorium on enforcement of By-law 2005-04. Further, Public Works and Parks staff was directed to complete sidewalk winter maintenance on a complaint basis.

On January 9, 2017, Council passed the following motion:

- “1. The report from the Manager of Public Works dated December 21, 2016 regarding Sidewalk Winter Control Program BE RECEIVED;
2. The moratorium placed on enforcement of Bylaw 2005-04 being a by-law respecting the removal of snow and ice from the sidewalks on the highways in front of, alongside or at the rear of occupied or unoccupied premises BE WAIVED;
3. The Manager of Public Works BE AUTHORIZED to implement the proposed pilot program for enhanced winter sidewalk maintenance for 2016/2017.
4. The Manager of Public Works BE DIRECTED to bring back a report to Council after the 2016/17 Winter Control season with costing and findings of the 2016/17 season.”

**3. DISCUSSION:**

The Roads Division completed winter sidewalk maintenance for all sidewalks throughout the Town in the early 2017 winter months. There are approximately 60 km of sidewalks in the Town. For convenience, attached to this report are maps showing the Town’s sidewalks. The Roads Division rented two Trackless machines and purchased a 3400 Ventrac machine equipped with plows and salting equipment.

The pilot program received many positive comments and responses from residents. There were however, concerns reported to the Public Works department. The following three concerns were raised by the residents:

1. Numerous complaints about damage to grass due to equipment.
2. Residents requesting pet friendly ice melting material.
3. Plow equipment and salt damaging the concrete driveways.

Prior to the pilot project, Public Works would maintain sidewalks on or adjacent to Town owned properties and wide pathways. In addition to Public Works, the Parks Division maintains the sidewalks and pathways throughout parks in the downtown core. The remaining sidewalks were completed only on a complaint driven process through by-law enforcement. When the By-law Officer receives a complaint, the officer issues an order to comply with the property owner adjacent to the sidewalk in question. The following is the process under the current by-law.

	<b>Snow and Ice Accumulation</b>	<b>Time Frame to Clean Sidewalks</b>	<b>By-Law Enforcement</b>
<b>Commercial Properties</b>	Greater than 5 centimetres (2 inches)	Within 12 hours or within 4 hours of the commencement of business day	Written warning and directed to remove the snow and ice within 4 hours. Failure to comply results in Public Works or contractor

			will clean the sidewalk at the expense of the owner.
<b>Residential Properties</b>	Greater than 5 centimetres (2 inches)	Within 12 hours or within 4 hours of the commencement of business day	Written warning and directed to remove the snow and ice within 8 hours. Failure to comply results in Public Works or contractor will clean the sidewalk at the expense of the owner.

Despite municipal by-laws requiring adjacent owners to maintain the sidewalk, if an injury occurs because of the sidewalk being in unreasonable disrepair, the municipality may be liable. In addition, municipalities may be liable for accidents to pedestrians caused by snow and ice on sidewalks. Case law has found municipalities grossly negligent in situations where injury to pedestrians was caused by icy or snow covered sidewalks.

The following are considerations in deciding whether there has been gross negligence:

- Severity and duration of snowfall;
- Time elapsed between snowfall and efforts to clear the sidewalks;
- Whether the municipality knew of the specific problem;
- Other contributing causes to the accident, for example, whether there was a hole in the sidewalk under the snow, or an excessive slope in the sidewalk design;
- Sincerity of efforts to clear the snow.

The Manager of Public Works has received information from local municipalities on their winter control sidewalks procedures. The following is the information gathered:

<b>Municipality</b>	<b>Approved Snow Removal By-law</b>	<b>Level of Service and Resources</b>
Town of Essex	By-law 1108	<ul style="list-style-type: none"> <li>• Only completes snow removal on sidewalks in designated business area of the downtown core.</li> <li>• Service contracted out.</li> <li>• Commercial owners are required to remove snow within 4 hours</li> <li>• Residential owners are required to remove snow within 12 hours</li> </ul>
Town of Tecumseh	By-law 2016-06	<ul style="list-style-type: none"> <li>• Completes has designated the snow removal of 35 km of approximately 80 km of sidewalks through the town.</li> </ul>

		<ul style="list-style-type: none"> <li>• One (1) Trackless MT6 with attachments and Bobcat. The Bobcat is too big for sidewalks and only works on paths.</li> <li>• It takes Tecumseh staff 16-24 hours to make a single pass over 35 km of sidewalks.</li> <li>• Commercial owners are required to remove snow within 4 hours</li> <li>• Residential owners are required to remove snow within 12 hours</li> </ul>
Town of Lakeshore	82-2001	<ul style="list-style-type: none"> <li>• Contracts out 38 km of sidewalks and trails.</li> </ul>
Town of LaSalle	No By-law	<ul style="list-style-type: none"> <li>• Commencing a winter control for sidewalks this year.</li> </ul>
Municipality of Leamington	No By-law	<ul style="list-style-type: none"> <li>• Town completes approximately 75 km of sidewalks. They do not clear trails. Trails are designated "Recreational Trails".</li> <li>• 3 John Deere utility tractors each with a plow and salter, 1 snow blower attachment if needed</li> <li>• It takes Leamington staff 8-12 hours to make a single pass over 75 km of sidewalks.</li> <li>• Town goal is to have snow removal on sidewalks completed within 24 hours</li> </ul>

Due to the overall success and positive feedback received from residents regarding the pilot program, Administration recommends that sidewalk winter maintenance continue to be performed by Town staff and the following sidewalk winter maintenance procedure be implemented moving forward. This procedure will be included in the overall Winter Control Plan for the Town of Amherstburg:

**Sidewalks**

*The Town of Amherstburg is responsible for cleaning all sidewalks clear of snow and ice. Commencing with the Downtown Core Area, sidewalks are divided into two (2) main routes, Primary and Secondary Routes. Upon completion of the primary route, crews will then proceed to the secondary route within the urban maintenance areas. The objective is to ensure that all sidewalks are cleaned within the time period of 24 hours after the cessation of the snow storm. In the event of recurring snow accumulation within the 24 hours, municipal staff will commence in the Downtown Core Area before proceeding with sidewalks in the maintenance areas.*

*The amount of time required to complete the sidewalks can vary significantly, depending on the accumulation and the overall conditions. Normally, it would take approximately eight (8) to eleven (11) hours to complete the sidewalks. Crews are often sent out for several days after an event to 'spot salt' areas where water from melting snow has run onto the sidewalk and freezes again at night.*

## Equipment

There are various pieces of equipment that can be utilized for winter sidewalk maintenance. The cost of this equipment can range from \$40,000 to \$175,000 per unit. For the past 2 years, Public Works has utilized Trackless machines at a rental cost of \$3,100.00 per month. In addition, Administration purchased a Ventrac machine to assist the winter sidewalk maintenance. During the winter season, Administration had various equipment suppliers provide demonstrations of their equipment. These included:

1. Holders Tractor
2. Trackless
3. Toro Groundsmaster 7210 – Polar Trac
4. Kioti Tractor
5. John Deere Tractor

All of these units are versatile and provided alternate uses to winter sidewalk maintenance including grass cutting and grooming. If Council approves a permanent winter sidewalk maintenance program, Administration is recommending the purchase of 2 Toro Groundsmaster 7210 units with 72” grass cutting deck and Polar Trac package. The units would be utilized by Public Works to complete winter sidewalk maintenance and will also be utilized by the Parks Department to maintain parks and Town properties. In addition to the 2 Toro units, Administration recommends purchasing a trackless unit. In the future, consideration should be given to purchasing a trackless unit when the Parks Department replaces the Jacobson wide area mower.

#### 4. **RISK ANALYSIS:**

The Town is ultimately responsible for sidewalk winter maintenance and could be held liable for gross negligence in claims that result from snow and ice accumulation on sidewalks. Once the program is implemented and the equipment purchased, the equipment will be outfitted with GPS units to track location and attachment operations (i.e. plow: up/down and salter: on/off). This will provide data that can be used by the municipality during litigation procedures in slip and fall claims.

#### 5. **FINANCIAL MATTERS:**

There are various pieces of equipment that could be purchased in order to complete winter sidewalk maintenance. The cost of winter sidewalk units can range from \$40,000 to \$170,000. Administration recommends that the units should be versatile and used throughout the year by the Public Works department and Parks department. During the past two winters, Public Works has utilized trackless machines at a rental price of \$3,100 per month per unit. In addition, Administration purchased 2013 Ventrac from a local contractor for \$24,000.00.

Administration is recommending the purchase of 2 Toro Grounds Master 7210 units with 72” grass cutting deck and Polar Trac Package. The total cost for these units is \$130,000.00. The unit would be leased-to-own over five year duration with 20% remaining to be paid out at the end of the five years. The monthly amount is



approximately \$2,500.00. This lease will be covered under the Public Work Winter Control Operating budget. These units will replace the 2009 and 2011 602" Exmark Mowers that are currently in the Parks equipment inventory.

In addition to the Toro units, Administration is recommending the purchase of a Trackless MT-7 with winter attachment and boom mower for summer use at a sum of \$189,900.00. The unit would be leased-to-own over a five year duration with 20% remaining to be paid out at the end of the five years. The monthly amount is approximately \$3,100.00. This lease will be covered under the Public Work Winter Control Operating budget.

Based on the past two winter seasons these cost can be borne by the existing budget however in more significant winter seasons variances may be expected.

## 6. CONSULTATIONS:

The Municipal Clerk and the Manager of Licensing and Enforcement were consulted and concur with the recommendations.

## 7. CONCLUSION:

In January 2107, Council approved a pilot project for winter sidewalk maintenance. The project was initiated due to a moratorium placed on the enforcement of the current bylaw. The Public Works department maintained 60 km of sidewalks through the winter of 2017. Should Council wish to continue this program, the following motion will need to be considered at the December 11, 2017 Council meeting:

1. The Sidewalk Winter Control Program proposed in the 2018 Budget **BE APPROVED**.
2. Bylaw 2005-04 being a by-law respecting the removal of snow and ice from the sidewalks on the highways in front of, alongside or at the rear of occupied or unoccupied premises **BE REPEALED**; and,
3. Administration **BE DIRECTED** to include the Winter Sidewalk Maintenance procedure in the overall Winter Control Plan for the Town.



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Eric Chamberlain  
**Manager of Roads and Fleet**

**EC/**

## Report Approval Details

Document Title:	Sidewalk Winter Control.docx
Attachments:	N/A
Final Approval Date:	Nov 6, 2017

This report and all of its attachments were approved and signed as outlined below:



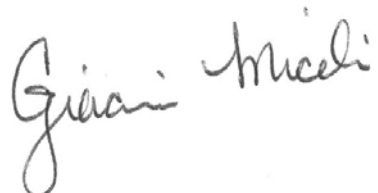
**Antonietta Giofu - Nov 3, 2017 - 3:37 PM**



**Justin Rousseau - Nov 3, 2017 - 4:32 PM**



**Mark Galvin - Nov 3, 2017 - 4:58 PM**



**John Miceli - Nov 6, 2017 - 9:14 AM**



**Paula Parker - Nov 6, 2017 - 9:38 AM**



### A. Department Overview

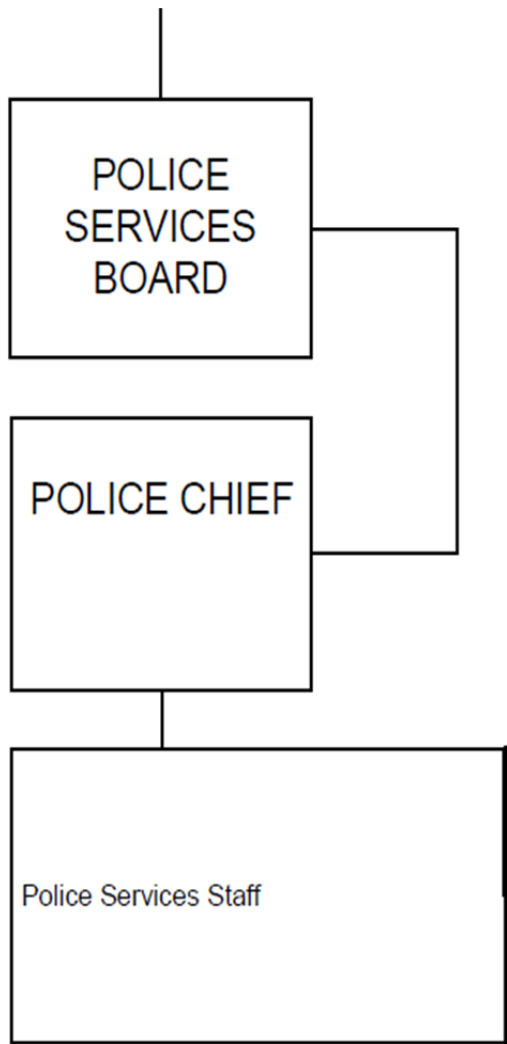
#### Mission

The mission of the Amherstburg Police Department is **“To be a first class police service, working in partnership with our diverse community, for the benefit of all.”**

#### Department Description

##### Police Services Department

The Board is responsible for ensuring the provision of adequate and effective police services, establishing policies for the effective management of the police service, recruiting and appointing the Chief and Deputy Chief of Police, reviewing administration of the complaints system and other requirements as outlined in the *Police Services Act*.



The administration of the Service is currently comprised of a Chief of Police and a Deputy Chief of Police. The duties of the Chief of Police and the administration team are to administer the police service, oversee its operation in accordance with the objectives, priorities and policies established by the *Police Services Act* and the Board. The *Police Services Act* requires the Service to police the municipality in a manner reflecting the needs of the community, maintain discipline, ensuring that community-oriented policing is provided and administer the public complaints system in accordance with the Act



## **B. Outlook and Highlights**

### **Police Services**

The year 2017 has been busy and much was achieved. The Province requires all police services to complete a three year business plan. To that end, a series of meetings were organized in 2016 with local services clubs, the business community, seniors apartment buildings, at General Amherst High School (Grade 11 students), and two publicly advertised meetings at the Libro Centre. The comments received in answer to the questions in the survey helped to develop the 2017-19 Business Plan.

The Amherstburg Police Service strives to be innovative and efficient.

This year the Amherstburg Police Services Board approved the issuance of a Request for Proposals for dispatch communications with the Windsor Police Service being the successful bidder. The results of the RFP will save the Amherstburg tax payers approximately \$250,000.00 per year.

Last year, we received eight Remington 870 Wing Master Shotguns from a local police service. These shotguns would have been destroyed otherwise. Acquisition of these shotguns provided great savings and allowed us to repurpose them to a non-lethal use of force option. These shotguns were deployed to frontline staff in January of this year.

In the spring of 2017 the Service applied for and has been successful in securing two provincial grants; The Police Effectiveness and Modernization Grant and the Proceeds of Crime Grant. The combination of these two grants will add \$224 957.11 to our revenues.



### C. Budgeted Staffing Resources - Police Services

The following is a breakdown of the staffing resources in the Police Services Office:

#### Police Services

Permeant FTE's	2017 Budget	2018 Proposed
Full-Time FTE's	34.00	34.00
Part-Time FTE's	1.00	1.00
<b>Total FTE</b>	<b>35.00</b>	<b>35.00</b>
<b>Net Change</b>	<b>0.00</b>	<b>0.00</b>

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Chief of Police	Police Chief	1.00	1.00
Deputy Chief of Police	Deputy Chief	1.00	1.00
Sergeants	Sergeants	6.00	1.00
Constable	Constable	23.00	23.00
Special Constable	Special Constable	1.00	1.00
Admin Support	Union	2.5	2.5



### **D. Operating Budget Request and Issues - Police Services**

The following is a list of budgetary request and issues contained in the 2018 budget proposal in the Engineering and Public Works Office.

<b>Budget Issue</b>	<b>Cost Impact</b>	<b>Budget Issue Number</b>
Part Time Salaries	2,700	POLICE-2018-1
GPS Communications	(3,200)	POLICE-2018-2
Telephone	(7,000)	POLICE-2018-3
Sick Bank Reduction	(15,000)	POLICE-2018-4
Grant Revenue	(80,000)	POLICE-2018-5
Dispatching	(246,584)	POLICE-2018-6
Professional Memberships	2,500	POLICE-2018-7
Uniforms	9,600	POLICE-2018-8
OPTIC Maintenance	6,700	POLICE-2018-9
Gasoline	10,000.00	POLICE-2018-10
Utilities	2,000	POLICE-2018-11
Paid Duty Recoverable	25,000	POLICE-2018-12

**TOWN OF AMHERSTBURG  
POLICE DEPARTMENT  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>Revenues</b>				
10-4-2020000-0630	CPP Grant	(60,000)	-	(60,000) POLICE-2018-5
10-4-2020000-0631	1000 Officer Program	(35,000)	-	(35,000) POLICE-2018-5
10-4-2020000-0750	POA Revenue	(96,000)	(96,000)	-
10-4-2020000-1022	Provincial Court Service Upload	(35,797)	(35,797)	-
10-4-2020000-1024	Paid Duty Recoverable	(30,000)	(5,000)	(25,000) POLICE-2018-12
10-4-2020000-1025	Police Reports	(40,000)	(40,000)	-
10-4-2020000-1026	Police Miscellaneous Receipts	(7,500)	(7,500)	-
10-4-2020000-1027	Ride Grant	(13,500)	(13,500)	-
10-4-2020000-1028	Other Grants	-	(175,000)	175,000 POLICE-2018-5
10-4-2020000-1029	Joint Court Services Return	(40,000)	(40,000)	-
10-4-2024010-0605	YIPI Provincial Grant	(4,000)	(4,000)	-
<b>Total Revenues - Police</b>		<b>(361,797)</b>	<b>(416,797)</b>	<b>55,000</b>
<b>Expenses</b>				
<b>Salaries and Wages</b>				
10-5-2020000-0101	Salaries - Full Time	3,445,771	3,573,377	127,606 CORPORATE 2018-1
10-5-2020000-0102	Salaries - Overtime	222,000	222,000	-
10-5-2024010-0112	Salaries - Part Time	29,000	31,700	2,700 POLICE-2018-1
10-5-2020000-0108	Salaries - Shift Premium	41,000	41,000	-
10-5-2020000-0110	Sick Bank Reduction	75,000	60,000	(15,000) POLICE-2018-4
<b>Total Salaries and Wages - Police</b>		<b>3,812,771</b>	<b>3,928,077</b>	<b>115,306</b>
<b>Fringe Benefits</b>				
<b>Total Fringe Benefits - Police</b>		<b>1,135,353</b>	<b>1,169,232</b>	<b>33,879</b> CORPORATE 2018-1
<b>General Expenses</b>				
10-5-2020000-0252	Uniforms	36,000	45,600	9,600 POLICE-2018-8
10-5-2020000-0253	Cleaning	425	425	-
10-5-2020000-0254	Police Training	50,000	50,000	-
10-5-2020000-0260	Board Expenses	3,000	3,000	-
10-5-2020000-0261	Board Seminars	2,000	2,000	-
10-5-2020000-0301	Office Supplies	7,000	7,000	-
10-5-2020000-0304	Postage	700	700	-
10-5-2020000-0306	Courier and Express	850	850	-
10-5-2020000-0307	Advertising	250	250	-
10-5-2020000-0308	Photocopier Supplies	1,900	1,900	-
10-5-2020000-0309	Office Machine Maintenance	300	300	-
10-5-2020000-0310	Computer Maintenance	13,000	13,000	-
10-5-2020000-0312	Equipment Leases	2,600	2,600	-
10-5-2020000-0313	Law Books	1,700	1,700	-
10-5-2020000-0320	Forensic Identification Expense	2,000	2,000	-
10-5-2020000-0329	OPTIC	38,000	44,700	6,700 POLICE-2018-9
10-5-2020000-0332	Internet Access	3,000	3,000	-
10-5-2020000-0350	Professional Memberships	-	2,500	2,500 POLICE-2018-7
<b>Total General Expenses - Police</b>		<b>162,725</b>	<b>181,525</b>	<b>18,800</b>

**TOWN OF AMHERSTBURG  
POLICE DEPARTMENT  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Budget Issue Report
<b>Building</b>				
10-5-2020000-0314	General Insurance	22,400	22,400	-
10-5-2020000-0315	Telephone	23,000	16,000	(7,000) POLICE-2018-3
10-5-2020000-0316	Utilities	24,000	26,000	2,000 POLICE-2018-11
10-5-2020000-0317	Building Maintenance	20,400	20,400	-
10-5-2020000-0318	Janitorial	25,000	25,000	-
10-5-2020000-0360	Misc./ Receptions and Awards	4,500	4,500	-
10-5-2020000-0370	Community Services	4,500	4,500	-
10-5-2020000-0371	Prisoner Expenses	3,000	3,000	-
10-5-2020000-0506	Insurance Deductible	5,000	5,000	-
10-5-2020000-0322	General Supplies	250	250	-
<b>Total Building - Police</b>		<b>132,050</b>	<b>127,050</b>	<b>(5,000)</b>
<b>Professional and Consulting Fees</b>				
10-5-2020000-0323	Joint Court Costs	25,000	25,000	-
10-5-2020000-0324	Dispatching	323,584	77,000	(246,584) POLICE-2018-6
10-5-2020000-0325	Legal Fees	50,000	50,000	-
10-5-2020000-0327	Professional Fees	25,000	25,000	-
10-5-2020000-0334	Investigation Expense	2,000	2,000	-
<b>Total Professional and Consulting Fees - Police</b>		<b>425,584</b>	<b>179,000</b>	<b>(246,584)</b>
<b>Equipment and Vehicle</b>				
10-5-2020000-0319	Radio Maintenance	35,000	35,000	-
10-5-2020000-0401	Gasoline	65,000	75,000	10,000 POLICE-2018-10
10-5-2020000-0402	Vehicle and Equipment MTCE	24,000	24,000	-
10-5-2020000-0404	Vehicle and Radio Licences	2,500	2,500	-
10-5-2020000-0405	Vehicle MTCE - Tires	8,000	8,000	-
10-5-2020000-0406	GPS Communications	3,200	-	(3,200) POLICE-2018-2
<b>Total Equipment and Vehicle - Police</b>		<b>137,700</b>	<b>144,500</b>	<b>6,800</b>
<b>Reserve Transfers</b>				
10-5-2020000-2001	Transfer to Reserve - Capital	25,000	25,000	-
10-5-2020000-2002	Transfer to Reserve - Vehicle and Equip.	109,330	109,330	-
10-5-2020000-2003	Transfer to Reserve - Computer	15,300	15,300	-
<b>Total Reserve Transfers - Police</b>		<b>149,630</b>	<b>149,630</b>	-
<b>Total Expenses - Police Department</b>		<b>5,955,813</b>	<b>5,879,015</b>	<b>(76,798)</b>
<b>Net - (Surplus)/Deficit</b>		<b>5,594,016</b>	<b>5,462,218</b>	<b>(131,798)</b>
<b>Police Services - Board Committee</b>				
10-5-1001010-0145	Police Services Board Hon.	6,000	6,000	-
10-5-1001010-0146	Police Services Board Per Diems	3,000	3,000	-
<b>Total Police Services Board Committee</b>		<b>9,000</b>	<b>9,000</b>	-



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-1
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	\$2,700

**Description of Item:**

Increase Part-Time Salary

**Justification:**

Increase to cover Contractual obligations

**Risk Analysis:**

**Financial Impact:**

Salaries-Part-Time	10-5-2020000-0112	\$2,700
<b>Total Impact:</b>		<b>\$2,700</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

**Item Number:** POLICE-2018-2

**Status:** RECOMMENDED, PENDING APSB APPROVAL

**Community Based Strategic Plan Pillar:**

**Department:** POLICE

**Division:** POLICE

**Estimated Cost:** (\$3,200)

**Description of Item:**

Eliminate GPS Budget

**Justification:**

GPS Communication is now included with the new City of Windsor dispatch agreement.

**Risk Analysis:**

**Financial Impact:**

GPS Communications	10-5-2020000-0406	(\$3,200)
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		<b>Total Impact:</b>
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		<b>(\$3,200)</b>
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-3
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	(\$7,000)

**Description of Item:**

Reduce Telephone Expense

**Justification:**

Telephone expenses are trending much lower than budgeted. Some of this is attributed to the IT Department renegotiating cell phone contracts.

**Risk Analysis:**

**Financial Impact:**

Telephone	10-5-2020000-0315	(\$7,000)
<b>Total Impact:</b>		<b>(\$7,000)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-4
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	(\$15,000)

**Description of Item:**

Reduce Sick Bank Reduction

**Justification:**

Based on last year's payout of \$55,000 we expect to lower the budget from \$75,000 to \$60,000.

**Risk Analysis:**

**Financial Impact:**

Sick Bank Reduction	10-5-2020000-0110	(\$15,000)
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<b>Total Impact:</b>		<b>(\$15,000)</b>
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<b>Total Impact:</b>		<b>(\$15,000)</b>
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**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-5
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	(\$80,000)

**Description of Item:**

Increase Grants Revenue

**Justification:**

The CPP, 1000 Officer and Guns and Gangs grants have been replaced with a new grant called the Effectiveness and Modernization (PEM) Grant.  
We anticipate this grant will continue for the year 2018.

**Risk Analysis:**

**Financial Impact:**

CPP Grant	10-4-2020000-630	\$60,000
1000 Officer Program	10-4-2020000-631	\$35,000
Other Grants	10-4-2020000-1028	(\$175,000)
<b>Total Impact:</b>		<b>(\$80,000)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       
  New       
  Increase       
  Decrease   

<b>Item Number:</b>	POLICE-2018-6
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	(\$246,584)

**Description of Item:**

Reduce Dispatching

**Justification:**

As a result of a RFP we are utilizing a new Dispatch Provider.

**Risk Analysis:**

**Financial Impact:**

Dispatching	10-4-2020000-1024	(\$246,584)
<b>Total Impact:</b>		<b>(\$246,584)</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-7
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	\$2,500

**Description of Item:**

Re-establish Professional Memberships Budget

**Justification:**

Professional Membership budget was inadvertently omitted from the 2017 budget. The Service has run a deficit for 2017.

**Risk Analysis:**

**Financial Impact:**

Professional Memberships	10-5-2020000-0350	\$2,500
<b>Total Impact:</b>		<b>\$2,500</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-8
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	\$9,600

**Description of Item:**

Increase Uniform Expense

**Justification:**

We expect to hire several (5-7) Auxilliary Police Officers and one full-time Constable next year at an estimated Uniforms cost of \$1,200 each.

**Risk Analysis:**

**Financial Impact:**

Uniforms	10-5-2020000-0252	\$9,600
<b>Total Impact:</b>		<b>\$9,600</b>



**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-9
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	\$6,700

**Description of Item:**

Increase Optic Maintenance

**Justification:**

The original maintenance agreement for our fingerprint machine has expired. The new maintenance agreement will add \$5,700 in expenses.

We are adding one part-time civilian as a user, which will add approximately \$1,000 to our licensing cost.

**Risk Analysis:**

**Financial Impact:**

OPTIC	10-5-2020000-0329	\$6,700
<b>Total Impact:</b>		<b>\$6,700</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-10
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	\$10,000

**Description of Item:**

Increase Gasoline

**Justification:**

A 15% increase is estimated to reflect the higher cost of fuel.

**Risk Analysis:**

**Financial Impact:**

Gasoline	10-5-2020000-0401	\$10,000
<b>Total Impact:</b>		<b>\$10,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-11
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	\$2,000

**Description of Item:**

Increase Utilities

**Justification:**

Utility expenses are trending higher than estimated. 2016 actuals were \$25, 725.

**Risk Analysis:**

**Financial Impact:**

Utilities	10-5-2020000-0316	\$2,000
<b>Total Impact:</b>		<b>\$2,000</b>

**2018 PROPOSED OPERATING BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	POLICE-2018-12
<b>Status:</b>	RECOMMENDED, PENDING APSB APPROVAL
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	POLICE
<b>Division:</b>	POLICE
<b>Estimated Cost:</b>	\$25,000

**Description of Item:**

Reduce Paid Duty Recoverables

**Justification:**

With the loss of the Wine Fest, a dramatic reduction in paid duty recoverables has taken place.

