



# AMHERSTBURG

## 2021 Budget

Service Levels and Sustainability in Uncertain Times



## **2021 Budget Overview**

The draft 2021 Budget (Budget) provides **accountability and transparency** by outlining the recommended operating and capital initiatives for all areas of service and the related budgetary impact of each. The Budget is the financial plan for the Town's delivery of service in 2021 and includes elements, such as contributions to reserves, economic development initiatives and asset maintenance and renewal programs, and changes to service level delivery related to both the **pending** Service Delivery Review and the impacts of COVID-19 on the operations of the Town.

One of the most significant challenges in preparing budget estimates for 2021 has been in relation to the ongoing **pandemic** emergency. The level of uncertainty at this time is unparalleled in at least the past 75 years of Town operations. Administration has included service impact assumptions in the Budget; however, the actual service levels and financial impacts for 2021 could vary widely based on the evolving circumstances related to COVID-19.

Another significant challenge at the outset is that the 2021 Budget inherited a pressure related to the reduction in the tax rate for 2020. As the tax levy impact **did not keep pace with the inflation** for 2020 (1.9%) that impact is faced again on top of the inflationary pressures for 2021. For 2021 those additional pressures include inflation (CPI median seasonally adjusted of 1.9% per the Bank of Canada, Sept 2020 and Non-Residential Construction index of 2.6%) and the reduction in funding from senior levels of government.

A further significant challenge relates to the Town's resource deficiency in providing staffing and other **resources** (such as technology) **to meet current service requirements** under legislation and Council direction. These impacts have been identified by Administration and have been recognized through a Service Delivery Review (SDR) report to be presented to Council on November 9, 2020. Council must consider both the services and levels of service to be provided by the Town in evaluating the resources (such as staffing, funding, technology, etc.) needed to support them. The Budget includes a number of elements that are recommended in the SDR, to better position the Town to meet current service commitments for residents and other ratepayers and customers, to provide some new services and service level enhancements and to assist in achieving or maintaining legislative compliance.

A continuing significant challenge is the Town's **funding shortfall for Asset Management** purposes. Council is strongly encouraged to ensure that capital investment to renewal assets is increased and that contributions to reserves and reserve funds are increased to fund maintenance and renewal of assets. Those levels are constrained in the budget by fiscal pressures and do not begin to approach the funding demands for Asset Management. The Capital 5-Year Outlook reflects that, based on current assets,

over \$81 Million (2021 dollars) in taxation funded current asset renewal requirements (\$4.2 Million Wastewater rate funded and \$10.8 Million Water rate funded) cannot be addressed until sometime after 2025. The cost of those renewals is expected to continue to increase with inflation associated with the construction index, so the Town must take steps to increase funding levels **and** to at least keep pace with inflation in the tax levy if there is any hope of achieving a funded AMP without significant future rate increases. The

The estimates in the 2021 Budget are recommended to Council for consideration in defining the “**Service Level and Sustainability in Uncertain Times**”.

The Budget promotes open and transparent communication between Council and its ratepayers by outlining the proposed 2021 business plan. The Budget carries a similar design to 2020, which introduced a base budget approach that removes one-time revenues and expenses included in the prior budget year. This approach enhances accountability and fiscal constraint in the budget document. In addition, the actual results for the most recent completed year prior to the budget year under consideration (i.e. 2019) have been added, along with the most recent completed quarter end and forecast for the prior budget year that is still in progress (i.e. 2020).

The Budget also quantifies the estimated impact of growth in the assessment base on the budget summary sheets and includes a summary reflecting budget impacts on estimated reserves and reserve fund balances, which highlights for Council and the Community the pressure being placed on the Town’s reserves to fund capital and operating expenditures in 2021.

The Town of Amherstburg Community Based Strategic Plan (2016-2021) was a guiding document for development of the Town’s 2021 work plan and Budget. The strategic pillars of the Strategic Plan are:

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

Where possible the Budget identifies the strategic pillar that the recommended initiatives and works are based on.