**Risk Analysis:**

**Financial Impact:**

Paid Duty Recoverables	10-4-2020000-1024	\$25,000
<b>Total Impact:</b>		<b>\$25,000</b>

**TOWN OF AMHERSTBURG  
NON-DEPARTMENTAL REVENUE & GLOBAL EXPENSES  
2018 BUDGET**

	2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Comments
<b>REVENUE:</b>				
<b>Administrative Income</b>				
10-4-1001020-1016 Administrative Charges - Water	(521,004)	(521,004)	-	
10-4-1001020-1017 Administrative Charges - Waste Water	(196,590)	(196,590)	-	
<b>Total Administrative Income - Non Departmental</b>	<b>(717,594)</b>	<b>(717,594)</b>	<b>-</b>	
<b>Grants in Lieu</b>				
10-4-0000000-0540 Federal Government	(26,729)	(26,729)	-	
10-4-0000000-0550 PIL Provincial	(22,039)	(22,039)	-	
10-4-0000000-0560 Municipal PILS	(49,147)	(49,147)	-	
10-4-0000000-0561 CF PIL not given to School Board	(70,632)	(70,632)	-	
10-4-0000000-0570 PIL Essex Terminal	(3,358)	(3,358)	-	
<b>Total Grants in Lieu - Non Departmental</b>	<b>(171,905)</b>	<b>(171,905)</b>	<b>-</b>	
<b>Other Grants</b>				
10-4-0000000-0607 Federal Employment Grant	(12,000)	(12,000)	-	
10-4-0000000-0624 Min. of Nat. Res. - Pits & Quarries	(65,000)	(65,000)	-	
10-4-0000000-0626 Drainage Superintendent	(20,000)	(20,000)	-	
10-4-0000000-0628 Ontario Municipal Partnership Fund	(1,143,400)	(1,196,500)	53,100	CORPORATE 2018-2
<b>Total Other Grants - Non Departmental</b>	<b>(1,240,400)</b>	<b>(1,293,500)</b>	<b>53,100</b>	
<b>Investment Income</b>				
10-4-0000000-6538 Interest on Essex Power Investment	(227,000)	(227,000)	-	
<b>Total Investment Income - Non Departmental</b>	<b>(227,000)</b>	<b>(227,000)</b>	<b>-</b>	
<b>Other Income</b>				
10-4-0000000-7110 Penalties and Interest on Taxes	(350,000)	(350,000)	-	
10-4-0000000-6537 Greenshield Surplus	(100,000)	(100,000)	-	
<b>Total Other Income - Non Departmental</b>	<b>(450,000)</b>	<b>(450,000)</b>	<b>-</b>	
<b>Local Improvements</b>				
10-4-0000000-0240 Municipal Drains	(3,029)	(3,029)	-	
10-4-8030000-0210 Watermains on Taxes	(30,078)	(30,078)	-	
10-4-8058010-0220 Tile Loans	(13,831)	(13,831)	-	
<b>Total Local Improvements - Non Departmental</b>	<b>(46,938)</b>	<b>(46,938)</b>	<b>-</b>	
<b>Total Revenue - Non Departmental</b>	<b>(2,853,837)</b>	<b>(2,906,937)</b>	<b>53,100</b>	
<b>Total Revenue - Non Departmental less Local Improvements</b>	<b>(2,806,899)</b>	<b>(2,859,999)</b>	<b>53,100</b>	
<b>GLOBAL EXPENSES:</b>				
<b>General Expenses:</b>				
10-5-1001020-0304 Postage	30,000	30,000	-	
10-5-1001020-0307 Advertising	35,000	35,000	-	
10-5-1001020-0337 911 Service	12,500	12,500	-	
10-5-1001020-0361 Contingency Allowance	43,600	43,600	-	
10-5-1001020-0501 Municipal Tax Write Offs	200,000	200,000	-	
10-5-1001020-0502 Interest Expense	48,000	48,000	-	
10-5-1001020-0506 Insurance Deductible	75,000	75,000	-	
10-5-1001020-0550 Conservation Authority Levy	110,310	110,310	-	
10-5-1001020-0580 Salary Continuances	61,315	-	(61,315)	CORPORATE 2018-4
<b>Total General Expenses - Global</b>	<b>615,725</b>	<b>554,410</b>	<b>(61,315)</b>	

**TOWN OF AMHERSTBURG  
NON-DEPARTMENTAL REVENUE & GLOBAL EXPENSES  
2018 BUDGET**

2017 Budget Reclass	2018 Budget	Budget Increase/(Decrease) 2017 to 2018	Comments
<b>REVENUE:</b>			
<b>Reserve Transfers:</b>			
10-5-1001020-2011 Allocation to Ranta Stranded Deficit	54,800	54,800	-
<b>Total Reserve Transfers - Global</b>	<b>54,800</b>	<b>54,800</b>	<b>-</b>
<b>Total Expenses - Global Expenses Department</b>			
	<b>670,525</b>	<b>609,210</b>	<b>(61,315)</b>
<b>Net - (Surplus)/Deficit</b>			
	<b>(2,136,374)</b>	<b>(2,250,789)</b>	<b>(114,415)</b>

**LONG TERM DEBT PAYMENTS**

**DEBT PRINCIPAL PAYMENTS**

10-5-1001020-2005 IT	10,109	10,319	210
10-5-2010000-2005 FIRE	3,301	3,440	139
10-5-2020000-2005 POLICE	9,095	9,359	264
10-5-3020000-2005 P.W.	592,859	539,164	(53,695)
10-5-7017190-2005 PARKS	111,386	89,486	(21,900)
10-5-7017300-2005 ARENA	141,350	147,637	6,287
10-5-8020000-2005 TOURISM	44,053	27,394	(16,659)
10-5-8048040-2005 DRAINS	6,873	7,053	180
10-5-8058010-2005 TILE DRAIN	11,187	11,858	671
P.W. NEW DEBT	-	30,563	30,563
<b>GENERAL TAX DEBT PRINCIPAL PAYMENTS</b>	<b>930,213</b>	<b>876,273</b>	<b>(53,940)</b>

**DEBT INTEREST PAYMENTS**

10-5-1001020-2006 IT	589	378	(211)
10-5-2010000-2006 FIRE	398	258	(140)
10-5-2020000-2006 POLICE	2,256	1,992	(264)
10-5-3020000-2006 P.W.	169,133	144,597	(24,536)
10-5-7017190-2006 PARKS	9,702	5,041	(4,661)
10-5-7017300-2006 ARENA	253,675	247,387	(6,288)
10-5-8020000-2006 TOURISM	3,486	1,589	(1,897)
10-5-8048040-2006 DRAINS	639	459	(180)
10-5-8058010-2006 TILE DRAIN	2,644	1,973	(671)
P.W. NEW DEBT	-	28,801	28,801
<b>GENERAL TAX DEBT INTEREST PAYMENTS</b>	<b>442,522</b>	<b>432,475</b>	<b>(10,047)</b>

**PAYMENTS**

<b>1,372,735</b>	<b>1,308,748</b>	<b>(63,987)</b>	CORPORATE 2018-3
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## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Nicole Rubli	Report Date: November 1, 2017
Author's Phone: 519 736-0012 ext. 2251	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:nrubli@amherstburg.ca">nrubli@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: 2018 User Fee By-law as Amended

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Manager of Licensing and Enforcement dated November 1, 2017 regarding 2018 User Fee By-law as Amended **BE RECEIVED**; and,
2. **By-law 2017-96** being a by-law to permit the Town of Amherstburg to impose fees or charges with respect to services or activities provided, related costs payable, and for the use of its **property BE REVISED and RE TABLED** for final consideration at the December 11, 2017, Regular Council Meeting.

#### 2. BACKGROUND:

The Town of Amherstburg is responsible for ensuring that the delivery of local services is undertaken in accordance with the provisions of Provincial legislation. To offset the cost of providing services municipalities are permitted to charge fees. Administration has been proactive in ensuring that the programs and services provided by the Town reflect a proper level of costs recovery.

Increasingly, municipalities look at user fees to help offset the impact of municipal services on property taxes. The rationale for charging user fees is predicated on recovering costs from those that benefit from the service provided should be responsible to pay for it. Funding programs and services through taxation results in the general tax base funding Town programs and services whether or not they receive any direct benefit from them. Defining indirect benefit to the tax payer from various programs and services can prove to be difficult; however, it is known that a municipality does

provide a range of services that are generally understood to benefit the “common good” within the community, such as garbage collection.

The Town of Amherstburg reviews user fees annually as part of the annual budget review process. User fees allow for the change in programming and services to accommodate demand without requiring subsidies from other services. Also, user fees generate revenue to fund all or part of the provision of the service, charging user fees can make a substantial difference in the Town’s budget.

### **3. DISCUSSION:**

Administration completed a detailed review of the user fees for services offered by the Town. The review included a municipal comparison of fees with surrounding municipalities and has ensured conformity with various pieces of legislation including the Municipal Act, Planning Act and Building Code Act.

In past years the User Fee By-law was brought forward after the budget had been adopted. This year the User Fee By-law is being tabled with the 2018 proposed budget. The new proposed user fees and proposed increases to current fees are accompanied with a budget issue paper that forms part of the 2018 proposed budget package.

The following departments have proposed new user fees and increases to current fees:

Licensing and Enforcement	Budget Issue Paper LS-2018-1
Planning	Budget Issue Paper LS-2018-2
Planning	Budget Issue Paper LS-2018-6
Recreation	Capital Budget Issue Paper RECREATION 2018-2

The Fire Department has a fee basis change with no financial change.

The Engineering and Public Works department has drafted Right of Way By-law 2017-81 and has tabled it for Council’s consideration at the regular Council meeting held on November 27, 2017. The proposed by-law will regulate activity on Town highways, road allowances and right of ways by ensuring contractors and utility companies obtain a permit and pay the appropriate permit fee. The anticipated revenue for the permits is unknown at this time; this will be reported to Council during the quarterly 2018 variance reports for the Engineering and Public Works Department.

Public notice for the User Fee proposed was posted in accordance with the Town’s Provision of Notice to the Public policy.

### **4. RISK ANALYSIS:**

User fees are required to be reviewed on an annual basis. A failure to do so may result in a significant time period lapsing before fees are adjusted to meet appropriate levels. This may result in lost opportunities for the Town to recover costs and as a result may place additional pressure on the general tax levy.



**5. FINANCIAL MATTERS:**

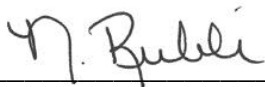
The impacts of the increases and/or new fees have been reflected in the 2018 proposed budget with the appropriate budget issue papers. New fees identified above in the public works right of way by-law will be reported through the quarterly variance process.

**6. CONSULTATIONS:**

The Treasurer, Manager of Recreation Services, Fire Chief, Manager of Roads and Fleet and Manager of Planning Services were consulted on this report.

**7. CONCLUSION:**

Approval of the User Fee By-law will allow the Town of Amherstburg to charge users for services at a comparable rate to that of other municipality's user fees within the Essex County Region.



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Nicole Rubli  
**Manager of Licensing and Enforcement**

**NR**

## Report Approval Details

Document Title:	2018 User Fee By-law.docx
Attachments:	- 2018 Proposed Fire Licensing Planning Depts.pdf - 2018 Proposed Recreation.pdf - 2017-96 USER FEE BY-LAW.pdf
Final Approval Date:	Nov 6, 2017

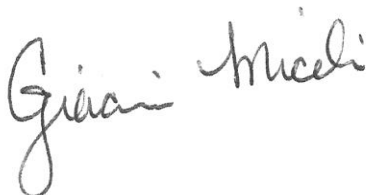
This report and all of its attachments were approved and signed as outlined below:



**Mark Galvin - Nov 3, 2017 - 5:18 PM**



**Justin Rousseau - Nov 6, 2017 - 9:35 AM**



**John Miceli - Nov 6, 2017 - 10:22 AM**



**Paula Parker - Nov 6, 2017 - 10:37 AM**

## Town of Amherstburg User Fee Schedule

### Licensing & Enforcement Department

Service	Fee Basis	Approved Fee	Proposed 2018 Change
Auctioneer	Per Licence	\$ 78.00	
Lotteries/Bingos/Raffles	Per Licence	Legislated at 3%	
Carnivals, Fairs/Midways	Per Licence	\$ 150.00	
Circuses	Per Licence	\$ 150.00	
Concerts	Per Licence	\$ 150.00	
Driving Schools	Per Licence	\$ 150.00	
Festivals	Per Licence	\$ 150.00	
Flea Markets	Per Licence	\$ 150.00	
Hawkers and Peddlers	Per Licence	\$ 78.00	
Horse Drawn Carriage Owners Drivers	Per Licence	\$ 78.00	
Limousine Driver	Per Licence	\$ 78.00	
Limousine Owner	Per Licence	\$ 78.00	
Pedi cabs Owners/Drivers	Per Licence	\$ 78.00	
Petting Zoos	Per Licence	\$ 150.00	
Portable Sign Contractors	Per Licence	\$ 100.00	
Produce Vendors	Per Licence	\$ 150.00	
Refreshment Vehicles (All Classes)	Per Licence	\$ 78.00	
Second Hand Shops	Per Licence	\$ 200.00	
Special Event Sales	Per Licence	\$ 78.00	
Taxicab Broker	Per Licence	\$ 75.00	
Taxicab Driver	Per Licence	\$ 60.00	
Taxicab Owner	Per Licence	\$ 70.00	
Trade Shows	Per Licence	\$ 150.00	
Amusement Arcades	Per Licence	\$ 200.00	
Automobile Body Repair Shops	Per Licence	\$ 200.00	
Barbershops	Per Licence	\$ 200.00	
Beauty Salons	Per Licence	\$ 200.00	
Bed and Breakfasts	Per Licence	\$ 200.00	
Bingo Halls	Per Licence	\$ 200.00	
Boarding/Lodging/Rooming Houses	Per Licence	\$ 200.00	
Body piercing parlours	Per Licence	\$ 200.00	
Bowling Alleys	Per Licence	\$ 200.00	
Business Service Establishments	Per Licence	\$ 200.00	
Campgrounds/Trailer Parks	Per Licence	\$ 200.00	
Caterers	Per Licence	\$ 200.00	
Dry Cleaners	Per Licence	\$ 200.00	
Florist Shops	Per Licence	\$ 200.00	
Food Shops	Per Licence	\$ 200.00	
Gas Stations	Per Licence	\$ 200.00	

Service	Fee Basis	Approved Fee	Proposed 2018 Change
Hotels/Motels	Per Licence	\$ 200.00	
Indoor Recreational Establishments	Per Licence	\$ 200.00	
Office (General, Business, Service)	Per Licence	\$ 200.00	
Pet Groomers	Per Licence	\$ 200.00	
Pet Shops	Per Licence	\$ 200.00	
Public Halls (all classes)	Per Licence	\$ 200.00	
Race Tracks	Per Licence	\$ 150.00	
Restaurants	Per Licence	\$ 200.00	
Retail Store	Per Licence	\$ 200.00	
Snack Bars	Per Licence	\$ 200.00	
Swimming Pools	Per Licence	\$ 200.00	
Tattoo parlours	Per Licence	\$ 200.00	
Theatres	Per Licence	\$ 200.00	
Wrecking Yards	Per Licence	\$ 200.00	
Adult Book/Magazine Sales	Per Licence	\$ 100.00	
Adult Entertainment Attendants	Per Licence	\$ 78.00	
Adult Entertainment Parlours	Per Licence	\$ 200.00	
Adult Merchandise Sales	Per Licence	\$ 200.00	
Adult Videotape Sales/Rental	Per Licence	\$ 200.00	
Marriage Licences	Per Licence	\$ 117.00	
Civil Marriage Ceremony during regular business hours	Per Ceremony		\$ 250.00
Civil Marriage Ceremony after regular business hours/weekends	Per Ceremony		\$ 350.00
Civil Marriage Ceremony off site mileage cost	Per KM		per Canada Revenue rate
Civil Marriage Ceremony Cancellation Fee	With 24 hours notice		\$ 62.50
During regular business hours Civil Marriage Ceremony Cancellation Fee	Without 24 hours notice		\$ 125.00
After regular business hours/weekends Civil Marriage Ceremony Cancellation Fee	Without 24 hours notice		\$ 175.00
Liquor Licence Application Processing	Per Application	\$ 50.00	
Application for Noise Exemption	Per Application	\$ 50.00	
Death Registration	Per	\$ 15.00	
Dog Licence	Per Spayed / Neutered Dog	\$ 15.00	
Dog Licence	Per Unspayed / un-neutered Dog	\$ 25.00	
Late Fee - Dog Tag -After April 30	Per	\$ 10.00	
Application for Fence Variance	Per	\$ 50.00	
Fence Viewing	Per	\$ 400.00	
Appear before Property Standards Committee		\$ 100.00	
Property Standards Order	Per	\$ 100.00	
Property Standards Order Reinspection	Per	\$ 100.00	

Service	Fee Basis	Approved Fee	Proposed 2018 Change
Register Property Standards Order on Title	Per	\$50 + Cost of Registration	
By-law Violation - Administrative Fee -Work Completed by the Town	Per	20% of Invoice costs / minimum \$100.00	

Fire Services			
Service	Fee Basis	Approved Fee	Proposed 2018 Change
Fire Search (Lawyer Letter)	Per Search	\$ 80.00	
Fire Report (No Investigation)	Per Report	\$ 80.00	
Fire Report (Investigation)	Per Report	\$ 250.00	
Inspection with Fire Code Deficiencies	Per Hour	\$ 80.00	
Re-Inspection after Notice of Violation	Per Hour	\$ 80.00	
Request Inspection (letter required)	Per Hour	\$ 80.00	
Firework Application and Review	Per Hour	\$ 80.00	
Fire Safety Plan Review	Per Hour	\$ 80.00	
Lockbox Program	One Time Fee	\$ 80.00	
MVA Response to Non Resident Vehicles	Per hour/Per truck	\$ 450.00	
Smoke Alarm Installation	Per Smoke Alarm	\$ 40.00	
Risk & Safety Management Level 1 Propane	Per Hour	\$ 80.00	
Risk & Safety Management Level 2 Propane	Per Hour	\$ 80.00	
Open Burn - Duty Officer Response	per Officer	\$ 225.00	
Open Burn	Per Call (5 or less Firefighters)	\$ 450.00	Fee Basis Change Only
Open Burn	Per Call ( 6 or more Firefighters)	\$ 900.00	Fee Basis Change Only
Assistance for Private Standby Beyond Normal Fire Protection	Per hour/Per truck	\$ 450.00	
Annual Business License Inspection	Per Hour	\$ 80.00	
False Alarm (After 3 Occurrences in 12 month period)	Per truck	\$ 450.00	
Emergency Response-Fire Department	per hour/per truck	*Current MTO rate	
Emergency Response-Fire Department	personnel per hour/personnel per call	**Current rate	
	Any other costs associated with the response of each and every call		
<p>* Current MTO rate will be determined by the Clerk as per the Ministry of Transportation rate at the date of invoice</p> <p>**Current personnel per hour and per call rates will be determined based on the hourly rate of FT firefighter and volunteer per call rates at the date of invoice.</p>			

Planning Department			
Service	Fee Basis	Approved Fee	Proposed 2018 Change
Application to Amend the Official Plan	Deposit	\$ 2,000.00	
Application to Amend Zoning By-law	Deposit	\$ 2,000.00	
Application to Amend Zoning By-law to A-36	Deposit	\$ 1,000.00	
Consideration of an Application to the County of Essex for Approval of a Plan of Subdivision	Deposit	\$ 2,000.00	
Application for the Approval of Site Plans & Site Plan Agreement for New Development within Designated Site Plan Control Area	Deposit	\$ 2,000.00	
Consideration of an Application to the County of Essex for Approval of a Plan of Condominium	Deposit	\$ 2,000.00	
Consideration of an Application for Conversion, Demolition, Renovation or Repair, or Severance Under the Rental Housing Protection Act	Deposit	\$ 2,000.00	
Part Lot Control By-law	Deposit	\$ 1,000.00	
Holding (H) Removal By-law	Deposit	\$ 1,000.00	
<p><i>With respect to Application to amend the Official Plan, Application to amend the Zoning By-law, consideration of an Application to the Minister of Municipal Affairs and Housing for approval of a Plan of Subdivision, an application for the Approval of Site Plans and a Site Plan Agreement for new Development within a Designated Site Plan Control area, consideration of an Application to the Minister of Municipal Affairs and Housing for Approval of Plan of Condominium, consideration of an Application for Conversion, Demolition, Renovation or Repair, or Severance under the Rental Housing Protection Act, Part Lot Control By-law, Holding (H) Removal By-law if the costs of the Municipality for processing the subject planning applications exceed the amount of the deposit, the applicant shall promptly pay to the Town of Amherstburg, such excess amount upon receipt of an invoice therefore from the Town; and if the costs of the Municipality for processing the subject applications are less than the amount of the deposit, the Town shall promptly pay to the applicant the difference.</i></p>			
Application for Consent to Sever Land	Fee	\$ 500.00	
Application for a Minor Variance or Permission to Enlarge, Extend or Alter the Use of a Legal Non-conforming Use	Fee	\$ 500.00	
Certificate of Validation	Fee	\$ 250.00	
Copy of Official Plan or Zoning Bylaw	Per Copy	\$ 50.00	
Applicant Driven Deferrals of Planning Act Applications	Per		\$ 115.00
Special Hearing at Request of Applicant	Per		\$ 375.00
ERCA Development Review Fee Minor Variance	Per		\$ 115.00
ERCA Development Review Fee Consents	Per		\$ 200.00
ERCA Development Review Fee Subdivisions/Major OPA or ZBA	Per		\$ 300.00
ERCA Development Review Fee Site Plan Control, Minor OPA or ZBA	Per		\$ 200.00
Planning Letter	Per Inquiry	\$ 75.00	

**Parks, Facilities, Recreation and Culture Department**

Service	Fee Basis	Current Fee	Revised Fee	Change from 2017	Effective Date
<b>ADMINISTRATION FEES</b>					
Security Deposit	per rental	\$ 250.00			
Refunds - (programs and rentals)	per transaction	\$ 15.00	\$ 25.00	\$ 10.00	Jan-01
Set - Up / Take Down Rate - Amherstburg Staff	per rental	\$ 20.00	\$ 25.00	\$ 5.00	Jan-01
Equipment Rental - Multimedia Station	per rental	\$ -	\$ 20.00	\$ 20.00	Jan-01
Equipment Rental - Recreation Equipment	per rental	\$ -	\$ 15.00	\$ 15.00	Jan-01
Equipment Rental - Chairs	per chair	\$ -	\$ 1.25	\$ 1.25	Jan-01
Equipment Rental - Tables	per table	\$ -	\$ 5.00	\$ 5.00	Jan-01
Equipment Rental - Sound System	per rental	\$ -	\$ 20.00	\$ 20.00	Jan-01
Banner Application Fee	per banner	\$ 100.00	\$ 110.00	\$ 10.00	Jan-01
<b>RECREATION ADVERTISING</b>					
Rink Board Advertising (High Visibility) per year	34" x 120"	\$ 800.00			
Rink Board Advertising (Low Visibility) per year	34" x 120"	\$ 600.00			
Mezzanine Ads per year	36" x 72"	\$ 500.00			
Backlit Signs per year	48" x 96"	\$ 1,500.00			
Ice Logo per year	72 sq feet (6' x 12')	\$ 2,500.00			
Goal Rink Advertising per year	34" x 120"	\$ 300.00			
Zamboni Advertising per year	1 machine	\$ 4,500.00			
Municipal Guide - Back Cover	per edition	\$ 400.00			
Municipal Guide - Back Cover	2 editions	\$ 700.00			
Municipal Guide - Inside Front or Inside Back	per edition	\$ 350.00			
Municipal Guide - Inside Front or Inside Back	2 editions	\$ 650.00			
Municipal Guide - Full Page	per edition	\$ 275.00			
Municipal Guide - Full Page	2 editions	\$ 500.00			
Municipal Guide - Half Page	per edition	\$ 200.00			
Municipal Guide - Half Page	2 editions	\$ 350.00			
Municipal Guide - Quarter Page	per edition	\$ 150.00			
Municipal Guide - Quarter Page	2 editions	\$ 275.00			
Municipal Guide - Business Card Size	per edition	\$ 100.00			
Municipal Guide - Business Card Size	2 editions	\$ 175.00			
Electronic Advertising - Libro Credit Union Centre (1 month)	1 month	\$ 40.00			
Electronic Advertising - Libro Credit Union Centre (3 months)	per month	\$ 32.00			
Electronic Advertising - Libro Credit Union Centre (6 months)	per month	\$ 30.77			
Electronic Advertising - Libro Credit Union Centre (12 months)	per month	\$ 29.63			
Electronic Advertising - Town Hall (1 month)	1 month	\$ 20.00			
Electronic Advertising - Town Hall (3 months)	per month	\$ 16.00			
Electronic Advertising - Town Hall (6 months)	per month	\$ 15.38			
Electronic Advertising - Town Hall (1 months)	per month	\$ 14.81			
Electronic Advertising - Libro Centre & Town Hall (1 month)	1 month	\$ 50.00			
Electronic Advertising - Libro Centre & Town Hall (3 months)	per month	\$ 37.50			
Electronic Advertising - Libro Centre & Town Hall (6 months)	per month	\$ 35.00			
Electronic Advertising - Libro Centre & Town Hall (12 months)	per month	\$ 32.50			
<b>** Administration has ability to negotiate price for multiple advertising opportunities</b>					
<b>AMHERSTBURG INDOOR RECREATION FACILITIES FEES</b>					
<b>Ice Time</b>					
Capital Surcharge	per hour	\$ -	\$ 6.00	\$ 6.00	Sep-01
Prime Time Rental	per hour	\$ 165.10	\$ 167.84	\$ 2.74	Sep-01
Non-Prime Time Rental	per hour	\$ 144.08	\$ 146.47	\$ 2.39	Sep-01
Off-Off Prime Time Rental	per hour	\$ 59.84	\$ 60.83	\$ 0.99	Sep-01
Local Minor Sports Association Prime Time Rental	per hour	\$ 162.50	\$ 165.20	\$ 2.70	Sep-01
Local Minor Sports Association Non-Prime Time Rental	per hour	\$ 141.81	\$ 144.16	\$ 2.35	Sep-01
Goalie Pad	per hour	\$ 35.27	\$ 35.86	\$ 0.59	Sep-01
Public Skating - General (per person)	per person	\$ 3.00			
Public Skating - General (per family)	Max of 5	\$ 8.00			
Senior Public Skate	per person	\$ 4.42			
Parent & Tots (per person)	per person	\$ 3.00			
Hockey / Figure Skating drop-in	per person	\$ 8.00			



Service	Fee Basis	Current Fee	Revised Fee	Change from 2017	Date
<b>Dry Floor Time</b>					
Capital Surcharge	per hour	\$ -	\$ 6.00	\$ 6.00	Sep-01
Arena Floor Rental Prime Time	per hour	\$ 59.84	\$ 60.83	\$ 0.99	Jan-01
Arena Floor Rental Non-Prime	per hour	\$ 55.24	\$ 56.16	\$ 0.92	Jan-01
**Show/Sale (in advance) per day	per day	\$ 500.00	\$ 508.30	\$ 8.30	Jan-01
<b>Indoor Soccer Field</b>					
Capital Surcharge	per hour	\$ -	\$ 6.00	\$ 6.00	Sep-01
Prime Time Rental	per hour	\$ 113.49	\$ 115.37	\$ 1.88	Sep-01
Non-Prime Time Rental	per hour	\$ 104.04	\$ 105.77	\$ 1.73	Sep-01
Local Minor Sports Association Prime	per hour	\$ 111.70	\$ 113.55	\$ 1.85	Sep-01
Local Minor Sports Association Non-Prime	per hour	\$ 102.40	\$ 104.10	\$ 1.70	Sep-01
Youth - Drop-in Soccer	per hour	\$ 3.00			
Adult - Drop-in Soccer	per hour	\$ 7.08			
Adult - Drop-in Baseball	per hour	\$ 7.08			
<b>Multi Purpose Room Upstairs in Arena (Small room)</b>					
Capital Surcharge	per hour	\$ -	\$ 3.00	\$ 3.00	Sep-01
Prime Time Rental	per hour	\$ 23.01	\$ 23.39	\$ 0.38	Sep-01
Non -Prime Time Rental	per hour	\$ 18.42	\$ 18.73	\$ 0.31	Sep-01
Local Minor Sports Association Prime Time Rental	per hour	\$ 22.65	\$ 23.03	\$ 0.38	Sep-01
Local Minor Sports Association Non-Prime Time Rental	per hour	\$ 18.13	\$ 18.43	\$ 0.30	Sep-01
Weekend - Daily Alcohol & Non-Alcohol - Half Day ( 4 hours)	per event	\$ 230.17	\$ 233.99	\$ 3.82	Sep-01
Weekend - Daily Alcohol & Non-Alcohol - Full Day ( 8 hours)	per event	\$ 414.31	\$ 421.19	\$ 6.88	Sep-01
<b>Board Room In Arena (Office Area)</b>					
All Hours	N/A	N/A			
<b>Leasing Space/Essex Power Energy Zone</b>					
Capital Surcharge	per hour	\$ -	\$ 3.00	\$ 3.00	Sep-01
Prime Time Rental	per hour	\$ 36.25	\$ 36.85	\$ 0.60	Sep-01
Non -Prime Time Rental	per hour	\$ 27.19	\$ 27.64	\$ 0.45	Sep-01
<b>Community Room</b>					
Capital Surcharge	per hour	\$ -	\$ 3.00	\$ 3.00	Sep-01
Prime Time Rental	per hour	\$ 46.03	\$ 46.79	\$ 0.76	Sep-01
Non -Prime Time Rental	per hour	\$ 36.83	\$ 37.44	\$ 0.61	Sep-01
Kitchen - Prime or Non-Prime	per hour	\$ 18.41	\$ 18.72	\$ 0.31	Sep-01
Weekend - Daily Alcohol & Non-Alcohol - Half Day ( 4 hours)	per event	\$ 230.17	\$ 233.99	\$ 3.82	Sep-01
Weekend - Daily Alcohol & Non-Alcohol - full Day ( 8 hours)	per event	\$ 414.31	\$ 421.19	\$ 6.88	Sep-01
** Kitchen included in half day and full day rentals					

Service	Fee Basis	Current Fee	Revised Fee	Change from 2017	Date
<b>AMHERSTBURG OUTDOOR RECREATION FACILITIES FEES</b>					
<b>Pavillion Rentals</b>					
Capital Surcharge	per 2 hours	\$ -	\$ 6.00	\$ 6.00	Sep-01
Wedding / Special Event	per 2 hours	\$ 69.05	\$ 70.19	\$ 1.15	Sep-01
** There is no alcohol allowed in KNYF Please refer to KNYF passive By-Law					
<b>Full Park Rentals, Special Events &amp; Equipment</b>					
Capital Surcharge (rentals)	per hour	\$ -	\$ 6.00	\$ 6.00	Sep-01
Family Reunion/Picnic, etc. (no alcohol)	per rental	\$ 82.86	\$ 84.24	\$ 1.38	Sep-01
Special Event Park Rental	per rental	\$ 224.78	\$ 228.51	\$ 3.73	Sep-01
Special Event Road Rental	per rental	\$ 224.78	\$ 228.51	\$ 3.73	Sep-01
Garbage Barrels	per barrel	\$ 2.00			
Garbage Bags	per 100	\$ 25.00			
Road Barriers	per barrier	\$ 2.00			
Pylons	per pylon	\$ 5.00			
Picnic Table rental	per table	\$ 12.00			
Recycle Bin with wheels	per unit	\$ 25.00			
Recycle Box	per unit	\$ 2.00			
<b>Baseball Diamonds</b>					
Capital Surcharge	per game	\$ -	\$ 6.00	\$ 6.00	Sep-01
Baseball Diamond	per game	\$ 7.37	\$ 7.49	\$ 0.12	Sep-01
Local Minor Sports Association Diamond	per game	\$ -	\$ -	\$ -	
Baseball Diamond - Libro Credit Union Centre - Un-Lit	per game	\$ 32.23	\$ 32.77	\$ 0.54	Sep-01
Baseball Diamond - Libro Credit Union Centre - Lit	per game	\$ 52.48	\$ 53.35	\$ 0.87	Sep-01
Local Minor Sports Association - Libro (Un-lit)	per game	\$ 31.72	\$ 32.25	\$ 0.53	Sep-01
Local Minor Sports Association - Libro (Lit)	per game	\$ 51.65	\$ 52.51	\$ 0.86	Sep-01
Baseball Diamond - Half Day ( 4 hours)	per day	\$ 29.46	\$ 29.95	\$ 0.49	Sep-01
Baseball Diamond - Per Day ( 8 hours)	per day	\$ 58.00	\$ 58.96	\$ 0.96	Sep-01
Local Minor Baseball Association (T-Ball)	per player	\$ 7.00			
Local Minor Baseball Association	per player	\$ 14.00			
<b>Soccer/Football Field</b>					
Capital Surcharge	per game	\$ -	\$ 6.00	\$ 6.00	Sep-01
Grass Field	per game	\$ 7.37	\$ 7.49	\$ 0.12	Sep-01
Local Minor Sports Association - Grass Field	per game	\$ -	\$ -	\$ -	
Premier Turf Field - Un-Lit	per game	\$ 32.23	\$ 32.77	\$ 0.54	Sep-01
Premier Turf Field - Lit	per game	\$ 52.48	\$ 53.35	\$ 0.87	Sep-01
Local Minor Sports Association - Premier Turf (Un-lit)	per game	\$ 31.72	\$ 32.25	\$ 0.53	Sep-01
Local Minor Sports Association - Premier Turf (Lit)	per game	\$ 51.65	\$ 52.51	\$ 0.86	Sep-01
Football Field Grass - Half Day ( 4 hours)	per day	\$ 29.46	\$ 29.95	\$ 0.49	Sep-01
Football Field Grass- Per Day ( 8 hours)	per day	\$ 58.00	\$ 58.96	\$ 0.96	Sep-01
Local Minor Sports Association - Football Field Grass (Half Day)	per day	\$ 29.00	\$ 29.48	\$ 0.48	Sep-01
Local Minor Sports Association - Football Field Grass (Full Day)	per day	\$ 57.09	\$ 58.04	\$ 0.95	Sep-01
Minor Soccer Association	per player	\$ 14.00			
<b>Tennis Courts</b>					
Single Court	per hour	\$ 3.68	\$ 3.74	\$ 0.06	
All Courts at location	per day	\$ 9.20	\$ 9.35	\$ 0.15	
All courts - Half Day ( 4 hours)	4 hours	\$ 27.63	\$ 28.09	\$ 0.46	
All Courts - Per Day ( 8 hours)	per evening	\$ 55.24	\$ 56.16	\$ 0.92	
<b>Field and Track Area</b>					
Evening (with alcohol)	per evening	\$ 184.14			
All day( with alcohol)	per day	\$ 368.28			
Private Rental (no alcohol)	per day	\$ 92.07			
(**LCBO Special Occasion Permit is Mandatory along with Insurance Certificate covering days booked**)					

Service	Fee Basis	Current Fee	Revised Fee	Change from 2017	Date
<b>AMHERSTBURG COMMUNITY PROGRAMMING FEES</b>					
<b>Seasonal Activities and Programs</b>					
Parent & Tot	per class	\$ 6.25			
Pre-School	per class	\$ 6.25			
Youth	per class	\$ 9.00			
Adult	per class	\$ 11.00			
Senior	per drop-in	\$ 5.00			
Children & Youth - Drop In	per drop-in	\$ 8.00			
Adult - Drop - In	per drop-in	\$ 8.00			
<b>Day Camp</b>					
Daily	per day	\$ 25.00	\$ 30.00	\$ 5.00	Jan-01
Weekly	per week	\$ 125.00	\$ 130.00	\$ 5.00	Jan-01
Specialty Camp	per week	\$ 137.00	\$ 145.00	\$ 8.00	Jan-01
Hot Lunch fee	per lunch	\$ 5.00			
<b>Aquatic Season Pass</b>					
Length Swims - Entire Season	season	\$ 50.00			
Public Swim - Per person	season	\$ 40.00			
Family Public Swim	season	\$ 80.00			
<b>Aquatic Drop-Ins</b>					
Pre-School	per swim	\$ 2.25			
Youth	per swim	\$ 2.25			
Adult	per swim	\$ 3.00			
Family	per swim	\$ 8.00			
<b>Swimming Programs</b>					
Parent & Tot	per class	\$ 6.00			
Pre-School	per class	\$ 6.00			
Youth	per class	\$ 6.00			
Private Lessons - one student	per person/30 mins	\$ 20.00			
Private Lessons - two students	per person/30 mins	\$ 15.00			
Private Lessons - three students	per person/30 mins	\$ 11.00			
Private Lessons- four students	per person/30 mins	\$ 11.00			
<i>*Family will include 5 members max. / Youth under 14 years are exempt from HST</i>					

## Town of Amherstburg User Fee Schedule

Public Works / Drainage			
Service	Fee Basis	Approved Fee	Proposed 2018 Fees
Curb Cut & Driveway	Per Cut	\$ 50.00	
Lawyers Inquiries (orders on residential /commercial/industrial property for buyers)	Per Inquiry	\$ 75.00	
Water Meter Fee	3/4" Permit/Water Meter Fee	\$ 470.00	
Water Meter Fee	1" Permit/Water Meter Fee	\$ 560.00	
Water Meter Fee	1 1/2" Permit/Water Meter Fee	\$ 1,020.00	
Water Meter Fee	2" Permit/Water Meter Fee	\$ 1,135.00	
Disconnection /Removal of Water Service	Per disconnection	\$ 2,000.00	
Water Meter Testing for Customer	Per test	\$ 250.00	
Hydrant Valve Installation & Removal Fee	Per Inspection	\$ 125.00	
Hydrant Water Usage Fee	per usage	current water rate	
Overstrength Sewage Treatment – Amherstburg Wastewater Treatment Plant	per kg	based on previous years actuals	
New Water Service Connections	3/4" Water Service	\$ 2,750.00	
New Water Service Connections	1" Water Service	\$ 2,950.00	
New Water Service Connections	1 1/2" & 2" Water Service	at cost	
After Hours Water Shut Off/ON	per service	\$ 175.00	
Street Sweeper - Cleaning Roads	per hour		\$ 200.00
Street Sweeper - Hydroexcavation	per hour		\$ 250.00
Backhoe w/ Operator	per hour		\$ 90.00
Dump Truck w/ Operator	per hour		\$ 80.00
Right Of Way Permit	per permit		\$ 200.00
Right Of Way Permit Indemity Deposit	per permit/deposit		\$ 1,000.00
Hoarding Permit	per day		\$ 200.00
Hoarding Permit *longer than 1 day*	per permit		\$ 200.00
Hoarding Permit *longer than 1 day*	square foot/per calendar month/ min \$50.00		\$ 0.75
Hoarding Permit Indemity Deposit	per permit/deposit		\$ 1,000.00

**THE CORPORATION OF THE TOWN OF AMHERSTBURG**

**BY-LAW NO. 2017-96**

**By-law to permit the Town of Amherstburg to impose fees or charges with respect to services or activities provided, related costs payable, and for the use of its property**

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**WHEREAS** the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may pass by-laws imposing fees or charges on any class or persons;

**AND WHEREAS** the Building Code Act, 1992, S.O. 1992, c. 23, as amended provides that a municipality may pass by-laws imposing fees and charges;

**AND WHEREAS** the Planning Act, R.S.O. 1990, c. P.13, as amended, provides that a municipality may pass by-laws imposing tariffs, fees and charges.

**NOW THEREFORE** the Council of the Corporation of the Town of Amherstburg enacts as follows:

1. THAT the rates and service charges, as outlined in Schedule "A" attached hereto and forming part of this By-law.
2. THAT such services and activities will not be provided until payment of the appropriate fee or charge has been received.
3. THAT payment of any fee or charge in this By-law shall be in Canadian currency.
4. THAT some rates and service charges are subject to applicable sales tax.
5. THAT By-law 2017-25 is hereby repealed.

THIS by-law shall come into full force and effect on January 1<sup>st</sup>, 2018

Read a first, second and third time this 11<sup>th</sup> day of December, 2017.

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MAYOR- Aldo DiCarlo

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CLERK – Paula Parker

## Town of Amherstburg User Fee Schedule

### Administrative Services

Service	Fee Basis	Approved Fee
Photocopies	Per Copy	\$ 0.30
Pins	Per Pin	\$ 0.75
Town Spoon	Per Spoon	\$ 5.00
Flags	Per Flag	\$ 75.00
2 x 3 Street Maps	Per Map	\$ 10.00

### Clerk's Department

Commissionaire of Oaths/Witness Signature (Non Municipal Documents) Residents (Pension Documents Excluded)	Per Document	\$ 10.00
Commissionaire of Oaths/Witness Signature (Non Municipal Documents) Non Residents (Pension Documents Excluded)	Per Document	\$ 15.00
MFFIPA Application	Per	\$ 5.00
MFFIPA Other		As per Ontario Regulation 823
Transfer of Electronic Documents (USB, Email)	per	\$ 10.00
Integrity Commissioner Filing fee	per	\$ 125.00
Election Nomination Fee - Mayor	per	\$ 200.00
Election Nomination Fee - Deputy Mayor/Councillor	per	\$ 100.00
Copies of recorded council meeting	Per CD	\$ 10.00
Administrative Charge for subrogated third party damages	per	\$ 100.00

**Licensing & Enforcement Department**

<b>Service</b>	<b>Fee Basis</b>	<b>Approved Fee</b>
Auctioneer	Per Licence	\$ 78.00
Lotteries/Bingos/Raffles	Per Licence	Legislated at 3%
Carnivals, Fairs/Midways	Per Licence	\$ 150.00
Circuses	Per Licence	\$ 150.00
Concerts	Per Licence	\$ 150.00
Driving Schools	Per Licence	\$ 150.00
Festivals	Per Licence	\$ 150.00
Flea Markets	Per Licence	\$ 150.00
Hawkers and Peddlers	Per Licence	\$ 78.00
Horse Drawn Carriage Owners Drivers	Per Licence	\$ 78.00
Limousine Driver	Per Licence	\$ 78.00
Limousine Owner	Per Licence	\$ 78.00
Pedi cabs Owners/Drivers	Per Licence	\$ 78.00
Petting Zoos	Per Licence	\$ 150.00
Portable Sign Contractors	Per Licence	\$ 100.00
Produce Vendors	Per Licence	\$ 150.00
Refreshment Vehicles (All Classes)	Per Licence	\$ 78.00
Second Hand Shops	Per Licence	\$ 200.00
Special Event Sales	Per Licence	\$ 78.00
Taxicab Broker	Per Licence	\$ 75.00
Taxicab Driver	Per Licence	\$ 60.00
Taxicab Owner	Per Licence	\$ 70.00
Trade Shows	Per Licence	\$ 150.00
Amusement Arcades	Per Licence	\$ 200.00
Automobile Body Repair Shops	Per Licence	\$ 200.00
Barbershops	Per Licence	\$ 200.00
Beauty Salons	Per Licence	\$ 200.00
Bed and Breakfasts	Per Licence	\$ 200.00
Bingo Halls	Per Licence	\$ 200.00
Boarding/Lodging/Rooming Houses	Per Licence	\$ 200.00
Body piercing parlours	Per Licence	\$ 200.00
Bowling Alleys	Per Licence	\$ 200.00
Business Service Establishments	Per Licence	\$ 200.00
Campgrounds/Trailer Parks	Per Licence	\$ 200.00
Caterers	Per Licence	\$ 200.00
Dry Cleaners	Per Licence	\$ 200.00
Florist Shops	Per Licence	\$ 200.00
Food Shops	Per Licence	\$ 200.00
Gas Stations	Per Licence	\$ 200.00

Service	Fee Basis	Approved Fee
Hotels/Motels	Per Licence	\$ 200.00
Indoor Recreational Establishments	Per Licence	\$ 200.00
Office (General, Business, Service)	Per Licence	\$ 200.00
Pet Groomers	Per Licence	\$ 200.00
Pet Shops	Per Licence	\$ 200.00
Public Halls (all classes)	Per Licence	\$ 200.00
Race Tracks	Per Licence	\$ 150.00
Restaurants	Per Licence	\$ 200.00
Retail Store	Per Licence	\$ 200.00
Snack Bars	Per Licence	\$ 200.00
Swimming Pools	Per Licence	\$ 200.00
Tattoo parlours	Per Licence	\$ 200.00
Theatres	Per Licence	\$ 200.00
Wrecking Yards	Per Licence	\$ 200.00
Adult Book/Magazine Sales	Per Licence	\$ 100.00
Adult Entertainment Attendants	Per Licence	\$ 78.00
Adult Entertainment Parlours	Per Licence	\$ 200.00
Adult Merchandise Sales	Per Licence	\$ 200.00
Adult Videotape Sales/Rental	Per Licence	\$ 200.00
Marriage Licences	Per Licence	\$ 117.00
Civil Marriage Ceremony during regular business hours	Per Ceremony	\$ 250.00
Civil Marriage Ceremony after regular business hours/weekends	Per Ceremony	\$ 350.00
Civil Marriage Ceremony off site mileage cost	Per KM	per Canada Revenue rate
Civil Marriage Ceremony Cancellation Fee	With 24 hours notice	\$ 62.50
During regular business hours Civil Marriage Ceremony Cancellation Fee	Without 24 hours notice	\$ 125.00
After regular business hours/weekends Civil Marriage Ceremony Cancellation Fee	Without 24 hours notice	\$ 175.00
Liquor Licence Application Processing	Per Application	\$ 50.00
Application for Noise Exemption	Per Application	\$ 50.00
Death Registration	Per	\$ 15.00
Dog Licence	Per Spayed / Neutered Dog	\$ 15.00
Dog Licence	Per Unspayed / un-neutered Dog	\$ 25.00
Late Fee - Dog Tag -After April 30	Per	\$ 10.00
Application for Fence Variance	Per	\$ 50.00



Service	Fee Basis	Approved Fee
Fence Viewing	Per	\$ 400.00
Appear before Property Standards Committee		\$ 100.00
Property Standards Order	Per	\$ 100.00
Property Standards Order Reinspection	Per	\$ 100.00
Register Property Standards Order on Title	Per	\$50 + Cost of Registration
By-law Violation - Administrative Fee -Work Completed by the Town	Per	20% of Invoice costs / minimum \$100.00

Finance Department		
Service	Fee Basis	Approved Fee
Adding Charges to Roll	Per Transaction	\$ 100.00
Financing Administrative Fee	Per Property	\$ 100.00
Indemnity Processing Charge	Per Occurrence	\$ 50.00
Misdirected Payment	Per Transaction	\$ 25.00
NSF/Returned Payment Charge	Per Occurrence	\$ 40.00
Refund Charge	Per Occurrence	\$ 25.00
Tax Certificates	Per Certificate	\$ 75.00
Tax Research (For Tax, Accounting or Finance)	Per	\$ 50.00
Tax Sale Registration 2nd Letter	Per	\$ 50.00
Tax Sale Registration Final Letter Before Registration	Per	\$ 50.00
Title Search - 2 years arrear	Per Search	\$ 50.00

## Town of Amherstburg User Fee Schedule

Public Works / Drainage		
Service	Fee Basis	Approved Fee
Curb Cut & Driveway	Per Cut	\$ 50.00
Lawyers Inquiries (orders on residential /commercial/industrial property for buyers)	Per Inquiry	\$ 75.00
Water Meter Fee	3/4" Permit/Water Meter Fee	\$ 470.00
Water Meter Fee	1" Permit/Water Meter Fee	\$ 560.00
Water Meter Fee	1 1/2" Permit/Water Meter Fee	\$ 1,020.00
Water Meter Fee	2" Permit/Water Meter Fee	\$ 1,135.00
Disconnection /Removal of Water Service	Per disconnection	\$ 2,000.00
Water Meter Testing for Customer	Per test	\$ 250.00
Hydrant Valve Installation & Removal Fee	Per Inspection	\$ 125.00
Hydrant Water Usage Fee	per usage	current water rate
Overstrength Sewage Treatment – Amherstburg Wastewater Treatment Plant	per kg	based on previous years actuals
New Water Service Connections	3/4" Water Service	\$ 2,750.00
New Water Service Connections	1" Water Service	\$ 2,950.00
New Water Service Connections	1 1/2" & 2" Water Service	at cost
After Hours Water Shut Off/ON	per service	\$ 175.00
Street Sweeper - Cleaning Roads	per hour	\$ 200.00
Street Sweeper - Hydroexcavation	per hour	\$ 250.00
Backhoe w/ Operator	per hour	\$ 90.00
Dump Truck w/ Operator	per hour	\$ 80.00
Right Of Way Permit	per permit	\$ 200.00
Right Of Way Permit Indemity Deposit	per permit/deposit	\$ 1,000.00
Hoarding Permit	per day	\$ 200.00
Hoarding Permit *longer than 1 day*	per permit	\$ 200.00
Hoarding Permit *longer than 1 day*	square foot/per calendar month/ \$50.00 min	\$ 0.75
Hoarding Permit Indemity Deposit	per permit/deposit	\$ 1,000.00

GIS Department		
Service	Fee Basis	Approved Fee
8 1/2 x 11 Town core Street map (B & W)	Per Map	\$ 1.00
8 1/2 x 11 Town core Street map (Colour)	Per Map	\$ 1.00
11 x 17 Town core Street map (B & W)	Per Map	\$ 2.00
11 x 17 Town core Street map (Colour)	Per Map	\$ 2.00
8 1/2 x 11 Fenced Area Specified by Customer (B&W) W/Aerial	Per Map	\$ 2.00
8 1/2 x 11 Fenced Area Specified by Customer (Colour) W/Aerial	Per Map	\$ 2.00
11 x 17 Fenced Area Specified by Customer (B&W) W/Aerial	Per Map	\$ 2.00
11 x 17 Fenced Area Specified by Customer (Colour) W/Aerial	Per Map	\$ 4.00
Standard Products - Laser Plots (enlarged on plotter)	Per Sq. Ft.	\$ 2.50
Custom Mapping	Per Hour	\$ 32.50

Fire Services		
Service	Fee Basis	Approved Fee
Fire Search (Lawyer Letter)	Per Search	\$ 80.00
Fire Report (No Investigation)	Per Report	\$ 80.00
Fire Report (Investigation)	Per Report	\$ 250.00
Inspection with Fire Code Deficiencies	Per Hour	\$ 80.00
Re-Inspection after Notice of Violation	Per Hour	\$ 80.00
Request Inspection (letter required)	Per Hour	\$ 80.00
Firework Application and Review	Per Hour	\$ 80.00
Fire Safety Plan Review	Per Hour	\$ 80.00
Lockbox Program	One Time Fee	\$ 80.00
MVA Response to Non Resident Vehicles	Per hour/Per truck	\$ 450.00
Smoke Alarm Installation	Per Smoke Alarm	\$ 40.00
Risk & Safety Management Level 1 Propane	Per Hour	\$ 80.00
Risk & Safety Management Level 2 Propane	Per Hour	\$ 80.00
Open Burn - Duty Officer Response	per Officer	\$ 225.00
Open Burn	Per Call (5 or less Firefighters)	\$ 450.00
Open Burn	Per Call ( 6 or more Firefighters)	\$ 900.00
Assistance for Private Standby Beyond Normal Fire Protection	Per hour/Per truck	\$ 450.00
Annual Business License Inspection	Per Hour	\$ 80.00
False Alarm (After 3 Occurrences in 12 month period)	Per truck	\$ 450.00
Emergency Response-Fire Department	per hour/per truck	*Current MTO rate
Emergency Response-Fire Department	personnel per hour/personnel per call	**Current rate
	Any other costs associated with the response of each and every call	
<p>* Current MTO rate will be determined by the Clerk as per the Ministry of Transportation rate at the date of invoice</p> <p>**Current personnel per hour and per call rates will be determined based on the hourly rate of FT firefighter and volunteer per call rates at the date of invoice.</p>		

Planning Department		
Service	Fee Basis	Approved Fee
Application to Amend the Official Plan	Deposit	\$ 2,000.00
Application to Amend Zoning By-law	Deposit	\$ 2,000.00
Application to Amend Zoning By-law to A-36	Deposit	\$ 1,000.00
Consideration of an Application to the County of Essex for Approval of a Plan of Subdivision	Deposit	\$ 2,000.00
Application for the Approval of Site Plans & Site Plan Agreement for New Development within Designated Site Plan Control Area	Deposit	\$ 2,000.00
Consideration of an Application to the County of Essex for Approval of a Plan of Condominium	Deposit	\$ 2,000.00
Consideration of an Application for Conversion, Demolition, Renovation or Repair, or Severance Under the Rental Housing Protection Act	Deposit	\$ 2,000.00
Part Lot Control By-law	Deposit	\$ 1,000.00
Holding (H) Removal By-law	Deposit	\$ 1,000.00
<p><i>With respect to Application to amend the Official Plan, Application to amend the Zoning By-law, consideration of an Application to the Minister of Municipal Affairs and Housing for approval of a Plan of Subdivision, an application for the Approval of Site Plans and a Site Plan Agreement for new Development within a Designated Site Plan Control area, consideration of an Application to the Minister of Municipal Affairs and Housing for Approval of Plan of Condominium, consideration of an Application for Conversion, Demolition, Renovation or Repair, or Severance under the Rental Housing Protection Act, Part Lot Control By-law, Holding (H) Removal By-law if the costs of the Municipality for processing the subject planning applications exceed the amount of the deposit, the applicant shall promptly pay to the Town of Amherstburg, such excess amount upon receipt of an invoice therefore from the Town; and if the costs of the Municipality for processing the subject applications are less than the amount of the deposit, the Town shall promptly pay to the applicant the difference.</i></p>		

Service	Fee Basis	Approved Fee
Application for Consent to Sever Land	Fee	\$ 500.00
Application for a Minor Variance or Permission to Enlarge, Extend or Alter the Use of a Legal Non-conforming Use	Fee	\$ 500.00
Certificate of Validation	Fee	\$ 250.00
Copy of Official Plan or Zoning Bylaw	Per Copy	\$ 50.00
Applicant Driven Deferrals of Planning Act Applications	Per	\$ 115.00
Special Hearing at Request of Applicant	Per	\$ 375.00
ERCA Development Review Fee Minor Variance	Per	\$ 115.00
ERCA Development Review Fee Consents	Per	\$ 200.00
ERCA Development Review Fee Subdivisions/Major OPA or ZBA	Per	\$ 300.00
ERCA Development Review Fee Site Plan Control, Minor OPA or ZBA	Per	\$ 200.00
Planning Letter	Per Inquiry	\$ 75.00

Building Department		
Service	Fee Basis	Approved Fee
<b>Part 1 -A minimum fee of \$50.00 is required for all applications</b>		
Residential Group "C" - Finished Area above entrance level	per Sq Ft	\$ 1.00
Residential Group "C" - Finished Area below entrance level	per Sq Ft	\$ 0.75
Industrial Division F1, F2, F3 as set forth under the Ontario Building Code	per Sq Ft	\$ 1.00
Institutional or Group "B"	per Sq Ft	\$ 1.00
Commercial or Group D & E	per Sq Ft	
<u>Assembly or Group A Division 1,2,3 &amp; 4</u>	per Sq Ft	
Residential Garages, Carports, Sheds, Open Roofless Decks	per	\$ 150.00
Residential Swimming pools	per	\$ 100.00
Finished Residential Basements/Attics	per Sq Ft	\$ 0.75
Change of Use Permit	per	\$ 120.00
Projects not specifically listed above including: additions, porches, canopies, retaining walls, fireplaces, renovations, building repairs authorized under Property Standards By-law, machine bases, greenhouses and any other structure or project not listed or classified elsewhere	per permit	12.00 per \$1000 or part thereof construction value up to \$10,000,000 \$1.50 per \$1000 construction value Minimum 100.00 - %15 increase
Tents and other short term temporary structures:		
(a) Large Tent requiring an Engineer's design	per permit	\$ 100.00
(b) Small Tents	per permit	\$ 50.00



Service	Fee Basis	Approved Fee
Demolitions Residential Part 9	per permit	\$ 100.00
Demolitions Non-Residential	per permit	\$ 800.00
Demolitions Buildings Exceeding 10,000 sq. ft.	per permit	\$ 1,000.00
Projects commenced prior to permit application being filed with the Building Department	per permit	2 times cost of applicable permit
Farm Buildings as defined in Ontario Building Code Section 1.1.3.2 Up to 10,000 sq. ft floor area	per permit	\$ 500.00
Farm Buildings as defined in Ontario Building Code Section 1.1.3.2 over 10,000 sq. ft floor area	per permit/per sq. ft.	.10 per square foot
Permanent Signs	per sign face	\$ 100.00
Portable Signs - renewed annually	per sign/per year	\$ 100.00
<b>Part 2 - Plumbing Permit Fees</b>		
P-1 Residential Buildings under Part 9 of the Ontario Building Code	per dwelling unit or tenant space	\$ 125.00
P-2 Residential Building under Part 3 of the Ontario Building Code	per unit	\$125 for the 1st unit or suite and \$75.00 for each additional unit or suite
P-3 Other types of buildings not specifically listed in P-1 or P-2	per	\$100.00 + \$12.50 per fixture
Backflow preventor	per	\$ 75.00
Each additional backflow preventor	per	\$ 10.00
<i>The construction, repair, renewal or alteration of a building drain and/or building storm drain as follows:</i>		
Each 15 metres (50 feet) or fraction thereof	per	\$ 9.00
Installation of additional fixtures or appliances prior to the completion of plumbing work covered by a previous permit	per fixture as defined under Section 7 of the OBC	\$ 5.00
Minimum plumbing permit fee	per permit	\$ 125.00

Service	Fee Basis	Approved Fee
<b><u>PART 3 -SEWER FEES</u></b>		
<i>Installation of new sanitary or storm sewer piping for a single family dwelling:</i>		
Sanitary Sewer	per permit	\$ 100.00
Storm Sewer	per permit	\$ 100.00
<i>Drainage piping and storm drainage piping not within a building, excluding grease, oil or sediment interceptor to construct, repair, renew or alter,</i>		
Drainage piping, and/or storm drainage piping servicing any type of building or other than a single family dwelling:	per permit	\$ 100.00
Storm drainage piping servicing land, but not connected to a building:	per permit	\$ 100.00
For each manhole that is connected to drainage piping and/or storm drainage piping	per permit	\$ 100.00
For each catch basin that is connected to storm drainage piping	per permit	\$ 20.00
<b><u>PART 4 - ON SITE PART 8 SEWAGE SYSTEMS</u></b>		
<b><u>Permits</u></b>		
A minimum permit fee is required for all applications	per permit	\$ 125.00
The decommissioning of septic systems and installing new lateral sanitary sewers	per permit	\$ 250.00
<i>There shall be no fee for the construction of not more than 5 feet of drainage piping from building to septic tank</i>		
New systems or replacement systems (raised bed/trench system)	per permit	\$ 750.00
Tertiary System:	per permit	\$ 850.00
Tank Replacement only	per permit	\$ 300.00
Holding Tank	per permit	\$ 800.00
Septic Repairs (Property Standards)	per	\$ 150.00
Septic Inspections (condition of severance)	per	\$ 150.00
<b><u>Reviews and Assessments</u></b>		
Subdivision (per lot)	per	\$ 150.00
Severance application	per	\$ 150.00
Minor Variance	per	\$ 150.00
Building Addition/Alteration	per	\$ 200.00
Property Inquiries	per	\$ 100.00

Service	Fee Basis	Approved Fee
<b>PART 5 - WATER SERVICE PIPING BEYOND THE BUILDING CONTROL VALVE</b>		
<i>Installation to extend, alter, reconstruct or install water service piping serving more than one building upstream of the water meter of building control valve.</i>		
Install water service piping serving more than one building	per permit	\$ 100.00
<b>PART 6 - SPECIAL FEES</b>		
<b><u>FEES FOR ADDITIONAL INSPECTIONS</u></b>		
<b><u>Extra Inspections:</u></b>		
For inspections made necessary due to work not ready for inspection following notification	per	\$ 60.00
<b><u>Special Inspections:</u></b>		
Standby inspection	per hour	\$ 60.00
Examination of revised plans	per	\$ 150.00
Inspection outside of normal working hours	per hour- minimum of 2 hours	\$ 100.00
Building Letter	per	\$ 75.00
<b>AMOUNT OF PERMIT FEES WHICH WILL BE RETAINED WHERE THE OWNER APPLIES FOR A REFUND OF THE SAID FEES:</b>		
<i>The conditions set out below related to the refund of building permit fees for various situations and the applicable fees which are to be retained by the Town of Amherstburg</i>		
<b><u>Prior to Permit being Issued</u></b>		
Building Application withdrawn by the owner	per permit	25% of the building permit fee but not less than \$50.00 and not greater than \$1500.00
Permit is not issued by the Chief Building Official	per permit	
Application abandoned	per permit	
<b><u>Permit Issued:</u></b>		
Applicant requests permission to cancel the permit	per permit	50% of the building permit fee but not less than \$150.00
Work does not commence and application for a refund is made within six (6) months of the date of the permit was issued.	per permit	
Work commenced and is abandoned		No refund
Permit Revoked		No refund

Service	Fee Basis	Approved Fee
<b>Indemnity Fees:</b>		
<b>NOTE: EXTRA FEES WITH RESPECT TO EXTRA INSPECTIONS, COMMENCEMENT OF WORK PRIOR TO PERMIT APPLICATION BEING FILED WILL BE DEDUCTED AUTOMATICALLY FROM INDEMNITY FEES:</b>		
Residential	deposit	\$ 1,000.00
Commercial	deposit	\$ 1,000.00
Industrial	deposit	\$ 1,000.00
Institutional	deposit	\$ 1,000.00
Inground Pool	deposit	\$ 1,000.00
Above Ground Pool	deposit	\$ 500.00
Accessory detached buildings accessory to a single family dwelling	deposit	\$ 500.00
Farm buildings	deposit	\$ 500.00
Decks & porches requiring a permit	deposit	\$ 500.00
<p><i>To indemnify the Town from any loss or damage it may sustain by reason of the work carried out under such permit. Upon the completion of all work performed under the said permit, the amount of such indemnity fee shall be returned to the applicant after deductions of the amount of any loss or damage to any property or installations of the Town or any public utility, which loss or damage, in the opinion of the authority having jurisdiction arose out of the performance of such work. Outstanding permit fees will be deducted from the indemnity fee at the time of release. The Municipality will levy a fifty dollar (\$50.00) non-refundable fee to cover costs of the indemnity inspections.</i></p>		

**Parks, Facilities, Recreation and Culture Department**

Service	Fee Basis	Current Fee	January 1, 2018 Fee	September 1, 2018 Fee
<b>ADMINISTRATION FEES</b>				
Security Deposit	per rental	\$ 250.00		
Refunds - (programs and rentals)	per transaction	\$ 15.00	\$ 25.00	
Set - Up / Take Down Rate - Amherstburg Staff	per rental	\$ 20.00	\$ 25.00	
Equipment Rental - Multimedia Station	per rental	\$ -	\$ 20.00	
Equipment Rental - Recreation Equipment	per rental	\$ -	\$ 15.00	
Equipment Rental - Chairs	per chair	\$ -	\$ 1.25	
Equipment Rental - Tables	per table	\$ -	\$ 5.00	
Equipment Rental - Sound System	per rental	\$ -	\$ 20.00	
Banner Appliation Fee	per banner	\$ 100.00	\$ 110.00	
<b>RECREATION ADVERTISING</b>				
Rink Board Advertising (High Visibility) per year	34" x 120"	\$ 800.00		
Rink Board Advertising (Low Visibility) per year	34" x 120"	\$ 600.00		
Mezzanine Ads per year	36" x 72"	\$ 500.00		
Backlit Signs per year	48" x 96"	\$ 1,500.00		
Ice Logo per year	72 sq feet (6' x 12')	\$ 2,500.00		
Goal Rink Advertising per year	34" x 120"	\$ 300.00		
Zamboni Advertising per year	1 machine	\$ 4,500.00		
Municipal Guide - Back Cover	per edition	\$ 400.00		
Municipal Guide - Back Cover	2 editions	\$ 700.00		
Municipal Guide - Inside Front or Inside Back	per edition	\$ 350.00		
Municipal Guide - Inside Front or Inside Back	2 editions	\$ 650.00		
Municipal Guide - Full Page	per edition	\$ 275.00		
Municipal Guide - Full Page	2 editions	\$ 500.00		
Municipal Guide - Half Page	per edition	\$ 200.00		
Municipal Guide - Half Page	2 editions	\$ 350.00		
Municipal Guide - Quarter Page	per edition	\$ 150.00		
Municipal Guide - Quarter Page	2 editions	\$ 275.00		
Municipal Guide - Business Card Size	per edition	\$ 100.00		
Municipal Guide - Business Card Size	2 editions	\$ 175.00		
Electronic Advertising - Libro Credit Union Centre (1 month)	1 month	\$ 40.00		
Electronic Advertising - Libro Credit Union Centre (3 months)	per month	\$ 32.00		
Electronic Advertising - Libro Credit Union Centre (6 months)	per month	\$ 30.77		
Electronic Advertising - Libro Credit Union Centre (12 months)	per month	\$ 29.63		
Electronic Advertising - Town Hall (1 month)	1 month	\$ 20.00		
Electronic Advertising - Town Hall (3 months)	per month	\$ 16.00		
Electronic Advertising - Town Hall (6 months)	per month	\$ 15.38		
Electronic Advertising - Town Hall (1 months)	per month	\$ 14.81		
Electronic Advertising - Libro Centre & Town Hall (1 month)	1 month	\$ 50.00		
Electronic Advertising - Libro Centre & Town Hall (3 months)	per month	\$ 37.50		
Electronic Advertising - Libro Centre & Town Hall (6 months)	per month	\$ 35.00		
Electronic Advertising - Libro Centre & Town Hall (12 months)	per month	\$ 32.50		
<b>** Administration has ability to negotiate price for multiple advertising opportunities</b>				
<b>AMHERSTBURG INDOOR RECREATION FACILITIES FEES</b>				
<b>Ice Time</b>				
Capital Surcharge	per hour	\$ -		\$ 6.00
Prime Time Rental	per hour	\$ 165.10		\$ 167.84
Non-Prime Time Rental	per hour	\$ 144.08		\$ 146.47
Off-Off Prime Time Rental	per hour	\$ 59.84		\$ 60.83
Local Minor Sports Association Prime Time Rental	per hour	\$ 162.50		\$ 165.20
Local Minor Sports Association Non-Prime Time Rental	per hour	\$ 141.81		\$ 144.16
Goalie Pad	per hour	\$ 35.27		\$ 35.86
Public Skating - General (per person)	per person	\$ 3.00		
Public Skating - General (per family)	Max of 5	\$ 8.00		
Senior Public Skate	per person	\$ 4.42		
Parent & Tots (per person)	per person	\$ 3.00		
Hockey / Figure Skating drop-in	per person	\$ 8.00		