Some key strategic initiatives in the Budget are as follows:

The Budget supports **marketing and promotion** of the Town through investments in continuation of the Open Air event, addition of a Communications Advisor staff resource and upgrades to the Town’s website.

The Budget includes funding provisions for a Seniors Master Plan, Heritage District Study, a downtown Parking Study and completion of a Community Improvement Plan. The Budget also allows for a new service to be introduced through pilot project for transit services from Amherstburg to Windsor. Capital servicing initiatives for the southeast quadrant of Town continue, and related provisions in the Budget will support growth in that area. These efforts will position the Town for **economic development** and growth, in addition to providing supports to current ratepayers of the Town.

In regards to **investment in infrastructure** and **fiscal sustainability**, the Budget includes measures for reserve planning and funding for capital investment. The Budget includes an increased levy of over \$600,000 to fund transfers to reserves for Asset Management (AM) (lifecycle renewals), which is significant; however, those funds have all been applied in the Budget to fund capital works and purchases for assets beyond their useful lives. Overall the projected balances in reserves and funds will decrease by about \$600,000 by the end of 2021; which demonstrates that funding is not keeping pace with capital demands and further that reserves are not being built in a manner that will support a fully-funded Asset Management Plan.

The Budget is based on a “pay as you go” model and enhancing contributions to reserves, in order to **reduce the Town’s dependence on long-term debt**. However a significant risk to fiscal sustainability of the Town has occurred in 2021 as OCIF Formula funding, which made up 20% of the Town’s funding for Capital spending (\$1.7m), is not expected to be received from the Province in 2021. No announcements have been made from senior levels of government for funding allocations, and it is clear that they face their own significant fiscal pressures due to COVID- 19 pandemic response efforts.

While progress has been made in the plan to augment reserves and reserve funds, work on building financial sustainability still remains at the forefront, particularly given the funding gap left by the anticipated loss of the Provincial OCIF Funding.

The 2021 Budget includes a reserve and reserve fund summary that shows the forecasted opening balances for 2021, the proposed transfers in and out of the funds in the year and the estimated ending balances. The summary is provided to help Council and the community gain a better understanding of the financial challenges and opportunities the municipality faces on a year to year basis.

The Town’s **Asset Management Plan (AMP)** recommends annual increases to taxation and user rates to provide for future renewal of the Town’s ageing infrastructure. The recommended annual increases are 1.5% on the municipal tax rate and 2% and 1.3% on the water and wastewater rates respectively. The Budget includes the recommended increases for asset management.

**It is important to note** that the **AMP recommendations are only for future replacements** and do not address the assets and infrastructure that have already been

fully utilized and reached the end of their useful lives, or the **existing infrastructure deficit**. In 2021 the budget has made strides in attempting to build sustainable infrastructure funding envelopes. Administration is again indexing to keep pace with AMP recommendations, by adding in Non-Residential Construction Price Increases (2.6% based on 2020 Q2).

Further, the Budget includes funding for a Facility Needs and Condition Assessment Study. These initiatives will identify **investment in infrastructure demands** for existing facilities. Funding is also included for initiatives to enrich data under in the AMP which is needed to keep within legislative compliance by July 1, 2021.

Over \$10.4 million in infrastructure investment toward road and bridge projects is in recommended in the Public Works budget centre. In addition, some investments in parks and facilities, as recommended under the Parks Master Plan, are included in the each budget centre for consideration. The Fire department and Information Technologies departments also have capital request that address asset replacement.

## **2021 Operating Budget**

Adjustments have been included in the Budget to address pressures and challenges related to continuation of **current service levels** for Town operations. Particulars are outlined for each budget centre.

Some highlights are as follows:

- The Office of the **CAO** has staffing request of a Communication Officer and Town Solicitor. These align with the pending Service Delivery Review and provision has been made for professional fees provisions to implement Service Delivery Review recommendations.
- The **Clerk's Office** budget centre has pressure from increased insurance premiums due to market conditions and uncertainty, as well as reductions from the crossing guard program changes.
- A budgetary increase is included in the **Council and Committees** Budget centre to adjust for additional legal fees for council and committees has been provided in 2021.
- **Human Resources** budget centre includes allowances for staffing to help implement software solutions for health and safety.
- **Financial Services** has made a budget request for the addition of a Manager of Accounting to help provided additional resources to the staffing complement to help assist in the desired outcome of provided high level financial expertise to help invest in financial sustainability for the municipality.
- **Information Technology** has included provisions to update the town website.

- **Fire** has included provisions to deal with fire negotiations and reserve transfers to properly establish the use of the PPE cost in year.
- **Parks, Facilities, Recreation and Culture** has made many service level amendments due to the impacts of COVID-19 in one-time cost. One time cost reductions have placed an additional \$400,000 dollars in annual cost to operate the Libro center, provisions have been made to not run the concessions in 2021 in recreational services. Provisions to keep additional students staffing on to run Open Air 2021 has been made.
- **Public works** budget centre includes costs for an additional for a pilot project for municipal transit service to and from Windsor.
- **Water and Wastewater** Budgets include provisions for adjustment to operating revenue and expenses which have been impacted by COVID-19 and changes in consumption.
- **Transfers to Reserves** Due to the Loss of OCIF formula funding (1.7M) reserve transfers are down \$ 1.1 Million. However in areas of the town control such as indexing to non-residential construction and AMP requirements these enhancements have been made.
- **Planning Development and Legislative Services** budget centre includes the additional funds required to fund the Supervisor of Licensing and Enforcement and a Heritage Planner as outlined in the Service Delivery Review. As well as a parking study and other one-time adjustments due to COVID-19

Funding for the Budget is derived from rates (tax, water, and wastewater), grants, user fees, reserves/funds and other miscellaneous sources.

The draft Budget was developed based on the **best information available at the time** and actual results may vary from the estimates used. Some specific areas of **risk** include: the economy (interest rates, construction index), market rates (utilities, fuel, etc.), Ontario and Canada grants, contractual obligations, and customer service demands (recreation, water, building, etc.).

The recommended Budget has a Levy Demand over the prior year of \$2,448,841 to fund the service levels and financial sustainability of the plan presented to Council.

The recommended Budget requires a **tax rate** increase of **7.55%** to fund this service level.

The projected 7.55% increase would result in an additional \$185 in taxes for the average home valued at \$250,000 in the Town of Amherstburg, or \$0.51 per day.

It is important to note that in 2020 a tax reduction was passed of 1.70% or 42 dollars for the same home.

When reviewing the tax increase from 2019 levels the increase is 5.85%. It should be further noted that CPI for both 2020 & 2021 are forecasted at 2%. Therefore tax rate increases from 2019 to 2021 have outpaced CPI by 1.85% total.

The recommended **water user rate** increase for 2021 is 2.5%, and the recommended **wastewater user rate** increase for 2021 is 2.5%. The increases include the long term financial stability plan adjustments outlined in the Town's Asset Management Plan, as noted above.