Service	Fee Basis	Current Fee	January 1, 2018 Fee	September 1, 2018 Fee
<b>Dry Floor Time</b>				
Capital Surcharge	per hour	\$ -		\$ 6.00
Arena Floor Rental Prime Time	per hour	\$ 59.84	\$ 60.83	
Arena Floor Rental Non-Prime	per hour	\$ 55.24	\$ 56.16	
**Show/Sale (in advance) per day	per day	\$ 500.00	\$ 508.30	
<b>Indoor Soccer Field</b>				
Capital Surcharge	per hour	\$ -		\$ 6.00
Prime Time Rental	per hour	\$ 113.49		\$ 115.37
Non-Prime Time Rental	per hour	\$ 104.04		\$ 105.77
Local Minor Sports Association Prime	per hour	\$ 111.70		\$ 113.55
Local Minor Sports Association Non-Prime	per hour	\$ 102.40		\$ 104.10
Youth - Drop-in Soccer	per hour	\$ 3.00		
Adult - Drop-in Soccer	per hour	\$ 7.08		
Adult - Drop-in Baseball	per hour	\$ 7.08		
<b>Multi Purpose Room Upstairs in Arena (Small room)</b>				
Capital Surcharge	per hour	\$ -		\$ 3.00
Prime Time Rental	per hour	\$ 23.01		\$ 23.39
Non -Prime Time Rental	per hour	\$ 18.42		\$ 18.73
Local Minor Sports Association Prime Time Rental	per hour	\$ 22.65		\$ 23.03
Local Minor Sports Association Non-Prime Time Rental	per hour	\$ 18.13		\$ 18.43
Weekend - Daily Alcohol & Non-Alcohol - Half Day ( 4 hours)	per event	\$ 230.17		\$ 233.99
Weekend - Daily Alcohol & Non-Alcohol - Full Day ( 8 hours)	per event	\$ 414.31		\$ 421.19
<b>Board Room In Arena (Office Area)</b>				
All Hours	N/A	N/A		
<b>Leasing Space/Essex Power Energy Zone</b>				
Capital Surcharge	per hour	\$ -		\$ 3.00
Prime Time Rental	per hour	\$ 36.25		\$ 36.85
Non -Prime Time Rental	per hour	\$ 27.19		\$ 27.64
<b>Community Room</b>				
Capital Surcharge	per hour	\$ -		\$ 3.00
Prime Time Rental	per hour	\$ 46.03		\$ 46.79
Non -Prime Time Rental	per hour	\$ 36.83		\$ 37.44
Kitchen - Prime or Non-Prime	per hour	\$ 18.41		\$ 18.72
Weekend - Daily Alcohol & Non-Alcohol - Half Day ( 4 hours)	per event	\$ 230.17		\$ 233.99
Weekend - Daily Alcohol & Non-Alcohol - full Day ( 8 hours)	per event	\$ 414.31		\$ 421.19
** Kitchen included in half day and full day rentals				

Service	Fee Basis	Current Fee	January 1, 2018 Fee	September 1, 2018 Fee
<b>AMHERSTBURG OUTDOOR RECREATION FACILITIES FEES</b>				
<b>Pavillion Rentals</b>				
Capital Surcharge	per 2 hours	\$ -		\$ 6.00
Wedding / Special Event	per 2 hours	\$ 69.05		\$ 70.19
<b>** There is no alcohol allowed in KNYP Please refer to KNYP passive By-Law</b>				
<b>Full Park Rentals, Special Events &amp; Equipment</b>				
Capital Surcharge (rentals)	per hour	\$ -		\$ 6.00
Family Reunion/Picnic, etc. (no alcohol)	per rental	\$ 82.86		\$ 84.24
Special Event Park Rental	per rental	\$ 224.78		\$ 228.51
Special Event Road Rental	per rental	\$ 224.78		\$ 228.51
Garbage Barrels	per barrel	\$ 2.00		
Garbage Bags	per 100	\$ 25.00		
Road Barriers	per barrier	\$ 2.00		
Pylons	per pylon	\$ 5.00		
Picnic Table rental	per table	\$ 12.00		
Recycle Bin with wheels	per unit	\$ 25.00		
Recycle Box	per unit	\$ 2.00		
<b>Baseball Diamonds</b>				
Capital Surcharge	per game	\$ -		\$ 6.00
Baseball Diamond	per game	\$ 7.37		\$ 7.49
Local Minor Sports Association Diamond	per game	\$ -		
Baseball Diamond - Libro Credit Union Centre - Un-Lit	per game	\$ 32.23		\$ 32.77
Baseball Diamond - Libro Credit Union Centre - Lit	per game	\$ 52.48		\$ 53.35
Local Minor Sports Association - Libro (Un-lit)	per game	\$ 31.72		\$ 32.25
Local Minor Sports Association - Libro (Lit)	per game	\$ 51.65		\$ 52.51
Baseball Diamond - Half Day ( 4 hours)	per day	\$ 29.46		\$ 29.95
Baseball Diamond - Per Day ( 8 hours)	per day	\$ 58.00		\$ 58.96
Local Minor Baseball Association (T-Ball)	per player	\$ 7.00		
Local Minor Baseball Association	per player	\$ 14.00		
<b>Soccer/Football Field</b>				
Capital Surcharge	per game	\$ -		\$ 6.00
Grass Field	per game	\$ 7.37		\$ 7.49
Local Minor Sports Association - Grass Field	per game	\$ -		
Premier Turf Field - Un-Lit	per game	\$ 32.23		\$ 32.77
Premier Turf Field - Lit	per game	\$ 52.48		\$ 53.35
Local Minor Sports Association - Premier Turf (Un-lit)	per game	\$ 31.72		\$ 32.25
Local Minor Sports Association - Premier Turf (Lit)	per game	\$ 51.65		\$ 52.51
Football Field Grass - Half Day ( 4 hours)	per day	\$ 29.46		\$ 29.95
Football Field Grass- Per Day ( 8 hours)	per day	\$ 58.00		\$ 58.96
Local Minor Sports Association - Football Field Grass (Half Day)	per day	\$ 29.00		\$ 29.48
Local Minor Sports Association - Football Field Grass (Full Day)	per day	\$ 57.09		\$ 58.04
Minor Soccer Association	per player	\$ 14.00		
<b>Tennis Courts</b>				
Single Court	per hour	\$ 3.68	\$ 3.74	
All Courts at location	per day	\$ 9.20	\$ 9.35	
All courts - Half Day ( 4 hours)	4 hours	\$ 27.63	\$ 28.09	
All Courts - Per Day ( 8 hours)	per evening	\$ 55.24	\$ 56.16	
<b>Field and Track Area</b>				
Evening (with alcohol)	per evening	\$ 184.14		
All day( with alcohol)	per day	\$ 368.28		
Private Rental (no alcohol)	per day	\$ 92.07		
<b>(**LCBO Special Occasion Permit is Mandatory along with Insurance Certificate covering days booked**)</b>				

Service	Fee Basis	Current Fee	January 1, 2018 Fee	September 1, 2018 Fee
<b>AMHERSTBURG COMMUNITY PROGRAMMING FEES</b>				
<b>Seasonal Activities and Programs</b>				
Parent & Tot	per class	\$ 6.25		
Pre-School	per class	\$ 6.25		
Youth	per class	\$ 9.00		
Adult	per class	\$ 11.00		
Senior	per drop-in	\$ 5.00		
Children & Youth - Drop In	per drop-in	\$ 8.00		
Adult - Drop - In	per drop-in	\$ 8.00		
<b>Day Camp</b>				
Daily	per day	\$ 25.00	\$ 30.00	
Weekly	per week	\$ 125.00	\$ 130.00	
Specialty Camp	per week	\$ 137.00	\$ 145.00	
Hot Lunch fee	per lunch	\$ 5.00		
<b>Aquatic Season Pass</b>				
Length Swims - Entire Season	season	\$ 50.00		
Public Swim - Per person	season	\$ 40.00		
Family Public Swim	season	\$ 80.00		
<b>Aquatic Drop-Ins</b>				
Pre-School	per swim	\$ 2.25		
Youth	per swim	\$ 2.25		
Adult	per swim	\$ 3.00		
Family	per swim	\$ 8.00		
<b>Swimming Programs</b>				
Parent & Tot	per class	\$ 6.00		
Pre-School	per class	\$ 6.00		
Youth	per class	\$ 6.00		
Private Lessons - one student	per person/30 mins	\$ 20.00		
Private Lessons - two students	per person/30 mins	\$ 15.00		
Private Lessons - three students	per person/30 mins	\$ 11.00		
Private Lessons- four students	per person/30 mins	\$ 11.00		
<i>*Family will include 5 members max. / Youth under 14 years are exempt from HST</i>				



# *Town of Amherstburg*



## *2018 Capital Budget*

### 2018 Capital Budget Introduction

The recommended 2018 Capital Budget for the Town of Amherstburg provides significant capital investment in municipal infrastructure totaling \$5,062,130.

This investment was achieved by augmenting the contribution of operation funds to capital revenue. This is a continued step forward in realizing “the pay as you go” philosophy and self-funding the Town’s capital program. In the past, the Town relied on grant and debt funding to complete capital projects. This practice led to unacceptable amounts of long term debt for the Town and a reduced level of resident confidence in the Town’s financial outlook. Council and Administration have made tremendous strides to address these issues going forward.

In 2017, Council pre-committed the following funding sources for use on ongoing projects:

- 2017 contribution to capital fund for the Second Concession Bridge– \$518,600
- 2017 contribution to capital fund for Sidewalk Replacement -\$93,000
- 2017 contribution from the AODA Reserve, towards the sidewalk on Sandwich Street from Season to Lowes Side Road-\$35,00

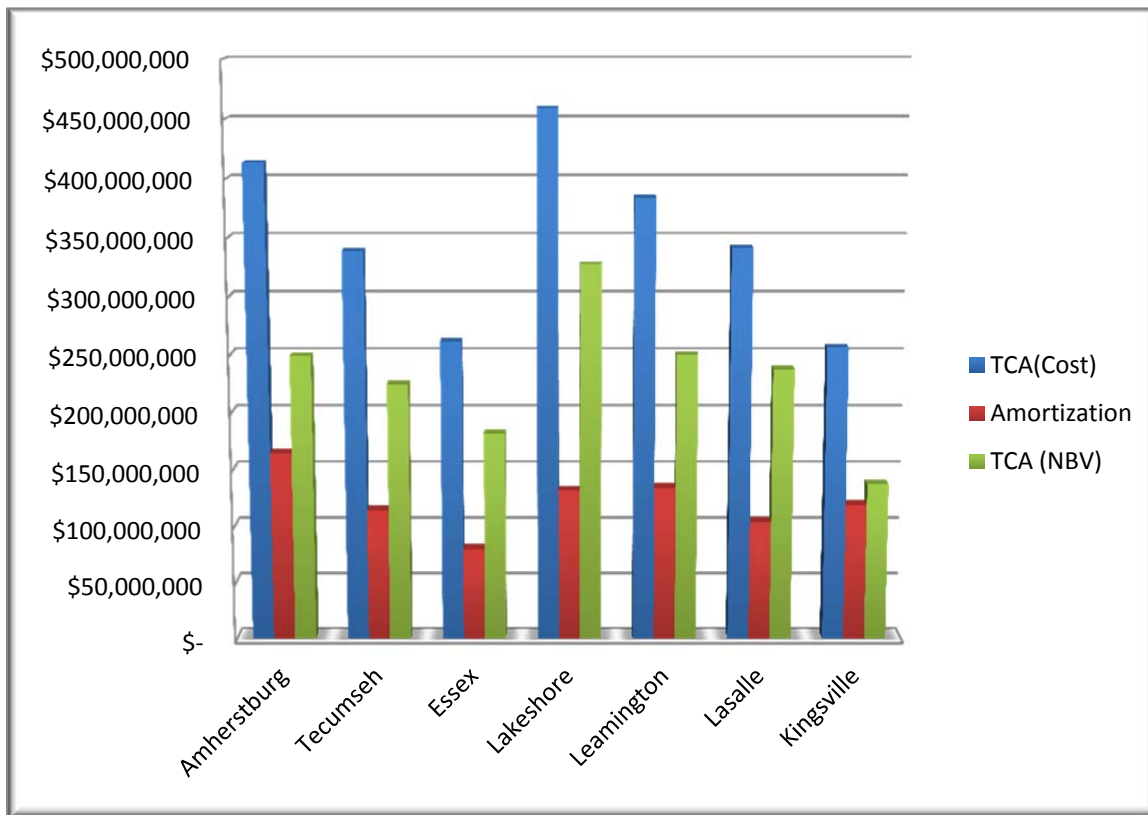
\$4,415,530 remains to be allocated as a result of the pre-commitments made to the 2018 capital budget.

**2018 Capital Budget important factors**

Based on audited 2016 Financial Statements of neighboring municipalities, the Town of Amherstburg has the highest per resident investment in infrastructure, as illustrated by the following table:

Assets Per Capita (December 31, 2016)	TCA(COST)	TCA(NBV)	Population (Stats Can 2016)	Assets Per Capita (COST)	Assets Per Capita (NBV)
Town of Amherstburg	\$413,417,801	\$249,018,630	21,936	\$18,846	\$11,352
Town of Tecumseh (2015)	\$339,031,907	\$224,696,121	23,229	\$14,595	\$9,673
Town of Essex(2015)	\$261,380,983	\$181,714,095	20,427	\$12,796	\$8,896
Municipality of Lakeshore	\$459,499,140	\$327,668,738	36,611	\$12,551	\$8,950
Municipality of Leamington	\$384,378,783	\$250,026,611	27,595	\$13,929	\$9,061
Town of LaSalle (2015)	\$341,653,437	\$237,524,933	30,180	\$11,321	\$7,870
Town of Kingsville	\$256,359,545	\$137,334,512	21,552	\$11,895	\$6,372

The following graph illustrates the total assets cost, amortization and netbook value in the region:

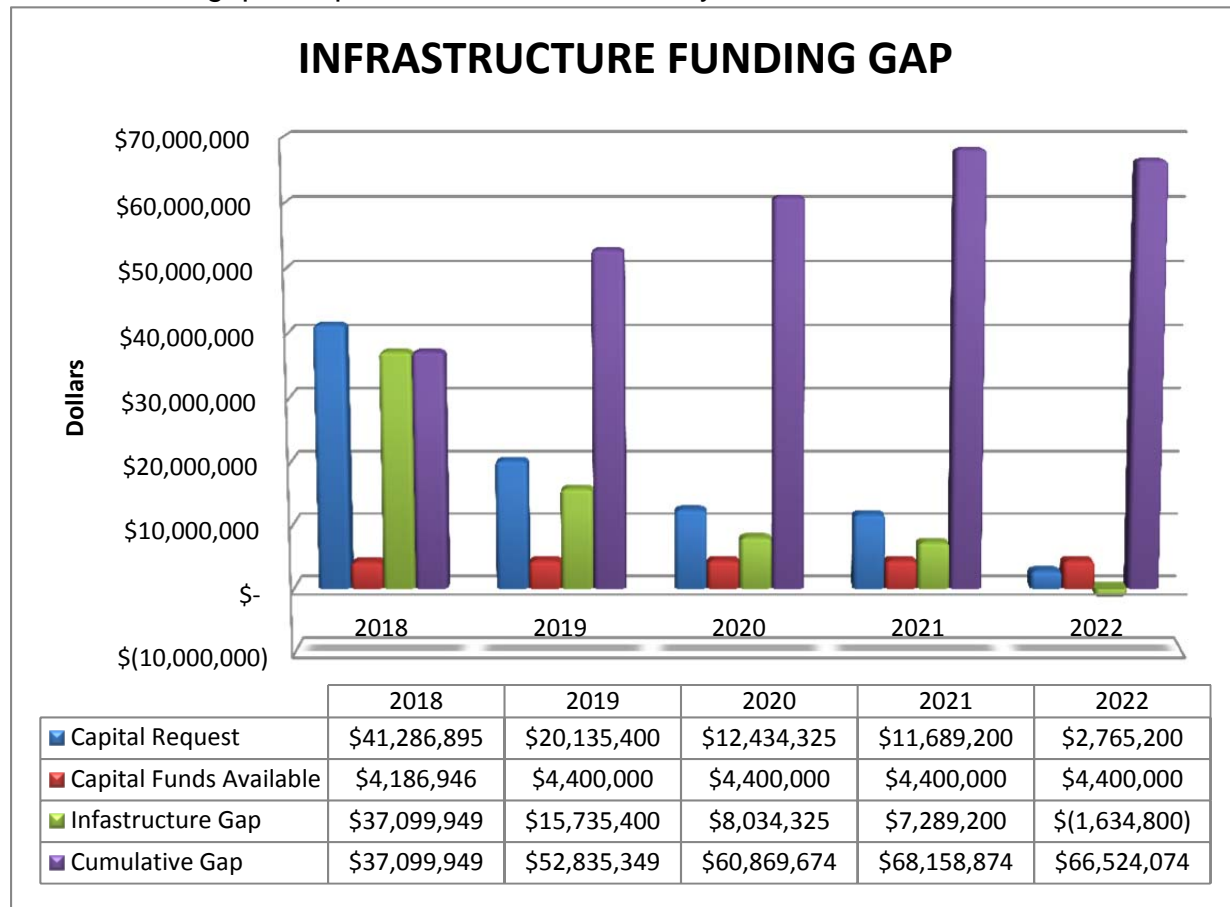


The following is both good and bad news for our Municipality. It means the Town has the highest amount of infrastructure for citizens to enjoy, however it also means in the future, the Town has the highest amount of infrastructure to replace. Currently, the Town's assets have the highest amount of amortization in the region, (\$30,000,000 more than the next closest) which means our replacement should be taking place faster than our peers. This is not the case due to our limited funding.

The difference between the capital needs of a municipality and that which the municipality can afford, is called the infrastructure funding gap. The best way for a municipality to guard itself against the growing infrastructure gap is by planning to have significant amounts of reserves, as well as a significant self-funding infrastructure program.

The Town of Amherstburg suffers from annual infrastructure funding gaps, due to the fact that project costs and needs surpass the amount of project funds available. Without significant reserve funds, as mentioned above, it is hard for the Town to manage its infrastructure funding gap without increased capital borrowing.

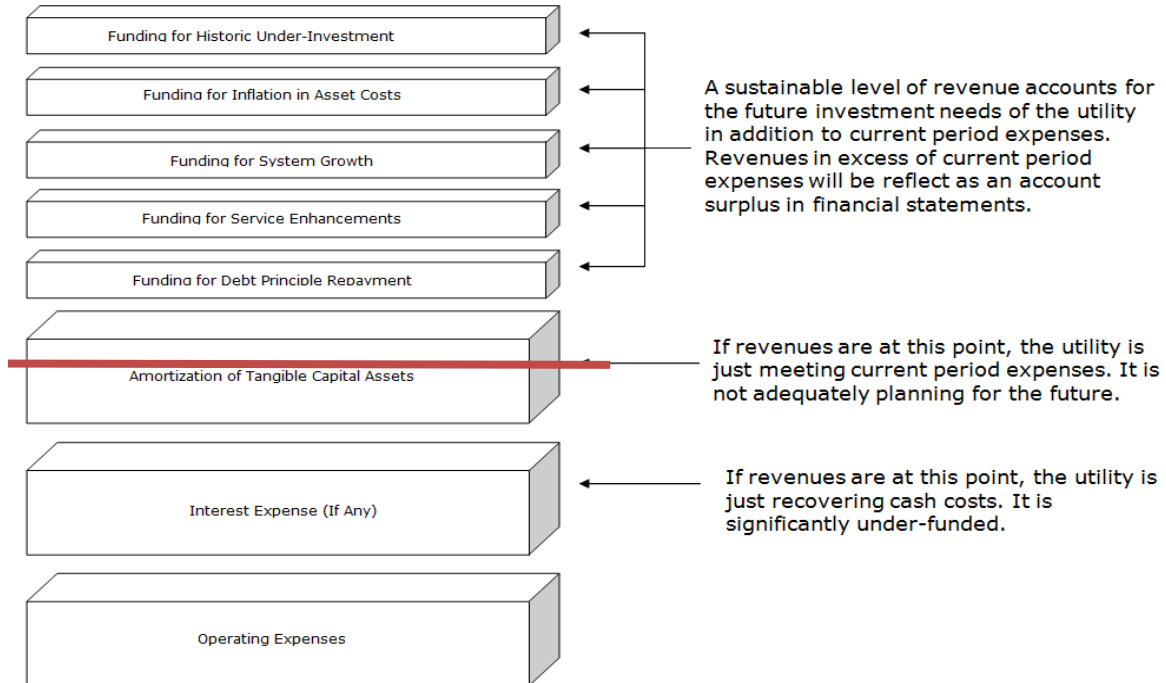
As you will see in the following chart, and upcoming complete capital listing, the Town's projected infrastructure gap over the next 5 years is still significant, as more projects fall into the now category and the construction costs continue to rise. The projected infrastructure gap is expected to be \$66 Million by 2022.



This is based on the data in the Asset Management Plan and represents the best information administration has had to date.

The approved levy's will not deal with the issue entirely, but are much needed to help manage the emergency items. The Town will have to stretch its current infrastructure to the limits and well beyond that of its useful life, and deal with priority and emergency projects, as well as projects that provide operational efficiencies and savings, as they come up.

A complete budget that deals with every fiscal issue a municipality would face is illustrated below:



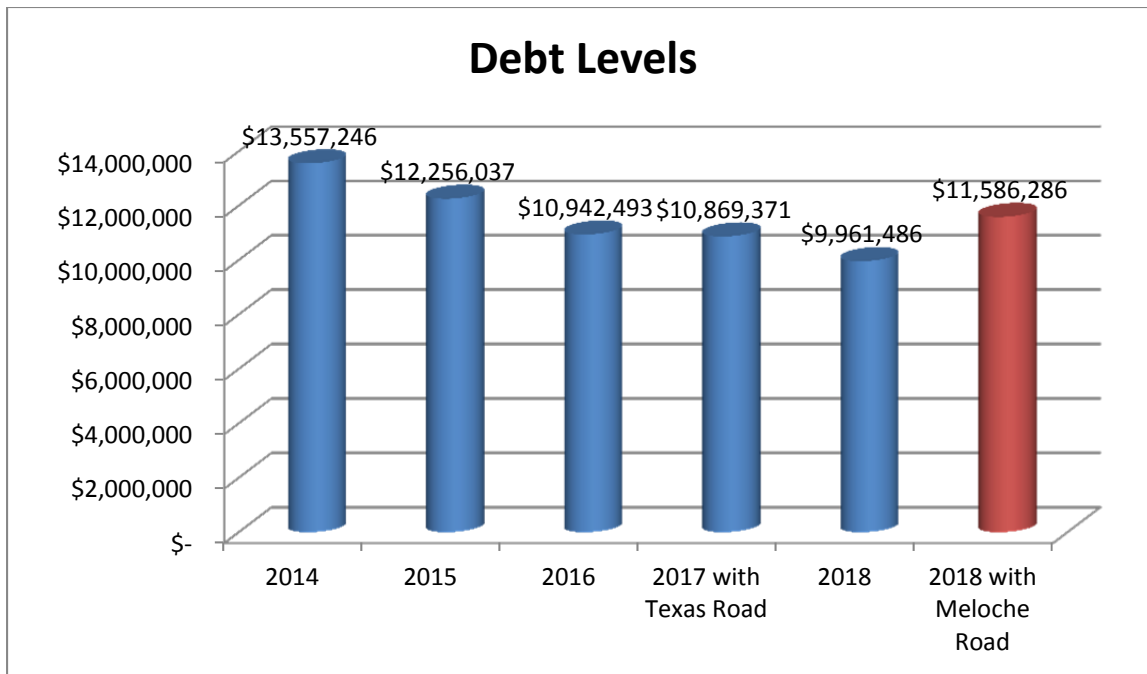
The Town of Amherstburg, much like other municipalities, cannot afford to budget for all of the above as it would be too costly to our residents. The red line indicates the level of items the Town is budgeting for as a municipality, this is an important concept to note as a community. The 2016 Audited Financial Statements of the Town showed amortization of general tax rate capital assets of \$6,865,027. This means the Town's asset value is dropping by that amount each year due to deterioration. In 2018, we have funds of \$5,062,130 which leaves the Town well short of having a full comprehensive plan for dealing with this matter.

**This is the reason Administration strongly supports the Continuation AND INCREASING of the Levy's to help provide this community a more comprehensive plan on dealing with the Capital of the Town.**

**Capital Budget Highlights**

The 2015 & 2016 capital budget took progressive steps in the right direction for the Town of Amherstburg. It was the Town's first steps towards moving away from reliance on heavy debt financing, and more towards a pay as you go model of capital investment. In 2018, the Town continues down that path, funding \$5,062,130 of capital investment with no projected debt.

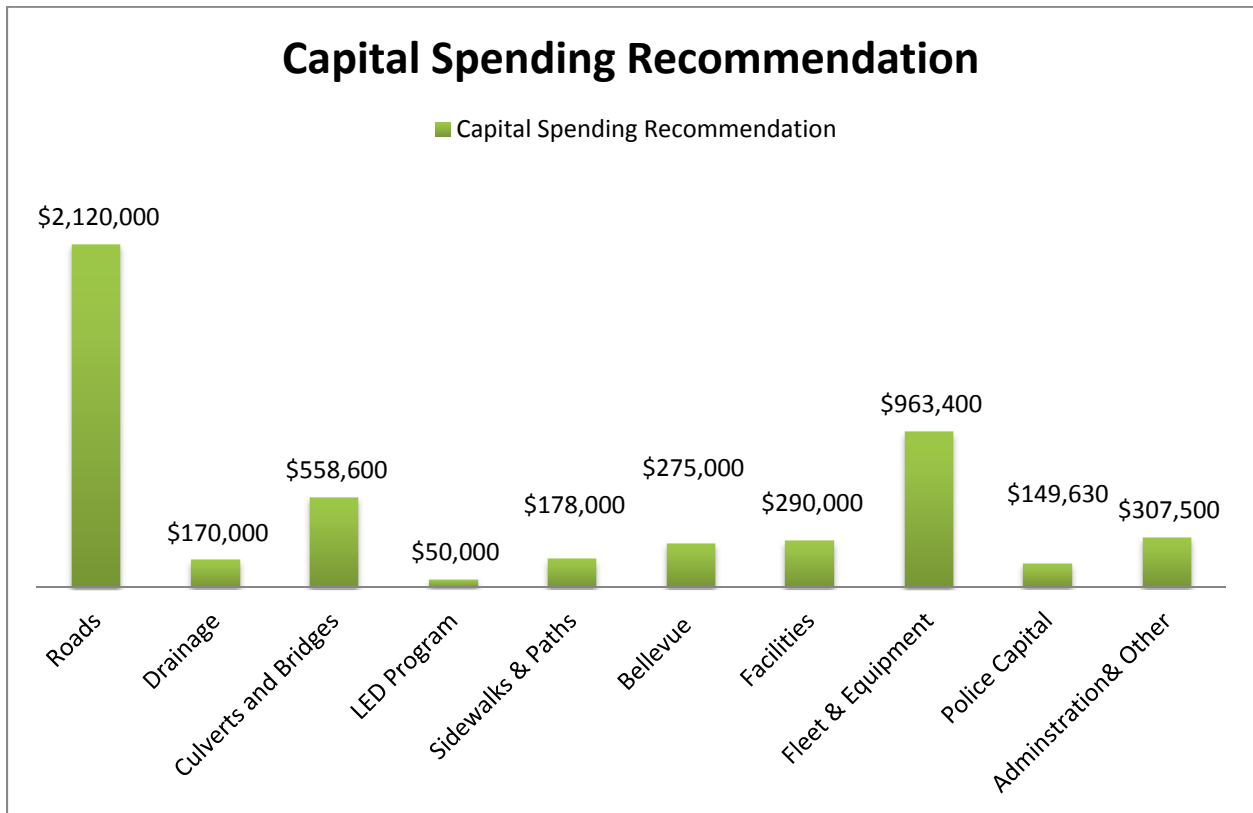
The following illustrates the projected debt levels from the general operations of the Town upon project completion of the capital works in 2018:



\*\*This amount is calculated based on the funding model in the estimates report presented to Council. Actual project final cost may differ and debt levels may change. Council may fund the project with reserves at the end of the project as well, this will be determined at the time of project completion.

**Total Project Breakdown:**

The 2018 Budget is proposing to undertake capital works in the amount of \$5,062,130 the breakdown of infrastructure investment is as follows:



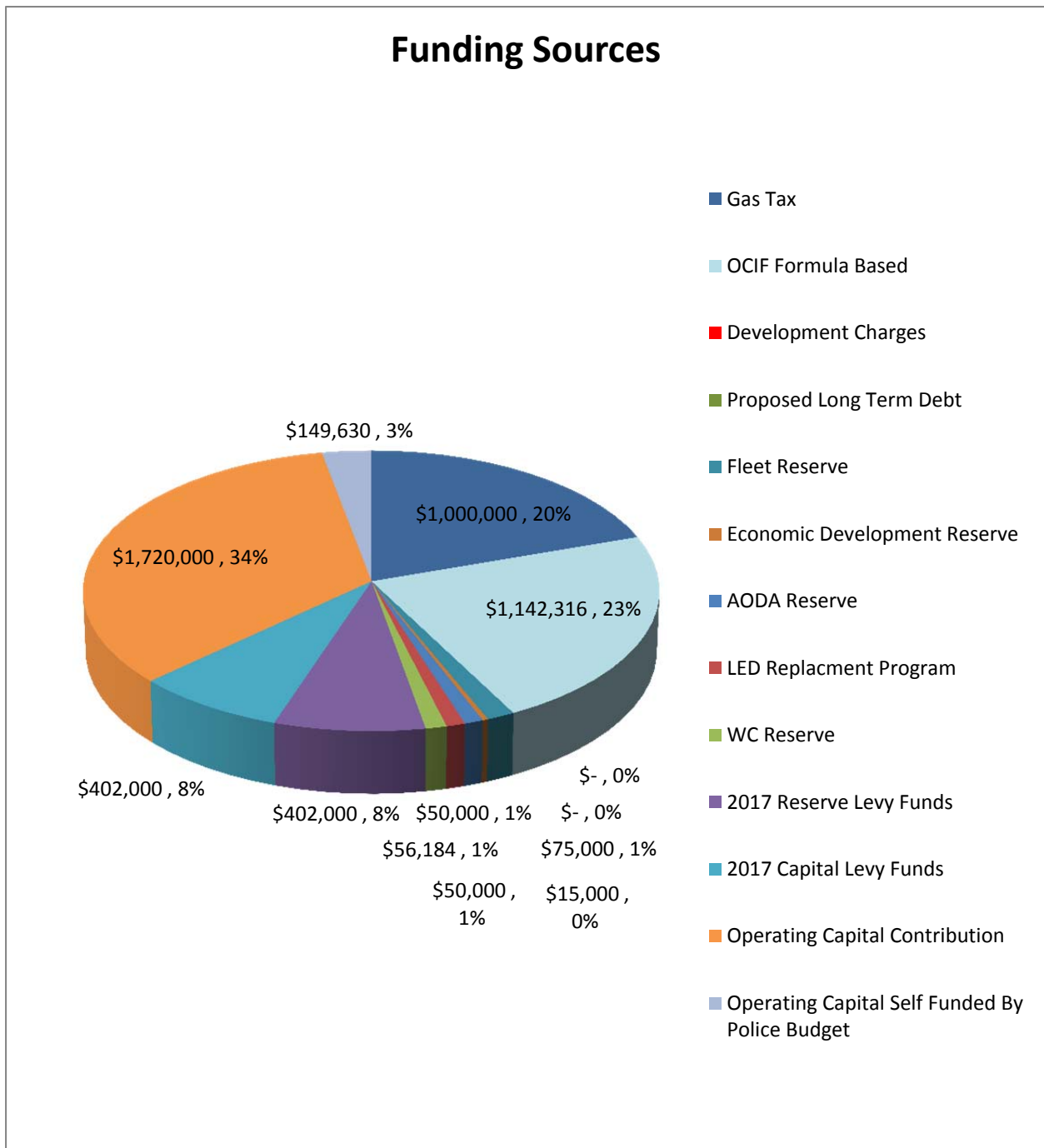
All projects will be funded with 2018 available cash funding. It is very important to note that the majority of the Town’s capital projects are funded by Provincial and Federal Government programs such as Gas Tax, OCIF formula based funding and other grants. These items can be reduced over time as higher levels of government face their own fiscal pressures.

This is all the more reason for the Town to shift from past practices, to a model of self-funding its own capital program. The Town must rely on the community as a whole to manage its capital, and less on Provincial and Federal grants and debt.

In 2018, the Town is now funding \$2,919,814 of its own capital. This is a significant improvement from years previous to 2015. It is important for Council to note that in 2014, there was no amount of self-funding. More importantly it should be noted that prior to 2015 capital projects undertaken by the Town that were not funded by senior levels of government (grants) were undertaken with the issuance of municipal debt financing.



Total Town of Amherstburg capital funding sources for 2018 is as follows:



**2018 Capital Budget Conclusion:**

The 2018 capital budget continues to move forward with an ideology of debt reduction and “pay as you go”. However it is important to note that at the present time the municipality is not in a position to fully self-fund capital works and therefore must use long term debt strategically. The 2018 capital budget presented reflects this philosophy.

### *The Capital Budget Full Scope of Work*

The following 11 pages outline the infrastructure projects that the Town of Amherstburg is contemplating over the next five to ten years. The total scope of work is over \$113 Million from just the operating stream of the town's operations. These 11 pages are a project by project detail of the capital requests Council will consider. For illustrative purposes those projects highlighted in purple are the capital works administration recommends for 2018 based on engineering assessments, as well as priorities outlined brought forward by other Town departments. The report also illustrates the infrastructure gap the Town will need to manage.

During Budget Deliberations the Town will have the Asset Management Program to help Council during the review of capital projects.

It is very important for Council to consider that the infrastructure requests will continue to increase over time while the funding envelope for capital works will be limited. Therefore Council will need to manage capital works decisions in a manner that will maximize community benefit and extend the useful life of municipal assets. Approving projects that will extend the useful life of municipal assets should be considered paramount for Council going forward which strategically will reduce the number of unexpected expenditures.

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
	Proposed Projects 2017													
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
<b>Roads - Information based on 2016 Road Needs Study</b>														
Engineering	Texas Road - Thomas Road to 3rd Concession N. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. Length = 1360 metres. Width = 6.6 metres	385,000	RNS - 1 PCI - 1.6 PGR - 4	Required due to lifecycle renewal. Asphalt has severe alligator cracking and is breaking apart.			385,000	385,000						
Engineering	Creek Road Reconstruction from Meloche Road to County 20. Full reconstruction including 100mm asphalt (This would be determined with borehole investigation) Length = 2820m Width 6.9m	1,700,000	RNS - 2 & 5 PCI - 3.5 & 5.2 PGR - 2 & 6	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			1,700,000	1,400,000	300,000					
Engineering	Pre-Engineering for 2019 projects	50,000		Preengineering allows for more accurate budget estimates and earlier tendering			50,000	50,000						
Engineering	5th Concession North rehabilitation from Alma to County Road 10. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. (This would be determined with borehole investigation) Length = 3680m Width = 6.8m	1,150,000	RNS - 3 & 4 PCI - 4.6 & 5.0 PGR - 7 & 8	Required due to lifecycle renewal.			1,150,000	1,150,000						
Engineering	South Riverview Rehabilitation from Beneteau to the 2nd Concession. Full Reconstruction recommended. 850 metres in length. 6.7m wide.	600,000	RNS - 6 PCI - 6.1 PGR - 3	Required due to lifecycle renewal. Road is breaking apart. Ongoing maintenance costs.			600,000	600,000						
Engineering	Dot Street and Shangrila Street. Asphalt padding and 100mm of new asphalt.	80,000	RNS - 7 & 8 PCI - 6.4 & 6.5	As identified in the Road Needs Study			80,000	80,000						
Engineering	Fryer Street from Richmond to Alma. Recommendation would be a full reconstruction including curb and gutter, storm sewers	1,600,000	RNS - 9, 10 & 91 PCI - 6.9	Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate			1,600,000	1,600,000						
Engineering	McLeod Avenue Rehabilitation from 3rd Concession South to Lakewood Drive. Full reconstruction recommended. 1200 metres in length.	850,000	RNS - 11 PCI - 13.2 PGR - 24	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			850,000	850,000						
Engineering	St. Therese Subdivision Resurfacing. Resurfacing of St. Therese, Woodside Avenue and Durango Avenue including milling of existing asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 360 metres. Width = 7.2 metres.	160,000	RNS - 12, 19 & 26 PCI - 14, 18 & 21.9 PGR - 5, 13 & 66	Required due to lifecycle renewal. Asphalt is crumbling. Entire asphalt surface will need to be removed and replaced.			160,000	160,000						
Engineering	Smith Sideroad Resurfacing from County Rd. 18 to Malden / Colchester Townline. CIP recycled with expanded asphalt and installation of 50mm of asphalt. 4150 metres in length.	1,100,000	RNS - 13 & 32 PCI - 14.2 & 23.6 PGR - 11 & 41	This project would be coordinated with the Town of Essex as they own the east half of the road. Both municipalities would pay for 1/2 of the project	Agreement with the Town of Essex required to complete this project as they would fund 50%. Alternately the Town could complete 1/2 independantly.		1,100,000	1,100,000						
Engineering	Resurfacing of Walnut Drive from Hawthorn Crescent to McCurdy Drive including removal of existing asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 175 metres. Width = 8.6 metres.	90,000	RNS - 14 PCI - 15.3 PGR - 22	Required due to lifecycle renewal. Asphalt is crumbling. Entire asphalt surface will need to be removed and replaced.			90,000	90,000						
Engineering	4th Concession North rehabilitation from Alma to County Road 10. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt (This would be determined with	1,150,000	RNS - 15 & 38 PCI - 15.7 & 22.1	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			1,150,000	1,150,000						
Engineering	8th Concession North rehabilitation between Texas Road and County Road 10. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. Length = 3660 metres. Width = 7.0 metres	1,150,000	RNS - 16 & 35 PCI - 15.9 & 24.6 PGR - 17 & 39	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			1,150,000	1,150,000						

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
Proposed Projects 2017														
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
Engineering	2nd Concession North rehabilitation from County Road 10 to South Riverview. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. 4000 metres in length.	2,800,000	RNS - 17 & 70 PCI - 16.7 & 38.5 PGR - 9 & 54	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			2,800,000	2,800,000						
Engineering	6th Concession North rehabilitation from Alma to County Road 10. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. (This would be determined with	1,150,000	RNS - 18 & 22 PCI - 15.9 & 24.6	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			1,150,000	1,150,000						
Engineering	Resurfacing of Ventnor Avenue from Baltic to Atlantic including removal of existing asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 550 metres. Width = 8.4 metres.	250,000	RNS - 20 & 23 PCI - 19.1 & 20.4 PGR - 28 & 31	Required due to lifecycle renewal. Asphalt is crumbling. Entire asphalt surface will need to be removed and replaced.			250,000	250,000						
Engineering / Development	Boblo Island placement of asphalt. Complete removal of existing asphalt and place 90mm of asphalt on all residential roads on the island.	775,000	RNS - 25,99 & 100 PCI - 21.5, 46.5 & 46.5 PGR - 43,112 & 115	Only base coat exists. Areas are distressed. Requires removal of all asphalt and installation of two lifts of asphalt.	Current cost sharing agreement in place with 50% contribution from the developer. (The would need to be coordinated with developer)	387,500	387,500	387,500						
Engineering	Pickering Drive Resurfacing. King Street to Fryer. Including milling of existing all asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 580metres. Width = 8.2 metres.	200,000	RNS - 72 & 160 PCI - 39.2 & 60 PGR - 50 & 126	Required due to lifecycle renewal. Asphalt is crumbling. This work will be coordinated with Watermain replacement in 2017 to maximize funding.			200,000	200,000						
Roads	Road Repairs Program - Cost to complete small repairs to miscellaneous rural and urban roads.	900,000		Required to address small areas of pavement that have experienced failure and no longer meet minimum maintenance standards			900,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Roads	Tar & Chip Program - Cost to apply tar & chip surface to miscellaneous rural roads.	1,200,000		Required due to lifecycle renewal. Annual project on selected roads.			1,200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Roads	Crack Seal Program - Cost to complete crack sealing to roadways	720,000		Crack sealing program will extend the lifecycle of roads			720,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Engineering	Remaining Roads projects in the now category as per the 2016 road Needs Study	13,669,265		This is the remaining projects that are identified in the 2016 Road Needs study in the now category.			13,669,265	13,669,265						
Engineering	Roads projects in the 1-5 year category as per the 2016 road Needs Study	8,786,000		This is the remaining projects that are identified in the 2016 Road Needs study in the 1-5 year category.			8,786,000		1,757,200	1,757,200	1,757,200	1,757,200	1,757,200	1,757,200
Engineering	Roads projects in the 6-10 year category as per the 2016 road Needs Study	8,533,694		This is the remaining projects that are identified in the 2016 Road Needs study in the 6-10 year category.			8,533,694							8,533,694
<b>TOTALS</b>		<b>49,048,959</b>				<b>387,500</b>	<b>48,661,459</b>	<b>28,691,765</b>	<b>2,527,200</b>	<b>2,227,200</b>	<b>2,227,200</b>	<b>2,227,200</b>	<b>2,227,200</b>	<b>8,533,694</b>
<b>South-East Quadrant Servicing Requirements</b>														
Engineering	Fryer Street Reconstruction from Pickering to Lowes Sideroad. This reconstruction will convert the road from it's current rural cross section to an urban cross section with curb & gutter as well as storm sewers. 985m in length.	\$2,550,000.00	RNS - 42, 68 & 175 PCI - 30.0, 38.1 & 63.4	A sanitary forcemain will be installed along this stretch of roadway as part of the SE Quadrant servicing strategy. With the new residential developments this provides opportune timing to reconstruct this section of Fryer and extend the urban cross section.		\$0.00	\$2,550,000.00		\$2,550,000.00					
Engineering	Lowes Sideroad Reconstruction from Sandwich Street to Fryer. This reconstruction will convert the road from it's current rural cross section to an urban cross section with curb & gutter as well as storm sewers. 785m in length	\$2,050,000.00	RNS - 170 PCI - 61.6	A sanitary sewer will be installed along this stretch of roadway as part of the SE Quadrant servicing strategy. With the new residential developments this provides opportune timing to reconstruct this section of Lowes and create an urban cross section.		\$750,000.00	\$1,300,000.00		\$1,300,000.00					

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
Proposed Projects 2017														
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
Engineering	Lowes Sideroad Reconstruction from Fryer Street to Meloche Road. This reconstruction will convert the road from it's current rural cross section to an urban cross section with curb & gutter as well as storm sewers. 1315m in length.	\$3,425,000.00	RNS - 185 PCI - 65	A sanitary sewer, sanitary forcemain and watermain will be installed along this stretch of roadway as part of the SE Quadrant servicing strategy. With the new residential developments this provides opportune timing to reconstruct this section of Lowes and create an urban cross section.		\$1,200,000.00	\$2,225,000.00		\$2,225,000.00					
Engineering	2nd Concession South (Fryer Street) Reconstruction from Lowes Sideroad to Southern limit of the Malden Properties lands. This reconstruction will convert the road from it's current rural / gravel cross section to an urban cross section with curb & gutter as well as storm sewers. 410m in length.	\$1,100,000.00	Not Ranked - Currently Gravel	A sanitary sewer and watermain will be installed along this stretch of roadway as part of the SE Quadrant servicing strategy. With the new residential developments this provides opportune timing to reconstruct this section of the 2nd Concession and create an urban cross section.			\$1,100,000.00		\$1,100,000.00					
Municipal Drain	Pike Road Drain Relocation - Includes the rerouting of a portion of the Pike Road Drain and 2nd Concession Drain	\$1,700,000.00		This project is required to alleviate flooding at the upper end of the Pike Road Drain. The relocation of the drains will also be incorporated into the new development proposed east of Fryer.			1,700,000.00		1,700,000.00					
<b>TOTALS</b>		<b>\$10,825,000.00</b>			<b>\$0.00</b>	<b>\$1,950,000.00</b>	<b>\$8,875,000.00</b>	<b>\$0.00</b>	<b>\$8,875,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
Proposed Projects 2017														
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
<b>Sidewalks &amp; Pathways</b>														
Roads	New Sidewalk on County Road 10 from Walker Road to the ERCA trail.	185,000		This sidewalk will provide the residents of the County Eoad 10, Gardiner and Canard Estates subdivision a walking connection to Walker Road and the new ERCA trail			185,000	185,000						
Roads	New sidewalk Installation on Sandwich Street from Season's Retirement Home to Lowes Sideroad. Includes 375mm storm drainage from Season's to Lowes. Approximately 115 Lineal Metres.	85,000				50,000	35,000	35,000						
Roads	Replace interlocking sidewalks with concrete	143,000		Sidewalks that have interlocking bricks are prone to trip hazard and require ongoing maintenance.	\$93,000 precommitted at 05/08/2017 Council meeting		143,000	143,000						
Roads	Paved shoulders on Alma Street between Fryer and Thomas Road as per CWATS plan.	292,000		Paved Shoulders as identified in the CWATS plan. EPW reviewing the possibility of a facility change to include a multi-use pathway as well. Including a trail would increase overall cost	Town portion - \$175,200 (60%) County Portion - \$116,800 (40%)	116,800	175,200	175,200						
Roads	Paved shoulders on Alma Street between Thomas Road and Meloche as per CWATS plan.	196,875		Paved Shoulders as identified in the CWATS plan. EPW reviewing the possibility of a facility change to include a multi-use pathway as well. Including a trail would increase overall cost	Town portion - \$118,125 (60%) County Portion - \$78,750 (40%)	78,750	118,125			118,125				
<b>TOTALS</b>		<b>901,875</b>				<b>245,550</b>	<b>656,325</b>	<b>363,000</b>	<b>175,200</b>	<b>118,125</b>	-	-	-	-
<b>Traffic Signal Upgrades</b>														
Roads	Traffic Signal Control Cabinet Replacement Annual Program. Program started in 2011 at the Alma/Sandwich Intersection. Upgrading existing controller cabinet, providing uninterrupted power supply module, replace poles, signals and wiring where required.	450,000		Currently no power backup system in the event of power outages. Lifecycle renewal.			450,000	150,000	150,000	150,000				
<b>TOTALS</b>		<b>450,000</b>					<b>450,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	-	-	-	-
<b>Installation and Upgrades</b>														
Engineering	LED street lighting Upgrade program	450,000				50,000	400,000	50,000	50,000	50,000	50,000	50,000	50,000	100,000
Engineering	Installation of streetlights On County Road 20 from North Sideroad to County Road 3	235,000		Provide streetlighting along this heavily travelled section of roadway. Councillor request			235,000	235,000						
<b>TOTALS</b>		<b>685,000</b>				<b>50,000</b>	<b>635,000</b>	<b>285,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>100,000</b>

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Proposed Projects 2017

Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
<b>Culverts and Bridges - Based on 2016 Bridge inspection and further Structural Evaluations</b>														
Engineering	Bi-Annual Bridge Inspection. Bridge Inspections are mandatory. Inspections completed in 2016. Next inspection is required in 2018	160,000		Mandatory for completion in 2018.			160,000	40,000		40,000		40,000		40,000
Engineering	Long Marsh Drain at Concession 2 North - <b>Bridge No. 3008</b> . Complete Replacement	1,182,600		Bridge requires replacement due to costs associated with repair.	\$364,000 - 2017 Capital \$200,000 - Capital Replacement Levy \$100,000 Gas Tax Funds \$518,600 2018 Capital (pre-committed at 09/25/2017 Council meeting)	664,000	518,600	518,600						
Engineering	River Canard at 5th Concession North - <b>Bridge No. 3012</b> . Complete Replacement	2,600,000		The 2016 Bridge Study recommended that this bridge receive further structural investigation. This investigation was completed in 2017 and revealed severe deterioration of beams in the travel portion of the roadway. This bridge will be load limited with potential for closure dependant on timing for replacement			2,600,000	2,600,000						
Engineering	Hamel Bezaire Drain at 4th Concession North - <b>Culvert No. 59</b> . Complete replacement recommended	345,000		The 2016 Bridge Study recommended that this culvert receive further structural investigation. This investigation was completed in 2017 and revealed excessive structural decay and spalling of the underside of deck. This culvert will be load limited with potential for closure dependant on timing for replacement			345,000	345,000						
Engineering	Collison Sideroad over Collison Drain - <b>Culvert No. 3</b> . Culvert should be replaced with a 3 - sided precast culvert. Natural gas line noted on the south side.	138,000		Lifecycle replacement.			138,000	138,000						
Engineering	Long Marsh Bridge at Alma Street - <b>Bridge No. 3007</b> . Miscellaneous concrete repairs, waterproof and pave. Replacement of barrier wall and approach guiderail. Deck drain work required.	199,000		Lifecycle renewal			199,000	199,000						

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Proposed Projects 2017														
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
Engineering	Long Marsh Drain at Concession 3 North - <b>Bridge No. 3009</b> . Recommend deck condition survey in 2015 to determine condition of deck top.	266,000		Bridge requires major rehabilitation.			266,000	266,000						
Engineering	Alma Street over Renaud Drain - <b>Culvert No. 33</b> . Review the need for guide rail at the north end.	24,000		North end of culvert is unprotected from westbound turning traffic onto Alma Street.			24,000	24,000						
Engineering	Fourth Concession North over Powers Drain - <b>Culvert No. 54</b> . Rusted area is low on barrel, concrete liner over bottom of culvert may be suitable repair and extend the life of the culvert by	100,000		Culvert floor is rusted through most of the entire length of barrel. Replace with concrete pipe culvert.			100,000	100,000						
Engineering	Sixth Concession North over Mayville-Jubenville Drain and Branch - <b>Culvert No. 57</b> . New concrete culvert.	124,000		Lifecycle replacement.			124,000	124,000						
Engineering	North Sideroad over Shaw Drain North - <b>Culvert No. 67</b> . Repairs are necessary to halt damage. Interior walls and soffit are currently in good condition.	29,000		AAR (Alkali-aggregate reaction )is causing major problems with wing walls.			29,000	29,000						
Engineering	Deslippe Drain over the Sixth Concession South - <b>Culvert No. 72</b> Replace with concrete box culvert with greater length and cover	162,000		Minimal cover and fill entering thorough wall. Lifecycle replacment			162,000	162,000						
Engineering	Concession 8 over 8th Concession Drain North - <b>Culvert No. 74</b> . New steel culvert.	120,000		Lifecycle replacement.			120,000	120,000						
Engineering	Fifth Concession North over Thrasher D&W - <b>Culvert No. 75</b> . New steel culvert.	87,000		Lifecycle replacement.			87,000	87,000						
Engineering	Seventh Concession South over McGuire Branch of the North 7th Concession Drain - <b>Culvert No. 25</b> . New steel culvert.	106,000		Section loss and perforations in the floor. Lifecycle replacement.			106,000	106,000						
Engineering	Sucker Creek Bridge - <b>Bridge No. 3020</b> . Miscellaneous concrete repairs. Replacement of barrier wall, expansion joint, approach guiderail	343,000		Portions of the bridge are in need of repair and rehabilitation.			343,000	343,000						
Engineering	Sixth Concession North over Sinasac Drain - <b>Culvert No. 45</b> . Culvert should be renewed in the next couple of years.	117,000		South barrel floor has major corrosion and is perforated for several metres in length. North barrel has extensive corrosion. New Concrete culvert			117,000	117,000						
Engineering	Seventh Concession South over Beaudoin Drain South - <b>Culvert No. 5</b> . New concrete culvert.	225,000		Culvert may become unstable due to major scouring of the south footing. New culvert or footing underpinning required.			225,000	225,000						
Engineering	North Sideroad over 2nd Concession Road Drain North - <b>Culvert No. 61</b> . New steel culvert.	208,000		Lifecycle replacement.			208,000	208,000						
Engineering	Fifth Concession South over the Albert McGee drain-lower. <b>Culvert No. 8</b> . Small bridge should be replaced with precast concrete box culvert.	330,000		Poor condition and performance deficiencies. Heavy dead load currently on bridge.			330,000	330,000						
	<b>TOTALS</b>	<b>6,865,600</b>				<b>664,000</b>	<b>6,201,600</b>	<b>6,081,600</b>	-	<b>40,000</b>	-	<b>40,000</b>	-	<b>40,000</b>



TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
	Proposed Projects 2017													
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
<b>Culverts and Bridges - 2019 to 2026 based on 2016 Bridge Inspection and further Structural Evaluations</b>														
Engineering	Long Marsh Bridge at Concession 9 - <b>Bridge No. 2003</b> . Miscellaneous concrete repairs, waterproof and pave. Replacement of barrier wall, expansion joint, coating of structural steel, approach guiderail, and bearings. Deck drain work required.	347,000		Portions of the bridge are in need of repair and rehabilitation.			347,000		347,000					
Engineering	Long Marsh Bridge at Concession 4 North - <b>Bridge No. 3010</b> . Miscellaneous concrete repairs, waterproof and pave. Replacement of barrier wall, expansion joint, approach guiderail. Deck drain and river channeling work required.	319,000		Portions of the bridge are in need of repair and rehabilitation.			319,000		319,000					
Engineering	9th Concession Drain Bridge at South Sideroad - <b>Bridge 2002</b> . Replace with box culvert	244,000		The 2016 Bridge Study recommended that this culvert receive further structural investigation. This investigation was completed in 2017 and confirmed the original bridge needs assessment for replacment within 5 years			244,000			244,000				
Engineering	Long Marsh Drain Bridge over South Sideroad <b>Bridge 2004</b> . Repair deck drains, approach guiderail and asphalt overlay	116,000		Portions of the bridge are in need of repair and rehabilitation.			116,000			116,000				
Engineering	Sinisac Drain Bridge over Texas Road <b>Bridge 3004</b> . Deck drains and soffit repair	24,000		Portions of the bridge are in need of repair and rehabilitation.			24,000			24,000				
Engineering	Big Creek Bridge No. 2 over Alma Street <b>Bridge 3005</b> . Concrete repairs, waterproofing and paving, guardrails	59,000		Portions of the bridge are in need of repair and rehabilitation.			59,000			59,000				
Engineering	Long Marsh Bridge No. 3 over the 5th Concession <b>North Bridge 3013</b> . Concrete repairs, waterproof and pave, asphalt overlay, barrier wall and deck	307,000		Portions of the bridge are in need of repair and rehabilitation.			307,000			307,000				
Engineering	Long Marsh Bridge No. 4 over the 6th Concession <b>North Bridge 3018</b> . Concrete repairs, waterproof and pave, asphalt overlay, barrier wall and deck drains	138,000		Portions of the bridge are in need of repair and rehabilitation.			138,000			138,000				
Engineering	King Creek Bridge over the 8th Concession South <b>Bridge 3021</b> . Barrier wall and approach guardrail	140,000		Portions of the bridge are in need of repair and rehabilitation.			140,000			140,000				
Engineering	Beaudoin Drain Culvert over the 3rd Concession / North Sideroad <b>Culvert No. 62</b> . Soffit repairs required	48,000		Portions of the bridge are in need of repair and rehabilitation.			48,000			48,000				
Engineering	Bailey Drain Culvert over South Sideroad <b>Culvert No. 18</b> . Replace with new concrete culvert.	86,000		Lifecycle replacment			86,000				86,000			
Engineering	Beetham Drain Culvert over Middle Sideroad <b>Culvert No. 21</b> . New concrete culvert	87,000		Lifecycle replacment			87,000				87,000			
Engineering	Cooks Drain Culvert over Texas Road <b>Culvert No. 44</b> . New steel culvert.	86,000		Lifecycle replacment			86,000				86,000			
	<b>TOTALS</b>	<b>2,001,000</b>	-	-	-	-	<b>2,001,000</b>	-	<b>666,000</b>	<b>1,076,000</b>	<b>259,000</b>	-	-	-

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
	Proposed Projects 2017													
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
<b>Municipal Drain - Drainage Petition and Improvements - Engineer's Reports</b>														
Municipal Drain	Pike Road Drain Relocation - Includes the rerouting of a portion of the Pike Road Drain and 2nd Concession Drain	1,700,000		This project is required to alleviate flooding at the upper end of the Pike Road Drain. The relocation of the drains will also be incorporated into the new development proposed east of Fryer.		800,000	900,000		900,000					
Municipal Drain	2018 Maintenance program	595,000		This account replaces the municipal drain expenses account in the operating budget. This allows for better financial management of the drainage program. The 2018 budget includes all projects to be billed in 2018 as well as work completed in 2018.			595,000	170,000	85,000	85,000	85,000	85,000	85,000	85,000
<b>TOTALS</b>		<b>2,295,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800,000</b>	<b>1,495,000</b>	<b>170,000</b>	<b>985,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>
<b>Facilities</b>														
PWD	PWD Shop HVAC System Replacement. 3-Year Project. \$50,000 required in 2014, 2015 & 2016.	150,000					150,000	50,000	50,000	50,000				
Town	Replacement of windows in the Town Hall	50,000					50,000	50,000						
Rec	Grandstands at Libro Center ( For Possible Football Club)	295,000					295,000	295,000						
PWD	Build new consolidated Public Works/Parks & Facilities to house consolidated operations inclusive of garage and salt shed	3,000,000					3,000,000				3,000,000			
Fire	Consolidation of Fire Station	3,000,000					3,000,000		1,500,000	1,500,000				
Fire	Fire Servicing for Boblo Island	2,000,000					2,000,000		1,000,000	1,000,000				
Fire	Emergency Operations Centre Power Generator	300,000					300,000	300,000						
Fire	Emergency Operations Centre upgrade	75,000					75,000	75,000						
Parks	Wind Screens for Tennis Courts	10,000					10,000	10,000						
Facilities	Security for Libro	30,000					30,000	30,000						
Parks	Co-An Park Capital Funding	150,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	60,000
Town	Town Hall Upgrades/ Relocation	2,600,000					2,600,000				2,600,000			
Town	Gateway and Town Hall signs	185,000					185,000				185,000			
Town	Development of Duffy's Waterfront	5,500,000				115,000	5,385,000	135,000	3,000,000	2,250,000				
Town	BelleVue Vendor Take Back Payment	800,000					800,000	200,000	200,000	200,000	200,000			
Town	BelleVue Restoration	7,200,000				250,000	6,950,000	75,000	250,000	2,225,000				4,400,000
Town	CIP Improvement Plan	500,000					500,000	100,000	100,000	100,000	100,000	100,000	100,000	
Town	Library	950,000					950,000				950,000			
Town	Scott Hall	230,000					230,000				230,000			
PWD	Public Works Garage	875,000					875,000				875,000			
PWD	New salt shed	35,000				35,000	-	-						
<b>TOTALS</b>		<b>27,935,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>27,535,000</b>	<b>1,335,000</b>	<b>6,115,000</b>	<b>7,340,000</b>	<b>8,155,000</b>	<b>115,000</b>	<b>4,415,000</b>	<b>60,000</b>

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
	Proposed Projects 2017													
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
<b>Vehicles &amp; Equipment</b>														
Building	Unit BP-02 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	30,000					30,000	30,000						
By-law	2012 Ford F150	30,000		New equipment is required due to lifecycle replacement.			30,000	-				30,000		
Facilities	Unit FM-01 - Replace 2003 Savana Van	35,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			35,000	35,000						
Fire	Chassiss, 2011 Spartan Fire Truck E2	600,000					600,000							600,000
Fire	2011 Dodge Truck - Deputy Chief (DC)	55,000					55,000				55,000			
Fire	2009 Spartan Pumber (Engine 3)	600,000					600,000							600,000
Fire	2010 Dodge RAM Pick-Up Truck - Chief ( C )	55,000					55,000			55,000				
Fire	2009 Sutphen SL75 Aerial (L1)	1,500,000					1,500,000							1,500,000
Fire	2005 GMC Rescue Truck ( R2 )	580,000					580,000							580,000
Fire	2003 GMC Rescue Truck ( R3 )	580,000					580,000						580,000	
Fire	2001 Freightliner FL80 Rescue Truck ( R1)	580,000					580,000				580,000			
Fire	2000 International Pumper/Tanker ( T3 )	580,000					580,000			580,000				
Fire	1996 Mac/Pumper/Tanker ( T2)	357,000					357,000	357,000						
Fire	1995 GPM Pumper (E1)	450,000				300,000	150,000	150,000	-					
Fire	Defibrilator Replacement	24,000					24,000	-	24,000					
Fire	Auto Extrication Equipment	100,000					100,000	25,000	25,000	25,000	25,000			
Fire	Replacement of Water & Ice Rescue Equipment	100,000					100,000	50,000	50,000					
Fire	Training Simulator	90,000					90,000	18,000	18,000	18,000	18,000	18,000		
Fire	Uniforms	28,400					28,400	28,400						
Parks	Replace for Unit 314 - 1978 Cubic Van	35,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			35,000	35,000						
Parks	Replacement for Unit 103 - Watering/Park Maintenance truck	35,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			35,000	35,000						
Parks	Replacement for Unit 115 - 1 Ton Dump Truck	80,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			80,000	80,000						
Parks	Unit RM-1 - Dodge Ram 4 x 4 - Light Duty Pick Up Truck with Plow and Salter. Listed for replacement in 2021	35,000					35,000				35,000			
Parks	Unit PG-1 - Dodge Ram 4 x 4 - Light Duty Pick Up Truck with Plow and Salter. Listed for replacement in 2020	35,000					35,000			35,000				
Parks	Unit 710 - Chevy Silverado - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000					35,000	35,000						
Parks	Unit 710 - Chevy Silverado - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000					35,000		35,000					
Parks	Replace 2008 42" Zero Turn Exmark Navigator with bagger	18,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			18,000	18,000						