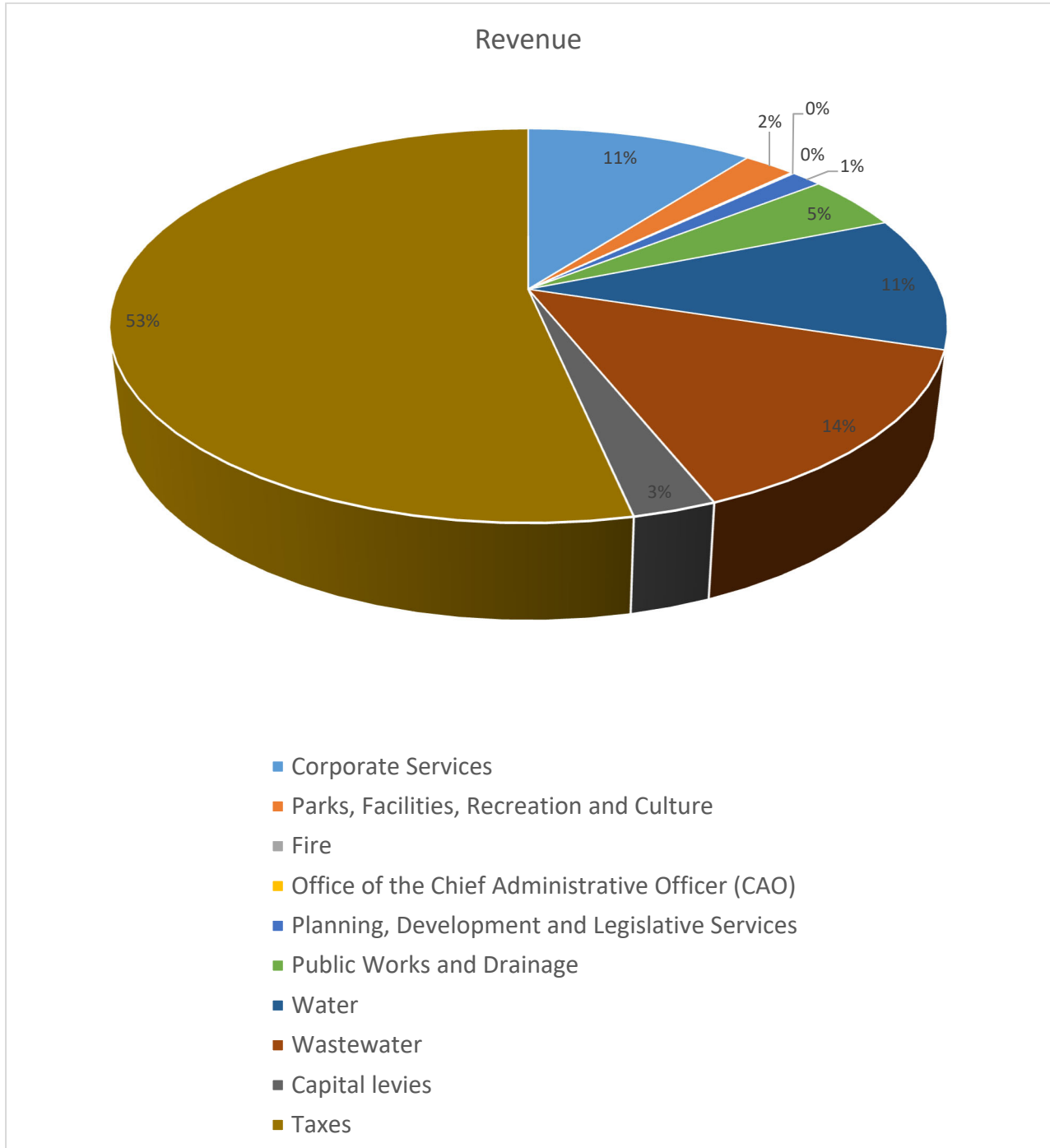
The 2.5% increase in the water user rate would result in an average annual billing increase by \$17, from \$496 to \$513. The 2.5% increase in the wastewater user rate would result in an average annual billing increase by \$16, from \$813 to \$829. These increases factor in both user rate and usage (flow) estimates. Based on the recommended user rate adjustments, the average consumer of both water and wastewater in the town would see a household effect of \$33 a year, or 9 cents a day.

The 2021 Operating Budget plan balances increasing demands for current and increased service levels against limited resources and funding options for the Town. This recommended rate increases are necessary to fund that plan and have been constrained within a level that is fiscally responsible to the ratepayers of the Town.