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
	Proposed Projects 2017													
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
Parks	Replace 2006 Kubota 4 x 4 - 25 HP RTV	45,000		New equipment is required due to lifecycle replacement. Existing unit is past its useful life and requires excessive repairs.			45,000	45,000						
Parks	Purchase New Dump Trailer -	12,000		New equipment required to assist with movement of mulch and supplies			12,000	12,000						
Parks	Purchase 2 New Toro Grounds Master 72 inch Lawnmowers with Polar Trac Winter Equipment	130,000		New equipment is required due to lifecycle replacement. Units will provide winter sidewalk maintenance initiative.			130,000	130,000						
Parks	Unit PG-32 - Jacobsen Wide Area Mower - LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	\$160,000.00		New equipment is required due to lifecycle replacement as per the Asset Management Plan.			160,000	160,000						
Parks	Unit 208 - John Deere Mini Backhoe w Cab and Sweeper - LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	\$90,000.00		New equipment is required due to lifecycle replacement as per the Asset Management Plan.			90,000	90,000						
PWD	New Tractor with Brushing Attachments. Replace two existing units - Unit 407 Massey Ferguson Tractor and Unit 207 John Deere tractor. Used for ditch bank mowing. New tractor and brushing attachments will maintain road sides and ditches. Include front end bucket for loading salt. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	120,000		New equipment is required due to lifecycle replacement.			120,000	120,000						
PWD	Unit R108 - 2000 Backhoe. Complete unit replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	115,000		New equipment is required due to lifecycle replacement.			115,000	115,000						
PWD	Unit M-1 - Ford Ranger - Light Duty Pick Up Truck. Listed to be replaced in 2019 UNDER	35,000					35,000			35,000				
PWD	Unit R209 - GMC single axle dump truck with plow and salter. Complete unit replacement. Listed to be replaced in 2019 UNDER THE ASSET MANAGEMENT PLAN.	150,000					150,000	150,000						
PWD	Unit 210 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	30,000					30,000	30,000						
PWD	Unit 410 - Dodge 2500 - Light Duty Pick Up Truck. Listed to be replaced in 2020 UNDER THE ASSET MANAGEMENT PLAN..	35,000					35,000	35,000						
PWD	Unit 116 - International 4300 Dump Truck with Plow and Salter - Complete Unit Replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	150,000					150,000	150,000						
PWD	Unit 111 - Chevy Express Cargo Van - Complete unit replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000					35,000	35,000						
PWD	Unit R306 - 8-ton single axle dump truck with plow and salter. Complete unit replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	280,000					280,000	280,000						
PWD	2016 Ford Super Duty F-450 1 Ton dumptruck	80,000					80,000							80,000
PWD	2013 Ford Super Duty F350 -1 Ton Dumptruck	80,000					80,000							80,000

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017														
	Proposed Projects 2017													
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	2023	2024-2028
PWD	Unit R205 - 6-ton single axle dump truck with plow and salter. Complete unit replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	150,000					150,000	150,000						
PWD	Unit R206 - tandem axle dump truck with plow and salter. Complete unit replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	280,000					280,000	280,000						
PWD	Unit M-2 - Dodge Ram 1500 Pick Up Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000					35,000	35,000						
PWD	Unit 510 - Chevy Silverado - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000					35,000	35,000						
PWD	Unit 220 - John Deere Grader. Required to maintain all gravel roads as well as assist in winter control. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	350,000		New equipment is required due to lifecycle replacement. Existing unit is past its useful life and requires excessive repairs.			350,000	350,000						
PWD	Unit 207 - John Deere Front End Loader - LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	\$200,000.00		New equipment is required due to lifecycle replacement as per the Asset Management Plan.			200,000	200,000						
PWD	Unit SS-1 - Elgin Whirlwind Street Sweeper - Utilized to clean roads and hydro vac catch basins and holes. Listed to be replaced in 2020 UNDER THE ASSET MANAGEMENT PLAN.	\$250,000.00		New equipment is required due to lifecycle replacement as per the Asset Management Plan.			250,000			250,000				
Rec	Purchase Laser Level Ice Equipment	20,000					20,000	20,000						
Rec	Replace 2001 Zamboni - RS-2 - Ice Resurfacers	90,000		New equipment is required due to lifecycle replacement. Existing unit is past its useful life and requires excessive repairs.			90,000		90,000					
	<b>TOTALS</b>	<b>9,639,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>9,339,400</b>	<b>3,318,400</b>	<b>242,000</b>	<b>998,000</b>	<b>713,000</b>	<b>48,000</b>	<b>580,000</b>	<b>3,440,000</b>
<b>Other</b>														
HR & Facilities	Health and Safety Capital Program	\$ 50,000					50,000	50,000						
PWD	Reforestation Capital Program	\$ 1,500,000					1,500,000	150,000	150,000	150,000	150,000	150,000	150,000	600,000
Tourism	Branding Program	\$ 80,000					80,000	80,000						
HR & Facilities	AODA Capital Program	\$ 50,000				(35,000)	15,000	15,000						
IT	Auxilliam Software	\$ 12,500					12,500	12,500						
IT	IT Reserve Capital Program	\$ 123,000					-	-						
<b>TOTALS</b>		<b>\$ 1,815,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(35,000)</b>	<b>1,657,500</b>	<b>307,500</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>600,000</b>
Police		\$ 25,000					25,000	25,000						
Police	Patrol Vehicles	\$ 109,330					109,330	109,330						
Police		\$ 15,300					15,300	15,300						
<b>TOTALS</b>		<b>\$ 149,630</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>149,630</b>	<b>149,630</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL 2018 TOWN CAPITAL BUDGET</b>		<b>113,746,964</b>				<b>4,812,050</b>	<b>108,741,914</b>	<b>41,286,895</b>	<b>20,135,400</b>	<b>12,434,325</b>	<b>11,689,200</b>	<b>2,765,200</b>	<b>7,557,200</b>	<b>12,873,694</b>

*The Capital Budget Recommendation*

The following 2 pages outline the summary of the project by project details of the recommended projects by administration. It also provides details on the projects that will span into 2019 and beyond, as well as the funding source for each project.

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017																							
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	Gas Tax	OCF Funding Base	AODA Reserve	LED Program	Fleet Reserve	WC Reserve	Operating Capital Funded by Rate Payers	Funded By Operations in Police Budget Or	Reserves (Capital Levy & IT)	AODA Reserve	Operating Capital Funded by Rate Payers
													2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2019 & Beyond
<b>Roads - Information based on 2016 Road Needs Study</b>																							
Engineering	Creek Road Reconstruction from Meloche Road to County 20. Full reconstruction including 100mm asphalt (This would be determined with borehole investigation) Length = 2820m Width 6.9m	1,700,000	RNS - 2 & 5 PCI - 3.5 & 5.2 PGR - 2 & 6	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			1,700,000	1,400,000	300,000				\$ 1,000,000	\$ 400,000									\$ 300,000
Engineering	Pre-Engineering for 2019 projects	50,000		Preengineering allows for more accurate budget estimates and earlier tendering			50,000	50,000											\$ 50,000				
Engineering	Pickering Drive Resurfacing. King Street to Fryer. Including milling of existing all asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 580metres. Width = 8.2 metres.	200,000	RNS - 72 & 160 PCI - 39.2 & 60 PGR - 50 & 126	Required due to lifecycle renewal. Asphalt is crumbling. This work will be coordinated with Watermain replacement in 2017 to maximize funding.			200,000	200,000						\$ 200,000									
Roads	Road Repairs Program - Cost to complete small repairs to miscellaneous rural and urban roads.	150,000		Required to address small areas of pavement that have experienced failure and no longer meet minimum maintenance standards			150,000	150,000														\$ 150,000	
Roads	Tar & Chip Program - Cost to apply tar & chip surface to miscellaneous rural roads.	200,000		Required due to lifecycle renewal. Annual project on selected roads.			200,000	200,000						\$ 23,716					\$ 176,284				
Roads	Crack Seal Program - Cost to complete crack sealing to roadways	120,000		Crack sealing program will extend the lifecycle of roads			120,000	120,000														\$ 120,000	
<b>TOTALS</b>		<b>2,420,000</b>					<b>2,420,000</b>	<b>2,120,000</b>	<b>300,000</b>				<b>1,000,000</b>	<b>623,716</b>					<b>226,284</b>			<b>270,000</b>	<b>300,000</b>
<b>Sidewalks &amp; Pathways</b>																							
Roads	New sidewalk Installation on Sandwich Street from Season's Retirement Home to Lowes Sideroad. Includes 375mm storm drainage from Season's to Lowes. Approximately 115 Lineal Metres.	85,000				50,000	35,000	35,000							\$ 35,000								
Roads	Replace interlocking sidewalks with concrete	143,000		Sidewalks that have interlocking bricks are prone to trip hazard and require ongoing maintenance.	\$93,000 precommitted at 05/08/2017 Council meeting		143,000	143,000											\$ 143,000				
<b>TOTALS</b>		<b>228,000</b>				<b>50,000</b>	<b>178,000</b>	<b>178,000</b>							<b>35,000</b>				<b>143,000</b>				
<b>Installation and Upgrades</b>																							
Engineering	LED street lighting Upgrade program	50,000					50,000	50,000															
<b>TOTALS</b>		<b>50,000</b>					<b>50,000</b>	<b>50,000</b>															
<b>Culverts and Bridges - Based on 2016 Bridge Inspection and further Structural Evaluations</b>																							
Engineering	Bi-Annual Bridge Inspection. Bridge Inspections are mandatory. Inspections completed in 2016. Next inspection is reqired in 2018	40,000		Mandatory for completion in 2018.			40,000	40,000											\$ 40,000				
Engineering	Long Marsh Drain at Concession 2 North - <b>Bridge No. 3008</b> . Complete Replacement	1,182,600		Bridge requires replacement due to costs associated with repair.	\$364,000 - 2017 Capital \$200,000 - Capital Replacement Levy \$100,000 Gas Tax Funds \$518,600 2018 Capital (pre-committed at 09/25/2017 Council meeting)	664,000	518,600	518,600						\$ 518,600									
<b>TOTALS</b>		<b>1,222,600</b>				<b>664,000</b>	<b>558,600</b>	<b>558,600</b>						<b>518,600</b>					<b>40,000</b>				

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017																							
Dept.	Initiative	Total Capital Requirements	RNS ranking / PCI	Reasoning	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2018	2019	2020	2021	2022	Gas Tax	OCF Funding Base	AODA Reserve	LED Program	Fleet Reserve	WC Reserve	Operating Capital Funded by Rate Payers	Funded By Operations in Police Budget Or	Reserves (Capital Levy & IT)	AODA Reserve	Operating Capital Funded by Rate Payers
<b>Municipal Drain - Drainage Petition and Improvements - Engineer's Reports</b>																							
Municipal Drain	2018 Maintenance program	170,000		This account replaces the municipal drain expenses account in the operating budget. This allows for better financial management of the drainage program. The 2018 budget includes all projects to be billed in 2018 as well as work completed in 2018.			170,000	170,000															
<b>TOTALS</b>		<b>170,000</b>					<b>170,000</b>	<b>170,000</b>															
<b>Facilities</b>																							
Parks	Wind Screens for Tennis Courts	10,000					10,000	10,000															
Facilities	Security for Libro	30,000					30,000	30,000															
Parks	Co-An Park Capital Funding	15,000					15,000	15,000															
Town	Development of Duffy's Waterfront	250,000				115,000	135,000	135,000															
Town	BelleVue Vendor Take Back Payment	800,000					800,000	200,000	200,000	200,000													
Town	BelleVue Restoration	325,000				250,000	75,000	75,000															
Town	CIP Improvement Plan	100,000					100,000	100,000															
PWD	New salt shed	35,000				35,000																	
<b>TOTALS</b>		<b>1,565,000</b>				<b>400,000</b>	<b>1,165,000</b>	<b>565,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>												
<b>Vehicles &amp; Equipment</b>																							
Fire	1996 Mac/Pumper/Tanker ( T2)	357,000					357,000	357,000															
Fire	1995 GPM Pumper (E1)	450,000				300,000	150,000	150,000															
Fire	Auto Extrication Equipment	25,000					25,000	25,000															
Fire	Training Simulator	90,000					90,000	18,000	18,000	18,000	18,000												
Fire	Uniforms	28,400					28,400	28,400															
Parks	Replace for Unit 314 - 1978 Cubic Van	35,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			35,000	35,000															
Parks	Replacement for Unit 103 - Watering/Park Maintenance truck	35,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			35,000	35,000															
Parks	Replacement for Unit 115 - 1 Ton Dump Truck	80,000		New equipment is required due to lifecycle replacement. Existing unit is past is useful life and requires excessive repairs.			80,000	80,000															
PWD	New tractor with brushing attachments. Replace two existing units - Unit 407 Massey Ferguson Tractor and Unit 207 John Deere tractor. Used for ditch bank mowing. New tractor and brushing attachments will maintain road sides and ditches. Include front end bucket for loading salt. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	120,000		New equipment is required due to lifecycle replacement.			120,000	120,000															
PWD	Unit R108 - 2000 Backhoe. Complete unit replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	115,000		New equipment is required due to lifecycle replacement.			115,000	115,000															
<b>TOTALS</b>		<b>1,335,400</b>				<b>300,000</b>	<b>1,035,400</b>	<b>963,400</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>					<b>75,000</b>	<b>40,684</b>	<b>340,716</b>			<b>507,000</b>	<b>72,000</b>
<b>Other</b>																							
HR & Facilities	Health and Safety Capital Program	50,000					50,000	50,000															
PWD	Reforestration Capital Program	150,000					150,000	150,000															
Tourism	Branding Program	80,000					80,000	80,000															
HR & Facilities	AODA Capital Program	50,000				35,000	15,000	15,000							15,000								
IT	Auxilliam Software	12,500					12,500	12,500															
<b>TOTALS</b>		<b>342,500</b>				<b>35,000</b>	<b>307,500</b>	<b>307,500</b>							<b>15,000</b>								
Police	Patrol Vehicles	25,000					25,000	25,000															
Police	Patrol Vehicles	109,330					109,330	109,330															
Police	Patrol Vehicles	15,300					15,300	15,300															
<b>TOTALS</b>		<b>149,630</b>					<b>149,630</b>	<b>149,630</b>															
<b>TOTAL 2018 TOWN CAPITAL BUDGET</b>		<b>7,533,130</b>				<b>1,449,000</b>	<b>6,034,130</b>	<b>5,062,130</b>	<b>518,000</b>	<b>218,000</b>	<b>218,000</b>	<b>18,000</b>	<b>1,000,000</b>	<b>1,142,316</b>	<b>50,000</b>	<b>50,000</b>	<b>75,000</b>	<b>40,684</b>	<b>1,720,000</b>	<b>149,630</b>	<b>834,500</b>		<b>972,000</b>

C:\Users\rosser\Documents\PW 2018 Capital Budget



## 2018 PROPOSED CAPITAL BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	Engineering and Public Works
<b>Division:</b>	Engineering and Public Works
<b>Estimated Cost:</b>	\$1,700,000

**Description of Item:**

Reconstruction of Creek Road from County Road 20 to Meloche Road

**Justification:**

This road is in a state of severe dispair. The recent road needs study ranked these 2 sections of road (County Road 20 to South Sideroad and South Sideroad to Meloche) as 2nd and 5th overall with respect to pavement condition and timing for repair. The recommendation from the consultant that completed the Road Needs Study recommended full reconstruction. The Town will complete the Geotechnical analysis of the existing road and base and determine the best method based on cost and projected lifecycle. This project is being recommended in 2018 to address 2 of the top 5 roads rated in the Road Needs Study while taking advantage of the economy of doing the two (2) sections together at one time.

**Risk Analysis:**

Not repairing the Town's deteriorating roads could lead to insurance claims and litigation. This project recommendaiton is based on the recently approved Road Needs Study and there is potential political backlash if Council does not follow the reports and reccommendations they have endorsed.

**Financial Impact:**

Road Capital	\$	1,700,000
<b>Total Impact:</b>	<b>\$</b>	<b>1,700,000</b>

## 2018 PROPOSED CAPITAL BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	Engineering and Public Works
<b>Division:</b>	Engineering and Public Works
<b>Estimated Cost:</b>	\$200,000

**Description of Item:**

Resurfacing of Pickering Drive from King Street to Fryer Street

**Justification:**

This road work is being coordinated with Phase 2 of the Pickering watermain replacement. The recent road needs study ranked these 2 sections of road as 72nd and 160th overall with respect to pavement condition and timing for repair. This represents now category for first section and 1-5 year for the second section. This project will include the complete removal and replacement of the existing asphalt along with various curb repairs etc.

**Risk Analysis:**

Not repairing the Town's deteriorating roads could lead to insurance claims and litigation. There is the possibility for criticism if the work is not completed now due to the fact that a large section of the asphalt will be removed to install the new watermain it is financially wise to complete the replacment rather than spend money repairing portions of the road.

**Financial Impact:**

Road Capital	\$	200,000
<b>Total Impact:</b>	<b>\$</b>	<b>200,000</b>



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF ENGINEERING AND PUBLIC WORKS

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Todd Hewitt	Report Date: September 20, 2017
Author's Phone: 519 736-3664 ext. 2313	Date to Council: October 10, 2017
Author's E-mail: <a href="mailto:thewitt@amherstburg.ca">thewitt@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: 2016 Road Needs Study

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Manager of Engineering dated September 20, 2017, regarding the 2016 Road Needs Study **BE RECEIVED**; and,
2. The 2016 Road Needs Study **BE APPROVED**.

#### 2. BACKGROUND:

In 2016, the Town issued an RFP to update the Town's Road Needs Study. This update was done in part to ensure the 2016 Asset Management Plan included the most current and accurate information. The purpose of this Roads Needs Study is to assess the existing road system in the Town Amherstburg and to prepare a comprehensive plan for improving and maintaining the road system for the next 10 year period. Dillon Consulting was the successful proponent of the RFP and was awarded the works at a cost of \$57,500 funded from the 2015 operating budget surplus as per Council resolution #20160425-163. The agreement was authorized by the CAO as per the procurement policy FINAN-PR-POL01.

#### 3. DISCUSSION:

In 2003, the Town contracted Dillon Consulting to complete the Town's first Road Needs Study. This included a condition review of all the Town's roads as well as the completion of traffic counts. In 2013, a partial update of the 2003 study was completed by Dillon. This update included a review of 20% of the Town roads with the remaining

80% of the roads depreciated based on time. Traffic counts were not updated as part of this update. This method did not provide the most accurate results as roads do not depreciate equally. A number of different factors including the condition of the base and subbase, traffic volumes and drainage can affect how quickly a road depreciates.

Dillon commenced a review of the Town’s roads using a program called ‘rInspector’ to record the type and severity of the surface distresses of each road section based on visual review. This information, along with ride comfort, was used to create a Pavement Condition Index (PCI). The PCI is then used to determine a time of improvement and type of improvement.

The study provides the following details on the current road infrastructure.

Time of Improvement	Length of Road (km)	Percentage of Road Network (%)	Estimated Cost of Improvement (\$)
Now	69.05	30.49	\$26,000,000
1-5 year	52.75	23.29	\$8,800,000
6-10 year	65.59	28.96	\$8,500,000
Beyond 10 years	39.09	17.26	N/A

The Road Needs Study, along with the Asset Management Plan will be used to prioritize Roads projects in future capital budgets.

#### Local Comparators

Administration researched some of the other local municipalities to see where the Town landed comparatively with respect to road conditions. Some municipalities did not have recent studies and others complete theirs internally. Two municipalities, LaSalle and Tecumseh, had Road Needs Studies completed in the past few years by Dillon Consulting.

As for overall comparable sizing, LaSalle has 187.56km of roadway, Tecumseh has 181.4km and Amherstburg has 226.48km.

#### Road Condition

Municipality	Roads in Excellent Condition (90 to 100 PCI)	Roads in Good Condition (75 to 90 PCI)	Roads in Fairly Good Condition (65 to 75 PCI)	Roads in Fair Condition (40 to 65 PCI)	Roads in Poor Condition (Below 40 PCI)
Amherstburg	3.72%	23.38%	16.75%	27.72%	28.93%
LaSalle	20.16%	45.82%	22.06%	11.31%	0.64%
Tecumseh	15.6%	29.7%	25.5%	23.9%*	5.3%*

\* Tecumseh used 50 PCI as their indicator between Fair and Poor road condition. These percentages represent a split at 50 PCI.

### Timing for Recommended Work

Municipality	Roads in Now Category	Roads in 1-5 year Category	Roads in 5 – 10 year Category	Roads in Beyond 10 year Category
Amherstburg	69.05km (30.49%)	52.75km (23.38%)	65.59km (28.96%)	39.09km (17.26%)
LaSalle	4.35km (2.32%)	18.07km (9.63%)	62.19km (33.16%)	102.94km (54.89%)
Tecumseh	8.54km (4.7%)	21.58km (11.9%)	Did not define beyond 1-5 year	Did not define beyond 1-5 year

#### **4. RISK ANALYSIS:**

If the results and information included in the study are not accepted by Council, Administration would need to alter the information included in the Asset Management Plan as all the pavement conditions and costs in the study have been incorporated into the plan.

This study will be the basis for Administration recommendations for future Capital projects. Without this document Council could be exposed to criticism when approving road improvement projects in future budgets.

The updating of this study should be done within a 3 to 5 year timeframe. It is recommended that Town-wide traffic counting be done at least every 5 years or as new developments begin to come online. The study content can remain relevant for at least five years and possibly ten years, with the implementation of these update procedures. If this study and associated information is not updated within the identified timeframes the risk exists that roads will be incorrectly recommended for rehabilitation or maintenance based on outdated data.

#### **5. FINANCIAL MATTERS:**

The Road Needs Study includes a recommendation with respect to the rehabilitation of the Roads network. This recommendation does not include all roads in the now category, only those with a PCI below 30. The table below summaries the recommendation and the cost associate with the 10 year program.

<b>Alternative Maintenance Programs</b>	<b>Total Program Cost</b>	<b>Average Annual Cost</b>	<b>Resulting Average PCI</b>
<b>OPTION 4</b> 10 Year Program Reconstruction of Rural and Semi-urban Roads and Major Resurfacing of Urban Roads in the “Now” Category, with a PCI less than 30.	\$14.05 M	\$1.41 M/yr.	62.6

In addition a preventative maintenance program such as crack sealing or slurry sealing should be implemented on road sections in the upper range of the 1 -5 year category to extend the life of the roads and allow for rehabilitation of sections in greater need of repair. Based on the estimated cost of crack sealing a budget of \$120,000 would allow for 10km of roadway to be completed. With 52.5km of roads in the 1 – 5 year category \$120,000 yearly would allow for all these roads to be crack sealed within a 5 year period. Administration will strive to meet or exceed these recommendations with respect to spending, balanced with the other needs within the municipality. These recommendations will be included in the Capital Budget for Council's consideration.

**6. CONSULTATIONS:**

N/A

**7. CONCLUSION:**

That the 2016 Road Needs Study be approved and used for planning of future roads Capital projects, in conjunction with the 2016 Asset Management Plan.



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Todd Hewitt  
**Manager of Engineering**

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## Report Approval Details

Document Title:	2016 Road Needs Study.docx
Attachments:	- Roads Needs Study Report - Final .pdf - PowerPoint presentation
Final Approval Date:	Oct 4, 2017

This report and all of its attachments were approved and signed as outlined below:



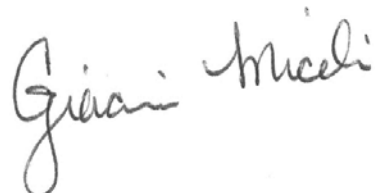
**Antonietta Giofu - Oct 3, 2017 - 12:39 PM**



**Justin Rousseau - Oct 3, 2017 - 3:24 PM**



**Mark Galvin - Oct 4, 2017 - 8:52 AM**



**John Miceli - Oct 4, 2017 - 10:25 AM**



**Tammy Fowkes - Oct 4, 2017 - 10:26 AM**



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF ENGINEERING AND PUBLIC WORKS

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Eric Chamberlain	Report Date: May 2, 2017
Author's Phone: 519 736-3664 ext. 2312	Date to Council: May 8, 2017
Author's E-mail: echamberlain@amherstburg.ca	Resolution #: N/A

**To: Mayor and Members of Town Council**

**Subject: Sidewalk Replacement Program**

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#### 1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Manager of Roads and Fleet dated May 2, 2017 regarding the Sidewalk Replacement Program **BE RECEIVED**;
2. The Director of Corporate Services/Treasurer **BE AUTHORIZED** to:
  - a. **PRE-COMMIT \$93,000** to the 2018 Capital Budget to expand the Sidewalk Replacement Program for 2017 as attached in Appendix "A"; and,
  - b. **BE DIRECTED** to issue a Purchase Order in accordance with the Town's procurement policy to expand the Sidewalk Replacement Program for 2017 as attached in Appendix "A"

#### 2. **BACKGROUND:**

There are approximately 5.21 kilometers of interlocking brick sidewalks in the Town of Amherstburg. Of the 5.21 kilometres, approximately 2.06 kilometres are located in the downtown core. The remaining 3.15 kilometres are located outside the downtown core. This report deals with the 3.15 kilometres of interlocking brick sidewalk outside the downtown area.



The interlocking brick sidewalks were installed in the late 1980's and are approximately 30 years old. The sidewalks are settling and have become a potential health & safety hazard thus attracting liability for the Town. The condition of the interlocking brick sidewalks has resulted in an increased number of trip and fall accidents and claims against the Town.

Council approved \$50,000 in the 2017 Capital Budget for the Sidewalk Replacement Program. It is the intention of Administration to continue the replacement of the interlocking stone sidewalks in subsequent years until all of the interlocking brick sidewalks were replaced throughout the Town..

### **3. DISCUSSION:**

On March 15, 2017, the Town advertised tenders for the 2017 Brick Sidewalk Replacement. The tenders were picked up by 15 companies. Tenders closed at 11:00 a.m. on Tuesday April 20, 2017. The Town received 5 tender submissions and a public tender opening was held shortly after 11:00 a.m.

The final tender results were as follows:

1. Giorgi Bros. (1994) Inc.	\$28,238.50
2. Direct Flows Inc.	\$39,798.70
3. Pierascenzi Construction Ltd.	\$45,242.00
4. Nasci Construction Services Ltd.	\$55,921.78
5. Ingratta Cement and Drainage Inc.	\$73,179.32

The original tender included the removal of the interlocking brick from North Street to Simcoe Street on the east side of Sandwich Street South which represents approximately 0.4 kilometers of the total 3.15 kilometers in the proposed program. Due to favourable pricing received by Giorgi Bros., Administration was able to add an additional 307 square meters of sidewalk to be replaced utilizing the original budgeted amount of \$50,000. In accordance with the Town's Procurement Policy a purchase order was issued by the Director of Engineering and Public Works authorizing the works to proceed. Funding for these works were approved in the 2017 Capital Budget . In light of the favorable pricing received by Giorgi Bros., the Director of Engineering and Public Works requested an exemption of the Procurement Policy from the CAO in accordance with Article 24.3.2(e) to expand the 2017 brick sidewalk replacement program. Article 24.3.2 (e) allows for the CAO to grant the exemption if the following condition is met:

*Work is required at a location where a contractor has already been secured through a procurement process, with established unit prices and it is considered to be beneficial and cost effective to extend the unit prices for the work to be completed for the Town. This shall only apply if the project for which the unit prices are to be extended was substantially completed less than one calendar year.*

The request from the Director does meet the test of the exemption in 24.3.2 9(e) however no funding is in place in 2017 to allow the CAO to expand this program for the works to be funded as is required by Article 9.0 of the Town's procurement policy.

Therefore, Administration is seeking approval from Council to pre-commit funds in the 2018 capital budget to allow these works to proceed.

Based on the prices provided by this contractor, it is estimated that Administration would require an additional amount of \$93,000 to complete the additional 0.8 kilometers of sidewalk for a total of 1.2 kilometers... The expansion of this program would allow the interlocking brick to be removed along both sides of Sandwich Street South from Park Street to North Street and replaced with concrete. For Council's reference a drawing is attached as Appendix "A" illustrating the scope of work proposed by Administration. It would also include improvements to the unsignalized intersection curbs to permit the installation of Tactile Walking Surface indicators to ensure Accessibility for Ontarians with Disabilities (AODA) requirements are met.. The work does not include the signalized intersections at Simcoe and Richmond which will require more extensive engineered design to meet AODA standards for signalized intersection. Administration will bring these intersection improvements forward in future budgets.

#### **4. RISK ANALYSIS:**

The condition of the interlocking brick sidewalks has become a potential hazard to the public and requires removal and replacement. Trip and fall claims on the interlocking brick sidewalks have risen in the last 3 years. Replacement of the interlocking brick to concrete will greatly reduce this risk to the Town. Concrete sidewalks are uniform and consistent for pedestrians. This work also includes improvements to the curb approaches with the addition of Tactile Walking Surface Indicators at the unsignalized intersection which also reduces the potential for incidents and liability for the Town.

It is important for Council to note that the Town is self-insured for the first \$50,000 of a claim. For the 3 year period of 2013 to 2016 the Town received a total of 8 trip and fall claims on municipal sidewalks and has paid out \$10,940.99 in investigation expenses to date. At present, the Town estimates that there may be a potential charge to the insurance reserve of \$235,000 to satisfy the outstanding claims. The Town also presently has two outstanding litigations for sidewalk trip and falls with claims for damages totaling \$1,450,000.

#### **5. FINANCIAL MATTERS:**

Administration has budgeted \$50,000 in the 2017 Capital Budget for the Sidewalk Replacement Program. This program will continue and will be submitted annually to allow for the removal of the interlocking brick and installation of concrete sidewalks throughout the Town. Administration is requesting that Council pre-commit \$93,000 of the 2018 Capital Budget to take advantage of the favorable prices provided by the contractor. Moving forward in this manner will allow the Town to save significant costs. For example, the tender submitted by Giorgi was \$11,565.70 or 41% less than next lowest bidder to complete 0.4 kilometers of sidewalk. Expanding the program to complete and additional 0.8 kilometers for \$93,000 will allow the Town to realize approximately \$23,131 in savings for this scope of work. However, in order for the Town to realize these savings the Town may incur approximately \$2,139 in interest costs. Therefore, the net financial benefit to the Town by moving forward in this manner is estimated to be \$20,992.

Moving forward in this manner will also allow the town to mitigate its exposure to increased construction costs in 2018 and 2019, as well as save additional staff resources to prepare tenders for sidewalk repairs.

**6. CONSULTATIONS:**

The contractor was consulted and concurs with the values provided in the report.

**7. CONCLUSION:**

The removal of the interlocking brick will reduce the hazards to pedestrian traffic. The improvements will provide updates to the unsignalized intersection for AODA compliance.



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Eric Chamberlain  
**Manager of Roads and Fleet**

**EC**

## Report Approval Details

Document Title:	Sidewalk Replacement Program.docx
Attachments:	Map
Final Approval Date:	May 3, 2017

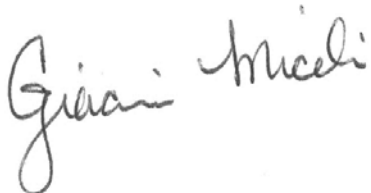
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - May 3, 2017 - 9:55 AM**



**Mark Galvin - May 3, 2017 - 10:42 AM**



**John Miceli - May 3, 2017 - 3:03 PM**



**Paula Parker - May 3, 2017 - 3:50 PM**



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF ENGINEERING AND PUBLIC WORKS

MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

Table with 2 columns: Author's Name, Report Date, Author's Phone, Date to Council, Author's E-mail, Resolution #.

To: Mayor and Members of Town Council

Subject: Second Concession Bridge over Long Marsh Drain Replacement

1. RECOMMENDATION:

It is recommended that:

- 1. The report from the Manager of Engineering and Operations and the Chief Administrative Officer dated September 7, 2017, regarding the Second Concession Bridge over Long Marsh Drain Replacement BE RECEIVED;
2. The replacement of the Second Concession Bridge over Long Marsh Drain BE FUNDED as follows:

Table with 2 columns: Description, Amount. Rows include 2017 Approved Capital Budget for Bridge Rehabilitation (\$364,000), 2017 Capital Replacement Levy (\$200,000), Additional Gas Tax Funds (under budget projects from 2015 & 2016) (\$100,000), 2018 Capital Budget Pre commitment (\$518,600), Total (\$1,182,600).

- 3. An agreement with Front Construction Industries Inc. to complete the replacement of the Second Concession Bridge over the Long Marsh Drain BE AUTHORIZED in the amount of \$1,162,600.00 (excluding H.S.T.); and,

4. **By-law 2017-46** being a by-law to enter into an agreement with Front Construction Industries Inc. to complete the replacement of the Second Concession Bridge over the Long Marsh Drain be taken as having been read three times and finally passed and the Mayor and Clerk **BE AUTHORIZED** to sign same.

## 2. **BACKGROUND:**

The Bowstring Arch Bridge located on the Second Concession North over the Long Marsh Drain was identified in the 2017 Capital Budget for rehabilitation based on the recommendation of the 2016 Bridge Inspection Report completed by Keystone Bridge Management. The intent of the budget submission was to rehabilitate the current bridge in order to preserve its original design. However, a more detailed structural analysis was completed by the Town's consultant (Stantec) in order to determine the required repairs to the structure. This analysis revealed that more extensive repairs were required with a significant budget increase.

In order to provide Council with all the options with respect to this bridge, Administration developed a design-build request for proposal (RFP) for the replacement of the existing bridge with a standard bridge design. Administration also requested an Engineer's estimate to replace the existing structure with a bridge built with a design similar to the current structure meeting current standards. It is important for Council to note that the existing bridge is not registered on the Town's heritage registry as a structure receiving a heritage designation. There were issues that arose during this process which will be address in the body of the report which include:

1. The offer of a bridge beam donation from a local precast concrete supplier
2. The subsequent intervention of the Heritage Committee to designate the 2<sup>nd</sup> Concession Bridge.

## 3. **DISCUSSION:**

As indicated in the 2017 Capital Budget, Administration endeavoured to preserve the unique design of the existing structure. The 2017 Capital Budget included \$364,000 for the rehabilitation and repair of the existing bridge based on the estimate provided in the 2016 Bridge Inspection Report received from Keystone. Based on a recommendation included in the 2016 Bridge Inspection Report, Administration contracted Stantec Consulting to complete a detailed condition report of the existing structure with rehabilitation recommendations. The detailed condition report also included an estimated cost to complete the required rehabilitation work. The estimate in the report from Stantec Consulting was \$842,000 + engineering fees.

Upon receipt of the detailed report and estimate, highlighting the additional repairs required, Administration determined that it would be prudent to issue a Design Build Request for Proposal (RFP) to determine the cost to replace the bridge completely and building a structure that would meet current design standards and widths. In addition to this RFP, Administration acquired an estimate for replacement of the existing bridge

using a design similar to the current bridge including the arches. The Design Build approach to procuring this type of infrastructure was selected as this methodology provides the opportunity for contractors to offer innovative cost effective solutions to replace infrastructure.

On March 29, 2017, the Town advertised for proposals to provide Design-Build services for the Second Concession Bridge over the Long Marsh Drain. This project would involve the complete removal of the existing bridge and the construction of a new structure.

The RFP closed on April 27, 2017, with the Town receiving 2 proposals.

The evaluation committee consisted of the Manager of Engineering, Drainage Superintendent / Engineering Coordinator and the Director of Engineering and Public Works. Each individual ranked the proposals separately and subsequently met as a committee to complete the evaluation process and determine the successful proponent. The RFP included a detailed Evaluation/Criteria form that was used in the evaluation process to determine the successful proponent. The evaluation was based generally on the following:

- 75% of the score based on the past projects, project team, design information, schedule, experience and project methodology delivery
- 25% of the score based on the proposed fee

Upon completion of the evaluation process, the committee concluded that the successful proposal was Front Construction Industries with Haddad Morgan providing the engineering services.

Below is a summary of the proposals and their rankings:

<u>Proponent</u>	<u>Ranking</u>
Front Construction Industries	1st
SLR Contracting	2nd

The total cost of the Design-Build bridge replacement is \$1,162,600. Administration anticipates some additional engineering costs to the Town to have a structural engineer provide peer review for the structural design and components.

**Comparison of Options**

<b>Options</b>	<b>Total Cost</b>	<b>Benefits</b>	<b>Disadvantages</b>
1) Rehabilitation/Repair of Current Bridge	<b>\$927,000</b>  \$842,000 + Engineering fees (estimate) \$85,000	<ul style="list-style-type: none"> <li>• Preserve the unique original design</li> <li>• Slightly lower cost</li> </ul>	<ul style="list-style-type: none"> <li>• 25 – 30 year probable service life</li> <li>• Narrow bridge width remains</li> <li>• Bridge will remain load restricted</li> </ul>
2) Bridge Replacement –	<b>\$1,182,600</b>	<ul style="list-style-type: none"> <li>• Completely new</li> </ul>	<ul style="list-style-type: none"> <li>• Higher cost</li> </ul>

<p>Standard Bridge Based on RFP</p>	<p>\$1,162,600 + peer review (\$20,000 estimate)</p>	<p>structure</p> <ul style="list-style-type: none"> <li>• Built to current Canadian Highway Bridge Design Code (CHBDC)</li> <li>• Width increased to provide proper 3.5m lane widths and 1.5m shoulders to allow for adequate bike/pedestrian flow in conjunction with vehicular traffic</li> <li>• 75 year design life</li> <li>• Satisfy current design and road safety standards</li> <li>• Unrestricted load capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of original design</li> </ul>
<p>3) Bridge Replacement – Bridge with Similar Design</p>	<p><b>\$1,800,000</b> (engineers estimate)</p>	<ul style="list-style-type: none"> <li>• Utilize similar design to original structure</li> <li>• Completely new structure</li> <li>• Built to current Canadian Highway Bridge Design Code (CHBDC)</li> <li>• Width increased to provide proper 3.5m lane widths and 1.5m shoulders to allow for adequate bike/pedestrian flow in conjunction with vehicular traffic</li> <li>• 75 year design life</li> <li>• Satisfy current design and road safety standards</li> <li>• Unrestricted load capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Higher cost than standard bridge</li> <li>• Extremely complex design to build</li> <li>• Increased maintenance and lifecycle costs</li> </ul>



## **Issue #1- Beam Donation Offer**

This report was originally prepared for the May 23, 2017 Council meeting. Just prior to that meeting Administration was approached by a local businessman who had heard about the bridge replacement project and wanted to offer the Town precast bridge beams at a significantly discounted cost, with the remainder of the original cost of the beams being considered a donation to the Town Administration pulled the report from the May 23, 2017 Council meeting agenda in order to investigate the offer and potential cost savings to the municipality.

A meeting was held with the businessman and Front Construction to discuss the beams that were being offered and whether they could be incorporated into this project. Administration determined it was prudent to complete a more detailed investigation to identify whether the beams could be used and what additional costs, if any, would be incurred to incorporate the beams. The engineering firm of Haddad Morgan and Associates completed an analysis to determine impacts, both structurally and financially. Through this analysis it was determined that the beams could be used for the bridge structure but that additional work and costs would be incurred by the municipality to use the beams which would result in an overall increase to the RFP contract. Some of the reasons for the additional costs are:

- The size of the footing and abutments would need to be increased significantly
- The overall excavation would be larger, requiring more sheet piling
- The deck surface would be increased resulting in increased materials to treatments for the deck
- The entire bridge would be 300mm higher resulting in additional roadway works and guardrails
- The banks and shoreline of the drain would need to be reshaped. This would result in additional costs and possible delays to receive approvals from the Department of Fisheries and Oceans (DFO) and the Ministry of Natural Resources and Forestry (MNRF)

Based on the information regarding the donated beams Administration determined that accepting the donated beams was not a prudent decision that would benefit the Town..

Administration believes that replacing the existing bowstring bridge with a new structure, built to current design standards and 75 year design life, provides the most benefit to the community and is the most prudent financial decision for both life cycle and the future maintenance costs to the Town.

## **Issue #2- Heritage Committee Intervention**

On June 29, 2017 the Heritage Committee passed the following motion which is subject to Council receipt at the September 25, 2017 Council meeting:

***That the Heritage Committee recommends designation of the existing bridge, however if the bridge cannot be repaired, that any structure retain the heritage attributes of the existing bridge.***

It is important for Council to note that it appears that the proper process in order to designate a property or structure was not adhered to by the committee in accordance to Section 29 of the Ontario Heritage Act requires the following steps:

1. Identify the property as a candidate for designation
2. Research and evaluate the property
3. Serve Notice of the intention to Designate the property with the opportunity to object
4. Council must pass and register the designation bylaw
5. Listing the property on the municipal register
6. List the Property on the provincial register

Council must be cognisant of this in receiving the minutes of the Heritage Committee.

As a result of the motion however now Council is faced with the following:

- Move forward with the process of designating the bridge and approve the scope of the project to rehabilitation only
- Do not move forward with the process of designating the bridge and move forward with:
  - The construction of a bridge with the bow bridge attributes with the current standards
  - The construction of a bridge without any of the bow bridge attributes

#### **4. RISK ANALYSIS:**

##### **Risk Associated with Resident Concerns Regarding Heritage:**

It is evident that preservation of heritage assets is important to the Town of Amherstburg and its residents and this is supported by the Town through the establishment of the Heritage Committee. Residents have suggested that the Second Concession Bridge has significant heritage value in the community. It is important for Council to note that the Second Concession Bridge was considered as a possible heritage structure by the Heritage Committee on July 26, 2007. However since that time **no action** has been taken by the committee to move forward with a Heritage Designation and therefore the bridge **is not presently designated**.

It should also be noted to Council, that it is the **responsibility of the Heritage Committee to report to Council on the recommendation to designate a property/structure**. This has not occurred by the heritage committee prior to the June 29, 2017 meeting. Administration has reviewed the Town minutes and concluded that this has not occurred with this particular structure in the 10 years since it was identified as a possible heritage structure by the committee.

Should Council wish to consider a Heritage designation Council is required to consult with the Heritage Committee under Part IV of the Ontario Heritage Act on Conservation of Cultural Heritage Value or Interest. The next Heritage Committee meeting is scheduled for November 16, 2017. Administration could then report back to Council with the committee's position at a subsequent meeting with the earliest meeting being the regular scheduled Council meeting on November 27, 2017. Council may request the chair of the Heritage Committee to call a Special Heritage meeting to address this matter should it wish to do so to expedite the matter.

**Risk Associated with Structure:**

The recent structural condition report identified the bridge to be load restricted. The report also recommended that the work commence within 6 months to prevent structural failure. The report was completed January 2, 2017. The Design Build RFP was issued in March 31, 2017 and closed April 27, 2017. Depending on how Council wishes to move forward with the Bridge will have a definite impact on the timing and schedule of the bridge. The Second Concession Bridge will continue to be monitored structurally to ensure its integrity however there is a possibility that the Second Concession Bridge may be closed temporarily until repairs or replacement is completed.

More importantly it should be noted that the width of the current bridge is narrow and does not meet current safety requirements with respect to clear zones adjacent to the travelled lane. There may be a future risk if a vehicle struck a portion of the bridge, pedestrian or bicyclist due to the inadequate clear zone.

5. **FINANCIAL MATTERS:**

**Option 1-Bridge Rehabilitation:**

Engineer's Estimate	\$ 842,000.00
Engineering Costs (estimate)	<u>\$ 85,000.00</u>
<b>TOTAL PROJECT COST</b>	<b>\$ 927,000.00</b>

**Bridge Rehabilitation - Budget vs Tender**

Description	Approved 2017 Capital Budget	Total Project Cost	Projected Shortfall
Total	\$364,000	\$927,000	\$563,000

**Bridge Rehabilitation - Funding Sources**

Description	Budget	Actual	Variance
2017 Capital Budget	\$364,000	\$364,000	\$0
2017 Capital Replacement Levy	\$0	\$200,000	\$200,000
Additional Gas Tax Funds (under budget projects from 2015 & 2016)	\$0	\$100,000	\$100,000
2018 Budget Pre commitment	<u>\$0</u>	<u>\$263,000</u>	<u>\$263,000</u>
<b>TOTAL</b>	<b><u>\$364,000</u></b>	<b><u>\$927,000</u></b>	<b><u>\$563,000</u></b>

**Option 2- Bridge Replacement – Standard Bridge based on RFP:**

Design-Build Proposal	\$1,162,600
Peer Review Engineering	<u>\$20,000</u>
<b>TOTAL PROJECT COST</b>	<b>\$1,182,600</b>

**Bridge Replacement - Budget vs Tender**

Description	Approved 2017 Capital Budget	Total Project Cost	Projected Shortfall
Total	\$364,000	\$1,182,600	\$818,600

**Bridge Replacement - Funding Sources**

Description	Budget	Actual	Variance
2017 Capital Budget	\$364,000	\$364,000	\$0
2017 Capital Replacement Levy	\$0	\$200,000	\$200,000
Additional Gas Tax Funds (under budget projects from 2015 & 2016)	\$0	\$100,000	\$100,000
2018 Budget Pre commitment	<u>\$0</u>	<u>\$518,600</u>	<u>\$518,600</u>
<b>TOTAL</b>	<u><b>\$364,000</b></u>	<u><b>\$1,182,600</b></u>	<u><b>\$818,600</b></u>

**Option 3- Bridge Replacement – Bridge with Similar Design:**

Engineer's Estimate	\$1,800,000
<b>TOTAL PROJECT COST</b>	<b>\$1,800,000</b>

**Bridge Replacement - Budget vs Tender**

Description	Approved 2017 Capital Budget	Total Project Cost	Projected Shortfall
Total	\$364,000	\$1,800,000	\$1,436,000

**Bridge Replacement Similar Design - Funding Sources**

Description	Budget	Actual	Variance
2017 Capital Budget	\$364,000	\$364,000	\$0
2017 Capital Replacement Levy	\$0	\$200,000	\$200,000
Additional Gas Tax	\$0	\$100,000	\$100,000

Funds (under budget projects from 2015 & 2016)			
2018 Budget Pre commitment	\$0	\$568,600	\$568,600
New Debt	\$0	\$567,400	\$567,400
<b>TOTAL</b>	<u>\$364,000</u>	<u>\$1,800,000</u>	<u>\$1,436,000</u>

**6. CONSULTATIONS:**

Stantec Consulting was consulted with respect to the content of the RFP and the submissions. Stantec also provided the engineering estimates.

The evaluation committee recommended Front Construction Industries as the successful proponent for the Design-Build project.

**7. CONCLUSION:**

Administration is recommending that Council award Option 2, the replacement of Second Concession Bridge over Long Marsh Drain, to Front Construction Industries.




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Todd Hewitt  
**Manager, Engineering & Operations**




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Giovanni (John) Miceli  
**Chief Administrative Officer**

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**2018 PROPOSED CAPITAL BUDGET**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	PARKS, RECREATION, FACILITIES & TOURISM
<b>Division:</b>	Parks
<b>Estimated Cost:</b>	\$10,000

**Description of Item:**  
Purchase wind screens for Tennis Courts.

**Justification:**  
The traffic on the newly refurbished tennis/pickle ball courts has increased tremendously and the many residents using the facilities have requested wind screens be added to increase the playability. Windscreens can help break up winds, delivering a consistent, even air flow so the courts can be used on even the windiest days. Windscreens also provide a backdrop for tennis courts, allowing a player's focus to remain on the game at hand, rather than what may be going on outside the court.

**Risk Analysis:**

<b>Financial Impact:</b>	
	\$ 10,000
<b>Total Impact:</b>	<b>\$ 10,000</b>

**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       **New**                       **Increase**                       **Decrease**

**Item Number:**

**Status:** RECOMMENDED

**Community Based Strategic Plan Pillar:**

**Department:** PARKS, RECREATION, FACILITIES & TOURISM

**Division:** Facilities

**Estimated Cost:** \$30,000

**Description of Item:**

Purchase Surveillance System for the Libro Centre

**Justification:**

The department needs to upgrade the surveillance system currently located at the Libro Centre. The current analog system hosts 24 cameras. There are different cameras located throughout the facility both inside and out. From static video to cameras that pan and zoom as well as some are sensorred that only record when movement is detected. The new system will correct safety and security issues. The new system will allow monitoring of surveillance cameras both onsite and remotely so ensure that any issues are dealt with in a timely manner - from a health and safety standpoint of our employees and residents/user groups. The new system will also replace old technology with new cameras in high traffic areas, giving greater coverage area.

Recently went through an audit of the current system and determined that two keys components of the system needs to be upgraded - system software and hardware (cameras). The software needs to be compatible and transferrable when required to utilize surveillance footage in disputes and/or disciplinary issues. The current software is utilized at the server which makes it difficult to use when footage is needed to be transferred to police for investigation or for disciplinary purposes. New software should be implemented to allow better use of Administration time when trying to utilize the camera software to assist in an investigation. Currently, the system is slow when attempting to utilize the footage outside of the server room.

Additionally, the camera hardware along with the new server hardware should be installed to allow for better coverage.

While the attached quote suggests a phase-in schedule based on expense allocation under building maintenance in using current operational budget, it is recommended that we implement a FULL replacement and improvement strategy under the Capital budget for the Libro Centre in the 2018 Budget cycle. Based on the approximate cost, the approved capital project is subject to the requirements outlined in the Procurement Policy.

**Risk Analysis:**

Key areas are undermonitored due to poor camera location or inadequate hardware thus exposing our employees and user groups to health and safety concerns. Additionally, this exposes the to higher liability concerns due to an inability to properly capture high traffic areas for potential slip and fall occurrences as well as other potential liability concerns. Without an improvement strategy for the system to correct these safety and security issues, the Town is exposed to possible litigation scenarios.

**Financial Impact:**

Capital Purchase	\$	30,000
IT-Computer Maintenance 10-5-1001025-0310	\$	1,900
<b>Total Impact: \$</b>		<b>31,900</b>





## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF THE CAO

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Bruce Montone	Report Date: October 25, 2017
Author's Phone: 519 736-6500 ext. 2241	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:bmontone@amherstburg.ca">bmontone@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Fire-Major Equipment Reserve

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Fire Chief dated October 25, 2017 regarding Fire-Major Equipment Reserve **BE RECEIVED**; and,
2. The proposed Fire-Major Equipment Reserve **BE CONSIDERED** as part of the overall 2018 Capital Budget.

#### EXECUTIVE SUMMARY:

N/A

#### 2. BACKGROUND:

The Working Capital Reserve Fund is a designated reserve fund whereby payments are accumulated to be used for the purchase of replacement assets purchased by the Corporation.

The purpose of the Working Capital Reserve Fund is to accumulate funds for the purchase of replacement assets, requires that:

- Purchases be limited in specific circumstances and that a policy be developed.
- Departments continue to fund, within operating budgets, targeted assets, with level annual budget contribution
- Purchases be managed by Finance, and that replacements be evaluated based on condition, and circumstances.

Currently there are nine (9) fire apparatus (town-owned vehicles) ranging in age from 23 years old to 6 years old as indicated below;

<u>Apparatus</u>	<u>Age/Type</u>	<u>Replacement date</u>
Engine # 1	1995 Fort Garry	Now
Tanker #2	1996 Mack	Now
Tanker #3	2000 International	-2020
Rescue #1	2001 Freightliner	-2021
Rescue #3	2003 GMC	-2023
Rescue #2	2005 GMC	-2025
Ladder #1	2009 Sutphen	-2029
Engine #3	2011 Fort Garry	-2031
Engine 2	2012 Spartan	-2032

### **3. DISCUSSION:**

The performance ability and overall acceptability of older fire apparatus has been debated between municipal administrations, the public fire service and many others for years. Fire Underwriters Survey (FUS) responsible for Dwelling Protection Gradings used by the Fire Insurance industry has reviewed experiences across Canada and in other countries and has developed a standard for acceptance of apparatus as the apparatus becomes less reliable with age and use.

The public fire service is unique compared to other emergency services in that fire apparatus vehicles are not continuously in use. However, when in use, the apparatus is subject to considerable mechanical stress due to the nature of its function. This stress does not normally manifest itself on the exterior of the equipment. It is effectively masked in most departments by a higher standard of aesthetic care and maintenance.

Lack of replacement parts further complicates long term use of apparatus. Truck and pump manufacturers maintain a parts inventory for each model year for a finite time. After that period, obtaining necessary parts is difficult. This parts shortage is particularly acute with fire apparatus due to the narrow market for these devices.

Fire Underwriters Survey lengthy experience in evaluating fire apparatus indicates that apparatus should be designed to an acceptable standard. The standard that is accepted throughout Canada by Fire Underwriters Survey is the Underwriters' Laboratories of Canada (ULC) Standard S515 (most updated version) titled, "Automobile Fire Fighting Apparatus," which was adopted as a National Standard of Canada in September 2004. Alternatively, NFPA 1901, the Standard for Automotive Fire Apparatus (most updated version) is also accepted by Fire Underwriters Survey with respect to apparatus design. Fire apparatus should be built by recognized manufacturers and tested by a suitably accredited third party.

Fire apparatus should respond to first alarms for the first fifteen years of service. During this period it has reasonably been shown that apparatus effectively responds and performs as designed without failure at least 95% of the time. For the next five years, it should be held in reserve status for use at major fires or used as a temporary

replacement for out-of-service first line apparatus. Amherstburg has, by past practice not established reserve status for apparatus exposing the Town to potential risk as a result of apparatus failure.

It is a best practice to retire apparatus from service at twenty years of age. At this juncture, the 20 year old units unit may develop one or more faults which preclude effective use for emergency service as well as risk to Staff. These deficiencies include:

- a. Inadequate braking system
- b. Slow pick-up and acceleration
- c. Structurally weakened chassis due to constant load bearing and/or overloading
- d. Pump wear

**Table 1 Fire Underwriters published Service Schedule for Fire Apparatus for Fire Insurance Grading Purposes**

<b>Vehicle Age</b>	<b>Major Cities <sup>3</sup></b>	<b>Medium Sized Cities <sup>4</sup></b>	<b>Small Communities <sup>5</sup></b>
<b>0 – 15</b>	First Line Duty	First Line Duty	First Line Duty
<b>16 – 20</b>	Reserve	2 <sup>nd</sup> Line Duty	First Line Duty
<b>20 – 25 Years <sup>1</sup></b>	No Credit in Grading	No Credit in Grading <i>or</i> Reserve <sub>2</sub>	No Credit in Grading <i>or</i> 2 <sup>nd</sup> Line Duty <sup>2</sup>
<b>26 – 29 Years <sup>1</sup></b>	No Credit in Grading	No Credit in Grading <i>or</i> Reserve <sub>2</sub>	No Credit in Grading <i>or</i> Reserve <sub>2</sub>
<b>30 Years +</b>	No Credit in Grading	No Credit in Grading	No Credit in Grading

<sup>1</sup> All listed fire apparatus 20 years of age and older are required to be service tested by recognized testing agency on an annual basis to be eligible for grading recognition. (NFPA 1071)

<sup>2</sup> Exceptions to age status may be considered in a small to medium sized communities and rural centres conditionally, when apparatus condition is acceptable and apparatus successfully passes required testing.

<sup>3</sup> Major Cities are defined as an incorporated or unincorporated community that has:

- a populated area (or multiple areas) with a density of at least 400 people per square kilometre; AND
- a total population of 100,000 or greater.

<sup>4</sup> Medium Communities are defined as an incorporated or unincorporated community that has:

- a populated area (or multiple areas) with a density of at least 200 people per square kilometre; AND/OR
- a total population of 1,000 or greater.

<sup>5</sup> Small Communities are defined as an incorporated or unincorporated community that has not exceed 200

In light of the current situation Fire Administration is recommending a rolling 20-year replacement plan related to fire trucks & equipment replacement. A copy of this plan is attached for information purposes (Appendix A). It is Administration’s recommendation that on a go forward basis, that the attached plan be managed through an established

Fire Major Equipment Reserve. This consolidated approach would be beneficial for Fire Services thereby allowing them to strategically plan for the replacement of vehicles and major equipment through one primary funding source. The suggested plan calls for all 9 trucks to be funded from a Fire Major Equipment Reserve.

***\*\*This plan may be affected by the accepted recommendations of a master fire protection plan that looks at efficiencies by adjusting the Deployment of resources. Some relief could potentially be provided in the 2023 to 2025 time line. Further, consideration is being given by administration to pilot an approach now that includes multipurpose fire apparatus which will result in the requirement for apparatus to be reduced by potentially 30%. Should the pilot prove successful, the 20yr plan would be adjusted accordingly. \*\****

It should be noted that Fire and Rescue Services manages every aspect of the fire truck replacements in house, using existing staff. Having the truck replacement fully funded from the Fire Major Equipment Reserve will have no effect on any other operating department.

#### **4. RISK ANALYSIS:**

Failure to properly plan for major expenditures can have a significant negative affect on financial forecasting. Collaborative processes that consider future scenarios will work best as part of an overall strategic plan, and provides smarter choices when situations change.

A good plan does not lock the Town into a specific path, but rather it expands the Towns options for future consideration. The risk to the municipality includes the potential for erosion of current dwelling protection gradings by Fire Underwriter's Survey. Should this occur it will result in higher than expected fire insurance premiums for the municipality and ratepayers. The failure of major apparatus and equipment when needed the most may add risk to the loss of Property and Injuries thereby increasing the financial and political risk to the Town.

#### **5. FINANCIAL MATTERS:**

A detailed rolling 20-year financial plan was created for fire apparatus replacements (Appendix A). The plan projects replacement costs for all vehicles inclusive of anticipated inflation and future health and safety costs. Additionally, the plan includes projections for annual contributions from the Town's operating budget to the Fire Major Equipment Reserve. Based on these parameters the 20 year financial plan indicates that additional one time funding of \$375,000.00 would be required to achieve the projections detailed in the plan using only the Fire Major Equipment Reserve Fund as the exclusive funding source for major fire apparatus and equipment. It is recommended that this injection be made this year through the 2018 budget process to address the Town's aging apparatus.

Currently, the Town contributes \$150,000 annually to the Working Capital Reserve Fund specifically for the replacement of Engine #1 which is scheduled to occur at the end of 2018.

Currently there are accumulated contributions of \$300,000.00 allocated to the replacement of Engine 1 only. This does not account for a 22yr old Tanker (1996 Mack) at Station 2 that is beyond its life expectancy. Under this proposal, Fire would begin contributing all funds related to Fire Trucks annually in accordance with the values outlined in Appendix A to the Fire Major Equipment Reserve Fund. This annual contribution along with an initial one-time transfer of \$375,000.00 to the Fire Major Equipment Reserve Fund would allow Fire & Rescue Services to manage their 20-year plan for truck and major equipment replacements going forward.

The Finance department has reviewed the Fire 20 year rolling plan as attached and has analyzed the projections inclusive of the recommended changes presented in this report. Sufficient funding is available in Capital funds to fund the proposed one-time payment of \$375,000.00 to Fire Major Equipment Reserve fund and is within the 2% budget parameters established by Council for the development of the 2018 Budget

## 6. CONSULTATIONS:

Bobbi Revie, Finance  
Eric Chamberlain, Roads and Fleet

## 7. CONCLUSION:

The Working Capital Reserve has served its purpose in prior years. Now that this has been achieved, it would be timely to create the Fire Major Equipment Reserve Fund with the applicable funds in order to facilitate a consolidated approach for the long term planning of fire trucks and major equipment replacements. In closing, Administration is recommending that Council consider the following:

1. Administration **REDIRECT** the Fire Department Working Capital contribution to a Fire Major Equipment Reserve Fund beginning for the year 2018;
2. Administration **FUND** and **REPLACE** Engine 1 and Tanker 2 in the 2018 Capital Budgets; and,
3. The Fire Department **MAINTAIN** a rolling Twenty (20) year Financial Plan for the ongoing replacement of Fire Trucks & Major Equipment, and that an annual contribution indicated in the 20 year plan commencing in 2019 be made thereby ensuring that sufficient funding continues to be available for the ongoing replacement of Fire Trucks and Major Equipment.



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Bruce Montone

**Fire Chief**

**BM/bm**

**Report Approval Details**

Document Title:	Fire - Major Equipment Reserve.docx
Attachments:	- Copy of Appendix A- Fire Major Equipment reserve 20 year rolling ver 3.xlsx
Final Approval Date:	Nov 1, 2017

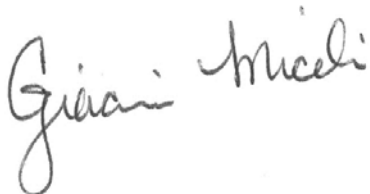
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 30, 2017 - 3:52 PM**



**Mark Galvin - Oct 31, 2017 - 4:36 PM**



**John Miceli - Nov 1, 2017 - 3:07 PM**



**Tammy Fowkes - Nov 1, 2017 - 5:05 PM**

**FIRE Department,  
 FIRE MAJOR EQUIPMENT  
 RESERVE 20 YEAR ROLLING  
 FINANCIAL PLAN**

**APPENDIX A**

	2018	2019	2020	2021	2022
Equipment Reserve Beginning Balance	\$300,000	\$0	\$151,500	\$304,515	\$59,060
+ Contribution to Fund - Operating Budget	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
+ Contribution to Fund - Interest (1% / year)	\$4,500	\$1,500	\$3,015	\$4,545	\$2,091
*req.one time 375K contribution for Tanker				Tanker 3	
- Vehicle Replacement required	\$825,000			(\$400,000)	
Equipment Reserve Year End Balance	\$1,279,500	\$151,500	\$304,515	\$59,060	\$211,151

	2023	2024	2025	2026	2027
Equipment Reserve Beginning Balance	\$211,151	(\$84,738)	(\$333,085)	\$17,084	(\$129,245)
+ Contribution to Fund - Operating Budget	\$200,000	\$250,000	\$350,000	\$350,000	\$350,000
+ Contribution to Fund - Interest (1% / year)	\$4,112	\$1,653	\$169	\$3,671	\$2,208
- Vehicle Replacement required		Rescue 1 (\$500,000)	Rescue 3 (\$500,000)	Rescue 2 (\$500,000)	
Equipment Reserve Year End Balance	(\$84,738)	(\$333,085)	\$17,084	(\$129,245)	\$222,962

	2028	2029	2030	2031	2032
Equipment Reserve Beginning Balance	\$222,962	\$578,692	(\$362,021)	(\$12,141)	(\$158,763)
+ Contribution to Fund - Operating Budget	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
+ Contribution to Fund - Interest (1% / year)	\$5,730	\$9,287	(\$120)	\$3,379	\$1,912
- Vehicle Replacement required		Ladder 1 (\$1,300,000)		Engine 3 (\$500,000)	
Equipment Reserve Year End Balance	\$578,692	(\$362,021)	(\$12,141)	(\$158,763)	\$193,150

	2033	2034	2035	2036	2037
Equipment Reserve Beginning Balance	\$193,150	\$43,150	\$397,082	\$754,552	\$1,014,598
+ Contribution to Fund - Operating Budget	\$350,000	\$350,000	\$350,000	\$250,000	\$150,000
+ Contribution to Fund - Interest (1% / year)	\$5,431	\$3,932	\$7,471	\$10,046	\$11,646
- Vehicle Replacement required		Engine 2 \$500,000			
Equipment Reserve Year End Balance	\$1,048,581	\$397,082	\$754,552	\$1,014,598	\$1,176,244

**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$100,000

**Description of Item:**

Replacement of Auto Extrication Equipment

**Justification:**

Auto Extrication Equipment is essential equipment used in the fire service. It assists firefighters in heavy rescue operations and special circumstances which may arise during automobile and industrial accidents.

The current auto extrication equipment is aging and at the end of its service life and not designed to handle the materials and design of today's vehicles.

The new proposed equipment is better suited and more effective in dealing with new vehicle design and the hardened alloys commonly found in new vehicles.

This specialized equipment is strategically located on vehicles throughout the Town to ensure capabilities of removal and assistance of customers in vehicular accidents.

-As an option for funding , Replacement implementation could be done over several years (3) to accomplish.

**Risk Analysis:**

Failure to replace this aging and obsolete life saving equipment may result in Injury to staff and the public. Should this equipment fail during use the Municipality would be exposed to liability.

**Financial Impact:**

Auto Extrication Equipment	<b>100,000</b>



**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$18,000

**Description of Item:**  
 Purchase Shared Fire Training Simulator \$18,000 for 5 years  
  
**Relates to Operating Budget Issue - Fire Training Expense \$2,000**

**Justification:**  
 Purchase 1/5 share of a Mobile Live Fire Training Simulator.  
  
 The City of Windsor has agreed to purchase the Unit on behalf of the Partners and a Five year payback arrangement Agreement (\$18,000/yr) is being reviewed by Legal Services.  
  
 Additional expenditures are anticipated (\$2000 annually) for the operation of the Shared ownership LP gas Fire Training Simulator Costs include towing of the unit to a local site and propane for the actual burns. These costs have been included in the Recommended 2018 Operating Budget.  
  
 The Mobile Fire Training Simulator will provide more accessible training and help ensure that all firefighters are better trained in live fire extinguishment. This will also reduce training costs by not having to send firefighters great distances or to the United States to participate in live fire training.

**Risk Analysis:**

**Financial Impact:**

FireFighter Training Simulator	\$18,000
<b>Total Impact:</b>	<b>\$ 18,000</b>



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF THE CAO

*MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.*

Author's Name: Bruce Montone	Report Date: October 18, 2017
Author's Phone: 519 736-6500 ext. 2241	Date to Council: November 6, 2017
Author's E-mail: <a href="mailto:bmontone@amherstburg.ca">bmontone@amherstburg.ca</a>	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Purchase of Mobile Live Fire Training Simulator

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#### 1. RECOMMENDATION:

It is recommended that:

1. The report from the Fire Chief dated October 18, 2017 regarding Purchase of Mobile Live Fire Training Simulator **BE RECEIVED**; and,
2. The Purchase of Mobile Live Fire Training Simulator **BE CONSIDERED** as part of the overall 2018 Capital Budget.

#### 2. BACKGROUND:

As per Council Resolution, on December 14, 2015, Town Council approved a feasibility study to enhance the Town's and County's ability to prevent, mitigate, plan, respond and recover from disasters and emergencies, while ensuring continuation of core services. The report identified recommendations of the study.

The Training Feasibility Study provided a recommendation, among others, for the purchase of a Mobile Live Fire Training Simulator to become a component of the Windsor and Essex County Fire Services. This would address the lack of accessibility to a nearby live fire training facility so that training can be available in closer proximity to home municipalities. A mobile or portable LP gas simulator allows for training to occur within the municipality itself eliminating the need to send staff away for training. The recommendation further states that the cost of purchasing this simulator should be shared with other Fire Services within Essex County.

Fire Chief's past and present have fulfilled their obligations collaboratively, in an effort to provide safe, competent and affordable training to their firefighters. It was acknowledged during the study process that any service enhancement should only be established after a need is clearly identified and demonstrated.

The lack of a nearby facility to provide live fire training is a major and immediate challenge facing all municipalities in Essex County and Windsor. (On average per year recruits alone account for 30-35 in the volunteer sector and 15-20 career Firefighters). Currently fire service members must travel either to Sarnia or to the United States to attend live fire training which can mean a significant expense to municipalities. Additionally these opportunities are limited due to class size and schedules.

Due to the cost of outside training and the cost associated with backfilling employees that are away on training, Amherstburg Fire Department rarely utilizes these offsite training opportunities for firefighters.

### **3. DISCUSSION:**

Continuous firefighting training is not an option for municipalities. The level of training is set through international standards, best practices as defined in the Occupational Health and Safety Act. Through collaboration with Essex County Fire Chiefs, 3 willing partners have been identified and respective Council approvals are currently being obtained. Confirmed partners are LaSalle, Windsor and St. Clair College for their increasingly popular firefighter training program. The equipment will only be made available to these users. This unit will not be rented or leased out.

The sharing partners have discussed the cost of the program. The City of Windsor will purchase the Mobile Live Fire Training Simulator. The cost of the equipment will then be divided into 5 units, the City of Windsor's cost share is 2 units and remaining partners will pay 1 unit each. The City of Windsor will obtain ownership of the Mobile Fire Simulator for the purpose of licensing and trailer insurance. Maintenance will be performed by the City of Windsor; however, costs will be tracked and billed to the sharing partners on an annual basis for their proportionate share ownership. Annual certification in years 1-4 will be performed by Draeger Canada Ltd. as part of the extended warranty purchased. The fifth year will become responsibility of City of Windsor and cost of certification will be shared among partners and billed similar to the maintenance cost. Mobile Fire Simulator operating costs will include propane, liquid theatrical smoke fluid, transportation, etc. and is the sole responsibility of the partner using it. The agreement will have a term of 5 years in length at which time the equipment will be paid off.

This unit is refurbished with a one year warranty included from the vendor, Draeger Canada Ltd. A new unit would not be a cost effective option at this time because it is approximately double the cost of the refurbished one. The mobile fire training unit provides a safe opportunity for firefighters to train on a variety of firefighting skills such as incident command, pumper operations, hose line placement, fire extinguishment, ladder use and search and rescue. The unit uses liquid propane gas (LP) as fuel and is certified by ESA and TSSA to meet all applicable regulations relative to the appliance.

Prior to the developments of such apparatus, fire departments would sometimes engage in “live burns” where they would acquire a building scheduled for demolition and then light fires in it in order to train their firefighters. This type of training is extremely dangerous and in some cases in North America fatalities have occurred. In addition to the extreme hazards associated with conducting such actions, burning a building creates unnecessary pollution; furthermore the availability of such structures is very limited. The LP mobile fire simulator provides a much safer and environmentally friendlier alternative that can be replicated for many years.

The Mobile Fire Training Simulator will provide more accessible training and help ensure that all firefighters are better trained in live fire extinguishment. This will also reduce training costs by not having to send firefighters great distances or to the United States to participate in live fire training.

#### **4. RISK ANALYSIS:**

The risks associated with the recommendation are low. The city of Windsor will be required to fund this project for the five year term until the 60% funding (relating to the 3/5 units) is fully repaid by the three participating partners. Greater risk lies in the long distance transportation of personnel and the lack of regular training due to travel and training costs under the current program. Minimum required training is currently being implemented. There is also a risk that after the five year agreement, some or all of the parties decide they no longer wish to continue with participating in the program. At that time, the remaining partners would be responsible for a larger burden of maintenance costs. The attraction of additional partners is an opportunity to reduce this impact.

There is a moderate timing risk associated with this project. This unit is available now and may not be available in the future if the vendor receives an offer before we are able to commit. Therefore, timely action is important to ensure the equipment is secured. The cost of purchasing a newer unit is potentially double the cost.

Community impact risk is significant. Should this proposal not be accepted, the potential to improve functionality during major emergencies will be lost. Mitigation of emergencies and incident action plans not implemented effectively can result in additional damage, loss of life and increased financial impacts to the Corporation, the citizens and businesses who contribute to our community and who may be affected by emergencies that occur.

The Fire Chief will ensure that training is effective and continues to meet the legislative requirements under the OHSA (Occupational Health and Safety Act).

#### **5. FINANCIAL MATTERS:**

The cost of the Mobile Live Fire Training Simulator is \$386,383 including warranty (\$16,200) and non-recoverable HST. This includes initial fit up and necessary certification under the TSSA (Technical Standards and Safety Authority) for years one through four. This cost will be shared in 5 units with the City funding 2 out of 5 units.

The City of Windsor will fund the entire cost of purchasing the unit. The three sharing partners will re-pay Windsor the 3/5 share over 5 years which will include interest charges based on City of Windsor's internal borrowing rate. Current rate is 1.83% however; there is a chance that interest rates will fluctuate. As the city is funding their entire 2/5 cost upfront with available funding, the three external parties will be responsible for the entire financing cost component of the transaction.

**Table 1** shows a detailed breakdown of the full costs of the equipment and the recovery from the parties. The combined cost share (3/5 units) of the purchase price equals \$251,949 which includes interest charges of \$13,322 to allow for the payment plan of 5 years as per **Table 2**.

<b>Table 1</b>		<b>COST</b>
Capital cost (includes upfit and 1st year warranty)		\$ 363,500
Warranty (years 2-4)		\$ 16,200
Non-recoverable HST		6,683
<b>Total Cost</b>	<b>A</b>	<b>386,383</b>
1/5 cost share per sharing partners (excluding interest)		77,277
City of Windsor share 2/5's	B	154,553
Sharing partners share 3/5 (excluding interest)	(A-B)	<b>238,627</b>
5 year payment plan interest expense <sup>1</sup>		13,322
<b>TOTAL sharing partners cost (including interest)</b>		<b>\$ 251,949</b>

Note 1. Interest is calculated at 1.83% City of Windsor's July 2017 internal borrowing rate

<b>Table 2</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total repayment</b>
<b>Municipality</b>						
Amherstburg	\$ 16,797	\$ 16,797	\$ 16,797	\$ 16,797	\$ 16,795	\$ 83,983
St. Clair College	\$ 16,797	\$ 16,797	\$ 16,797	\$ 16,797	\$ 16,795	\$ 83,983
La Salle	\$ 16,797	\$ 16,797	\$ 16,797	\$ 16,797	\$ 16,795	\$ 83,983
<b>Total</b>						<b>\$ 251,949</b>

Amherstburg's share of operating cost is estimated to be \$2,000 per year. This includes the use of propane, liquid smoke fluid and transportation costs. The sharing users will be paying their operating costs directly depending on their usage.

Windsor Fire & Rescue Services' Apparatus Division will maintain, insure and licence the equipment over the life of the agreement. In year 5 (end of warranty), Apparatus Division will begin to certify equipment annually as required by the TSSA for the remainder of the agreement. These costs will be tracked and be billed accordingly to the sharing partners on an annual basis. Amherstburg will be responsible for 1/5 of these costs.

As the agreement will be for a period of 5 years with an option for further extension, appropriate language will be included within the agreement to define the manner in which non renewing parties would be handled.

Administration will also pursue the potential participation of other local municipalities in this creative service sharing partnership. If others were to join, Town costs would be reduced.

**6. CONSULTATIONS:**

All CAO's and Fire Chief's of the partnering municipalities in Essex County.

**7. CONCLUSION:**

The feasibility study offered the municipalities and fire services an opportunity to look to the future, share resources, and make a significant contribution to future generations of the entire region. It is intended to enhance the learning programs and expand the capability for emergency response equipment, materials and practices. These training initiatives are designed to provide the county and city with the best trained and prepared responders, commanders and managers who can better ensure the safety, security and property protection of the citizens they serve. In closing, Administration is recommending that Council consider the following in the 2018 operating budget:

1. The participation of the Amherstburg Fire Department in the joint purchase of a Mobile Live Fire Training Simulator from Draeger Canada Ltd. with participating Essex County Fire Services and St. Clair College at a shared cost of \$379,700 CAD (including warranty \$16,200) plus HST to be funded by The City of Windsor and a 1/5 equal share in the Ownership subject to a repayment plan identified in the financial matters section;
2. A capital funding of \$18,000.00 per year for 5 years **BE ESTABLISHED**;
3. The noted purchase proceed only after the participating partners receive approval from their respective Council/governing Board; and,
4. The CAO and Town Clerk **BE AUTHORIZED** to execute an agreement with LaSalle Fire Service, Windsor Fire & Rescue and St. Clair College (and any other potential local municipalities that may choose to join the partnership) for the shared purchase and use of the Mobile Live Fire Training Simulator, satisfactory in legal content to the Director of Planning, development and Legislative Services, in financial content to the Director of Corporate Services/Treasurer, and in technical content to the Fire Chief.



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Bruce Montone  
**Fire Chief**

**BM/bm**

## Report Approval Details

Document Title:	Purchase of Mobile Live Fire Training Simulator.docx
Attachments:	N/A
Final Approval Date:	Nov 1, 2017

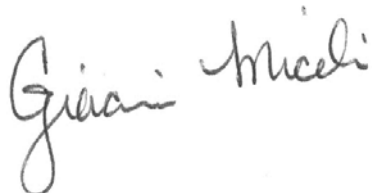
This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau - Oct 26, 2017 - 4:58 PM**



**Mark Galvin - Oct 27, 2017 - 10:29 AM**



**John Miceli - Oct 27, 2017 - 12:09 PM**



**Tammy Fowkes- Nov 1, 2017 - 12:16 PM**

**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$28,400

**Description of Item:**

Purchase Uniforms

The Provision of Uniform Items to Full-time Fire fighter under Collective agreement obligations, the provision of Volunteer fire fighter and officer uniform items as per agreement and past practice and to provide uniform items to non-union senior staff as required.

**Relates to Operating Budget Issue for Uniforms \$5.000**

**Justification:**

The uniform budget is projecting a 10K deficit for the 2017 budget year . 18 new volunteer fire fighters started in 2017 requiring Class B (Station Wear ) uniforms at hire and Class A (dress uniforms) following the completion of probationary periods in 2018. In addition the full time ranks have been increased by 25% and the collective agreement requires an annual issue, replacement for damaged items and a cleaning allowance. A complete one year issue costs \$1350-\$1500.00 depending on rank.

**Risk Analysis:**

Failure to provide will exaserbate budget deficit. Staff will not have the required uniforms to maintain current visual identity standards established for the department. Other programs and services will not meet objectives and directions of Council as funds are redirected from within the budget. Significant moral issues will develop within this Para-military organization that relies heavily on this volunteer asset estimated to be an approximate contribution of \$5 million/annually.

**Financial Impact:**

Uniforms	10-5-2010000-0252	\$	28,400
		<b>Total Impact:</b>	<b>\$ 28,400</b>



**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$300,000

**Description of Item:**  
EOC. Emergency Power Generator

**Justification:**  
An Emergency Operations Center (EOC) is a complex facility that serves as a nerve center during both small emergencies and large disasters. The Current EOC is located at County Rd. 10 Fire Station #2 .  
This facility is a training classroom that is converted for use as an EOC when activated. Currently Folding tables and chairs are set up when required. Computer laptops are distributed around a U-shaped table setup with the IT wiring and infrastructure needed run across the floors. A single projection screen is utilized to display either the WEBEOC situation report, scribe notes or other chosen displays . A small 40" television monitor is utilized to provide video feed which competes with news coverage and other mediums.  
Access and security control requirements adds to the challenge of a facility created for basic needs in a Town who's needs and sophistication have grown beyond the current facility. A Request to create a suitable space and facility for the EOC is in process. There are five primary considerations for a successful Emergency Operations Center:  
Survivability,  
Redundancy,  
Communications,  
Flexibility and Open Architecture,  
Security  
All of these considerations require a reliable source of emergency power, which does not currently exist at the current municipal location.

**Risk Analysis:**  
Failure to provide this equipment may result an ineffective EOC operation during the most common type of emergency facing municipalities. The Municipality would be exposed to significant liability. The Municipality is non-compliant with current Emergency Management Legislation.

**Financial Impact:**

Backup Emergency Power	\$	<b>300,000</b>

**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$24,000

**Description of Item:**  
 Replacement of misdirected Defibrillator Lifecycle, Maintenance and training funds received from County of Essex EMS

**Justification:**  
 Current Defibrillators in Service for tierd response to Medical Calls are Lifecycle Funded by the County of Essex EMS in the amount of \$3000.00 annually. These funds have been received at since 2009 at the time of Purchase of our current defibrillators. It is anticipated that our current equipment will have reached its useful lifecycle in approx. 2 years.

**Risk Analysis:**  
 Failure to replace this aging life saving equipment may result in Injury or worse to the public. Should this equipment fail during use the Municipality would be exposed to liability.

**Financial Impact:**

Defibrillator Replacement	<b>24,000</b>

**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$100,000

**Description of Item:**

Boblo Island Response Project

**Justification:**

Fire Underwriters Survey has Boblo Island graded as a DPR 5 and a PFP Classification 9 which is the lowest rating possible, as Compared to the rest of the Municipality which is DPR 3 A&B and PFPC 5&6. Residents for the most part on the Island cannot get fire insurance and those who can... pay unreasonably high costs. A plan to correct this is underway in cooperation with Land owners and developers. A Capital project is required to initiate this project estimated to cost approx. \$2 Million Dollars

**Risk Analysis:**

Rate Payers both current (Approx. 200) and future (approx. 400) pay municipal taxes and in return expect services. Fire protection services is only available with delayed response (Ferry access only) and during freeze up of the River...Not at all. The municipal exposure to liability is immense.

**Financial Impact:**

BoBlo Fire Project	<b>100,000</b>

**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$75,000

**Description of Item:**

Establish EOC at Nexen Building on Thomas Road  
 Includes      35K - IT costs  
                   25 K Furniture  
                   15 K Chairlift

**Justification:**

**EOC Considerations**

An Emergency Operations Center (EOC) is a complex facility that serves as a nerve center during both small emergencies and large disasters.

There are five primary considerations for the design and construction of a new Emergency Operations Center:

- Survivability,
- Redundancy,
- Communications,
- Flexibility and Open Architecture,
- Security

These design considerations are important even if you are remodelling a building to become your EOC, or modifying and improving an existing EOC.

**Survivability**

It is critical that your EOC remains operational during an emergency. If you must relocate your operations to another facility without the same capacity and technology as your EOC, it can put you and your response operation at a severe disadvantage, and fighting to regain control of an event.

The EOC should be located away from high hazard areas and in a survivable building. In our modern culture this may be difficult, since there are hazards, natural or technological almost everywhere. There should be separation from highways, railroads, pipelines, hazardous material sites, and the like.

Location of the facility is driven by many factors including space availability, political decisions, accessibility, and proximity to potential hazards. You may not have a choice of locations. You are assigned a building and space based on its availability. In this case you must take every action possible to harden the facility to survive a disaster. Examine all mitigation measures available to you. Consider measures to protect staff from airborne vapour hazards by having systems in place to either filter air intakes, or to shut air handling systems down to allow for sheltering in place.

## **Redundancy**

Redundancy is closely allied with survivability. Your facility survivability is linked to the number of redundant systems that support it. The challenge is that when designing, building and modifying a facility, redundancy is not valued.

In this era of tight budgets, you can expect considerable opposition to having multiple systems backing up existing systems. It is not that hard to convince a budget person that a generator is needed for an EOC. Convincing the budget office that you need a second generator to back up the emergency generator can be another issue. Experience tells us that one thing you can count on in a power outage is that generators will fail.

Other redundant systems to consider include heating, cooling, and water supplies. We have become more technology dependent in our need to keep electronic systems cooled and functioning. With outside temperatures over 90 degrees, the air conditioning unit in the EOC could fail, causing uncomfortable working conditions for those inside. Worse than human discomfort, communications systems could be lost.

How much fuel and other supplies do you need on site in order to be self-contained and functional following a disaster? The national level message of three days for individuals and families is not adequate for EOCs. With a catastrophic event that includes transportation challenges it would be appropriate to plan for 7-10 days of fuel and other supplies.

## **Communications**

The EOC exists to gain and maintain situational awareness and to coordinate the use of resources to restore operations and to recover from the impact of a disaster. To do this requires multiple communications systems.

Having communications system redundancy is extremely important. Hard line phones, cellular communications, satellite phones, and multiple radio systems are all necessary to ensure continuous operations and linkage with the rest of the world. Amateur radio groups have provided communications links for decades during disasters and are still used today as backup communications to highly sophisticated radio systems. Every EOC should have amateur radio equipment and operators available to help during times when other methods of communications fail or need augmentation.

Consider having multiple communications paths for your T1 lines and other ground cable based systems. You don't want one errant backhoe to take out your entire operation. The move to Voice over Internet Protocol (VoIP) phone systems are wonderful for generating day to day cost savings. However, it exposes you to another vulnerability of having an internet outage. And, in this era of Private Branch Exchange (PBX) phone systems, it is still a good idea to have a few POTs (Plain Old Telephone) lines that run from your facility straight to the telephone company's main switch.

A functioning television can help you obtain and maintain situational awareness. Television systems can be made redundant. A EOC can have cable television, backed up by a satellite system and then an antenna on the roof if the other higher technology systems fail.

## **Flexibility and Open Architecture**

What are the new technology systems that will be employed in the next 20-40 years? If you are building a new EOC, flexibility is one of the things that you need to consider. Design flexibility for scalable operations and also for new technology and mission requirements.

Examples are:

Space needs already exceed space availability by the time the facility is constructed and occupied

Not planning for adequate space for technology systems and pathways has limited improvements in this area

As much as possible, factor in future growth in staffing and technology in your design. You will need to make your case to budget staff whose only role is keeping a lid on your expenditures for the facility.

While technology systems of today are much smaller than their ancestors of 20 years ago, they still require space and cabling. No matter where the computer room is, wires must run from that location to your various work locations. Always plan for expansion when determining the diameter of your communications pipes running from the server room to administrative and operational areas.

Raised flooring is another consideration for allowing the maximum flexibility for the routing and distribution of your various communications and IT systems. The balancing aspect will once again be the cost of raised flooring over other less expensive alternatives that don't provide the same level of flexibility.

You should plan ahead for the use of all available spaces. For instance, you might have an area designated as storage. During the design phase have this space configured with systems such as electrical power and communications so that it can serve as future office space. This will allow for additional staff growth even when you are not able to get dedicated funding for it in your existing administrative spaces.

Many times EOCs are not dedicated spaces, but serve as conference or training rooms during non-emergency times. Consider the use of flexible wall systems so that you can configure your space based upon needs. In some cases you will have minor emergencies and in others you may need to grow the facility to handle a catastrophe.

Wide hallways allow for the movement of people quickly and efficiently. It also allows for the natural ad hoc meetings to occur as people walk through the building without blocking the operations of the facility as a whole.

### **Security**

You should be considering what types of threats are emerging worldwide and not discount the fact that those types of attacks might be employed here during the lifetime of the facility.

Layered levels of security are always a good route to take. You might have one level for day to day operations when the threat is lower and then increasing measures as the threat escalates.

Access control in the form of card readers, fencing, gates, security checkpoints and biometric devices might be appropriate. Cameras are cost effective measures for access control and as a deterrent to surveillance operations against your facility.

Designing the driving approach to your facility is easily done for new construction. Eliminating running starts and having barriers in place to stop cars and trucks from getting close to your facility are appropriate measures. EOCs located in urban areas may not have this luxury.

Protecting staff by putting blast film over windows is another consideration. Just remember that these films, while minimizing glass shattering, also block radio waves from entering your building, so some form of repeater system may be needed for your communications systems.

EOCs are probably not primary targets for terrorists, but they would make excellent secondary targets for follow-on attacks, since they will be activated and full of people responding to the situation.

### **Summary**

EOCs are complex facilities that now rival hospitals in the complexity of systems that need support and the diversity of the functions that occur within their walls. When it comes to designing a facility it would be wise to use an architectural firm that is experienced specifically in EOC design. There are many pitfalls that can be eliminated by having a team of experts working to advise you and also help you make the case for survivability, redundancy, communications, flexibility and security.

**Risk Analysis:**

An Emergency Operations Center (EOC) is a complex facility that serves as a nerve center during both small emergencies and large disasters. The Current EOC is located on Middle Side road (County rd.10) as part of the current site of AFD Station #2. This facility is a training classroom that is converted for use to an EOC when activated. Currently, folding tables and chairs are hastily set up when required. Computer laptops are distributed around a U-shaped table setup with the IT wiring and infrastructure needed running across the floors. A single projection screen is utilized to display either the WEBEOC situation report, scribe notes or other chosen displays only one at a time. A small 40" television monitor is utilized to provide news coverage and other mediums. These deficiencies combine in a manner that prohibits achieving situational awareness and communication which severely inhibits the ability to mitigate an incident efficiently. The greatest challenge is lack of space for suitable breakout areas for Corporate Communications, operations discussions, coordinated planning and decision making. There is no suitable elected official's space for discussion and privacy. The lack of space contributes to excessive noise in the EOC, which is detrimental to effective communications. Insufficient Emergency Power for the building can significantly hamper the EOC operation should the emergency involve a power outage adding to the challenge of a facility created for basic needs in a Town whose needs and sophistication have grown beyond the current facility.

**Financial Impact:**

EOC Updates	\$	75,000

**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	NOT RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$100,000

**Description of Item:**

Replacement of Water & Ice Rescue Equipment and enhancement of Training for firefighters

**Justification:**

The Replacement of Water and Ice Rescue Equipment and enhancement of training for fire fighters proposes to implement capabilities and technologies that will add significant value and safety to Fire Department(AFD) service delivery. It will address pressing operational needs and fulfill the current expectations of citizens and Visitors to our Town. The Canadian Coastguard is responsible for the Federal Waterway only, but is absent from the Area much of the time. Within the Town of Amherstburg there is 48.5 kilometers of shoreline of the Detroit River, and Lake Erie, as well as 41.25 kilometers of shoreline on inland waterways which the municipality is solely responsible to provide Services. Demands for services include both Water and Ice Rescue and on water Firefighting capabilities year round, as well as calls for environmental protection. The Proposal would also enhance the training and equipment for Fire fighters. The proposed program would consist of three phases: Phase 1 - Initiation and Plan, Phase 2 - In Land Water Ways, Phase 3 - Expanded Enhancements to Town Water Front and Detroit River. Funding is being sought for Phase 3 - funding will be sought from Private sponsorships and funding from outside the corporate estimates.

**Risk Analysis:**

Failure to replace this aging life saving equipment may result in Injury to staff and the public. Should this equipment fail during use the Municipality would be exposed to liability. Staff have not been provided appropriate training for many years. Almost half of current staff have received no training at all.

An option for consideration may be to phase in this undertaking over several years as the upfit, Training and procedure development will take some time to implement.

**Financial Impact:**

Water & Ice Rescue	\$	100,000



**2018 PROPOSED CAPITAL BUDGET**

**Budget Issue Type:**  **New**                      **Increase**                      **Decrease**  
**Contractual**

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	Marketing and Promotion
<b>Department:</b>	PARKS, FACILITIES, RECREATION & CULTURE
<b>Division:</b>	Tourism and Culture
<b>Estimated Cost:</b>	\$80,000.00

**Description of Item:**

Develop a Town-wide Municipal Branding Program

**Justification:**

Background  
 Residents and Administration recently led the creation of a Community Based Strategic Plan (CBSP) for Amherstburg. (2016-2021)

Broad community consultation indicates the need for a significant internal and external image enhancement for the Town of Amherstburg.

The completion and resounding endorsement of the Strategic Plan indicated that Amherstburg is poised for growth and prosperity. A successful branding of the community will serve as a necessary catalyst for achieving the objectives of the Strategic Plan. The approach listed below will be used as the outcome to a new and improved marketing strategy in reference to the Amherstburg CBSP.

Strategic Marketing Goals

- Building awareness in key markets
- Attract and incent investors/developers
- Increasing number of visits to Amherstburg
- Extending length of stay
- Increase expenditures
- Growing repeat business

Brand Strategy and Graphics

- Creative development of logo and communications for print, digital and radio for the purpose of targeting high yield consumer segments (developers, investors, new residents, visitors)
- Creative development of a new tourism/culture/economic development website, running on a Content Management System, including hosting, maintenance, training and support
- Site must have social media integration (facebook, twitter, instagram)
- Content Management system must include web analytics, news, calendar, and events modules
- Performance measure development and tracking
- Professional Photography
- Digital – Interactive/ Online/ Social Media
- Video/audio production and editing
- Booking engine for accommodations (Jack Rabbit)

**Risk Analysis:**

**#1. Risk of not developing a Plan for the Future; Sustainable Growth and Development**

Timing is everything! The Town will need to develop a compelling marketing message with which to attract future residents, businesses, tourists and investment. It will also need to include local strategies and toolkits that address current and future growth and development opportunities.

To be effective in its marketing efforts, the Town needs a successfully integrated marketing and promotion plan that is rigorous and robust, includes a strong online and social media communications program, and includes campaigns and other profile raising activities. It needs a consistent message that is integrated with overall economic development efforts and highlights the efforts of its outcomes. Through an enhanced branding strategy, Amherstburg will build a competitive and sustainable tourism and economic generator attracting high yield consumers maximizing the potential for growth as a destination of choice to visit and invest in.

**#2. Risk on not attracting and keeping talent.**

**Quality of place is the #1 factor in retaining and attracting skilled and emerging trades**

Natural ( think of all the parks and natural spaces Amherstburg offers) cultural and lifestyle amenities all count in creating a critical mass of talent and population. A community with a social environment that is open to creativity and diversity of all kinds has a distinct advantage in the marketplace. It can more assuredly generate innovation, develop diverse industries and power economic growth because of the talent it attracts and retains. A stronger sense of self-image is key and top of the list for sparking innovation.

Strong communities with a growing number of highly literate, technology fluent and creative individuals will generate social cohesion, innovation and wealth. This is the future in which Amherstburg has an opportunity to participate in by creating an inviting, captivating and progressive brand for investors and visitors to consider investing their time and money in.

Our current Town crest is designed for Municipal identification and not marketing. By not developing a new and enticing brand, all of the above objectives and opportunities will not materialize.

**Financial Impact:**

Promotions	Capital Program	\$80,000
	<b>Total:</b>	<b>\$80,000</b>

## 2018 PROPOSED CAPITAL BUDGET

**Budget Issue Type:**

Contractual       New       Increase       Decrease

<b>Item Number:</b>	
<b>Status:</b>	RECOMMENDED
<b>Community Based Strategic Plan Pillar:</b>	
<b>Department:</b>	FIRE
<b>Division:</b>	Fire
<b>Estimated Cost:</b>	\$12,500

**Description of Item:**

Fund annual costs Auxillium Group Software and Services For Records And Information Management Services.

**Justification:**

In 2016, the Fire Chief undertook the Services of Auxillium Group to establish several Records Management Services (RMS) including Incident Reporting, Officer Reports and Recently Directives and Procedures to comply with MOL Orders and OFM recommendations regarding Proper record and retention practices.

**Risk Analysis:**

Failure to provide will result in reversal of improvements made and the potential of re-visits from Provincial Oversight Bodies.

**Financial Impact:**

Information Management Systems	\$	12,500
<b>Total Impact:</b>	<b>\$</b>	<b>12,500</b>

**2018 PROPOSED CAPITAL BUDGET**

Contractual       New       Increase       Decrease

**Item Number:** \_\_\_\_\_

**Status:** NOT RECOMMENDED

**Department:** PARKS, RECREATION, FACILITIES & TOURISM

**Division:** Libro Centre

**Estimated Cost:** \$20,000

**Description of Item:**

Purchase laser level ice equipment.

**Justification:**

Ice surface is not completely level. This laser-measure and cutting will ensure the entire ice surface is all at a consistent level. This level of quality allows the refrigeration components to cycle off, reducing strain on the system and reducing utility costs, as well as provides a higher quality ice surface.

Sensors would be applied to the rink, the conditioner on the zamboni raises and/or lowers in accordance to the sensors, and scrapes or floods accordingly.

**Risk Analysis:**

**Financial Impact:**

	\$	20,000
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	<b>Total Impact: \$</b>	<b>20,000</b>
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