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## 2021 Operational Revenues

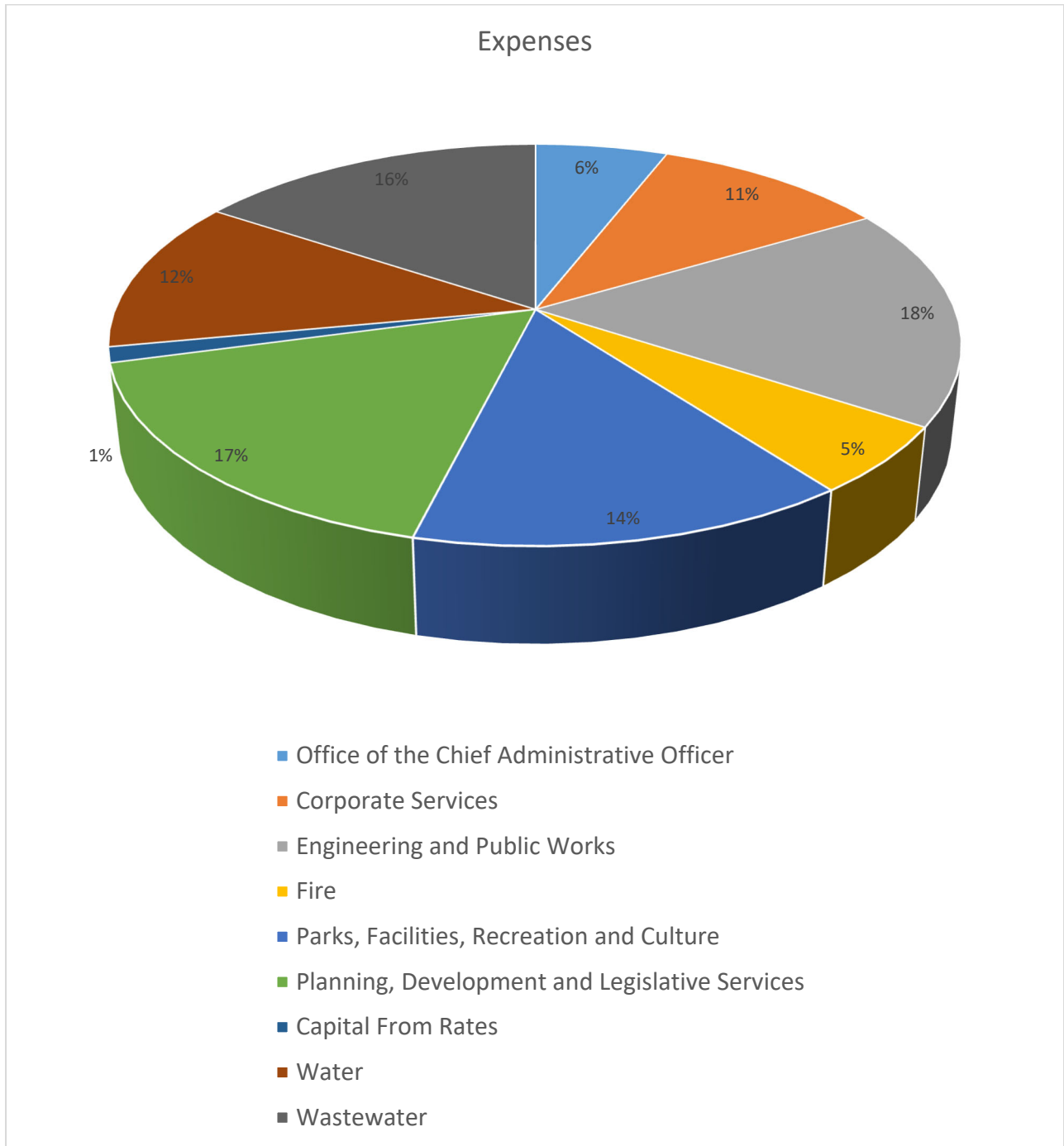
Following is a breakdown of the \$47,661,447 total operating revenue in the Budget for taxation, water rate and wastewater rate funded budget centres in 2021:





## 2021 Operational Expenses

Following is a breakdown of the \$47,661,447 total operating expenses in the Budget for taxation, water rate and wastewater rate funded budget centres in 2021:



## 2021 Benchmarks and Comparative Data

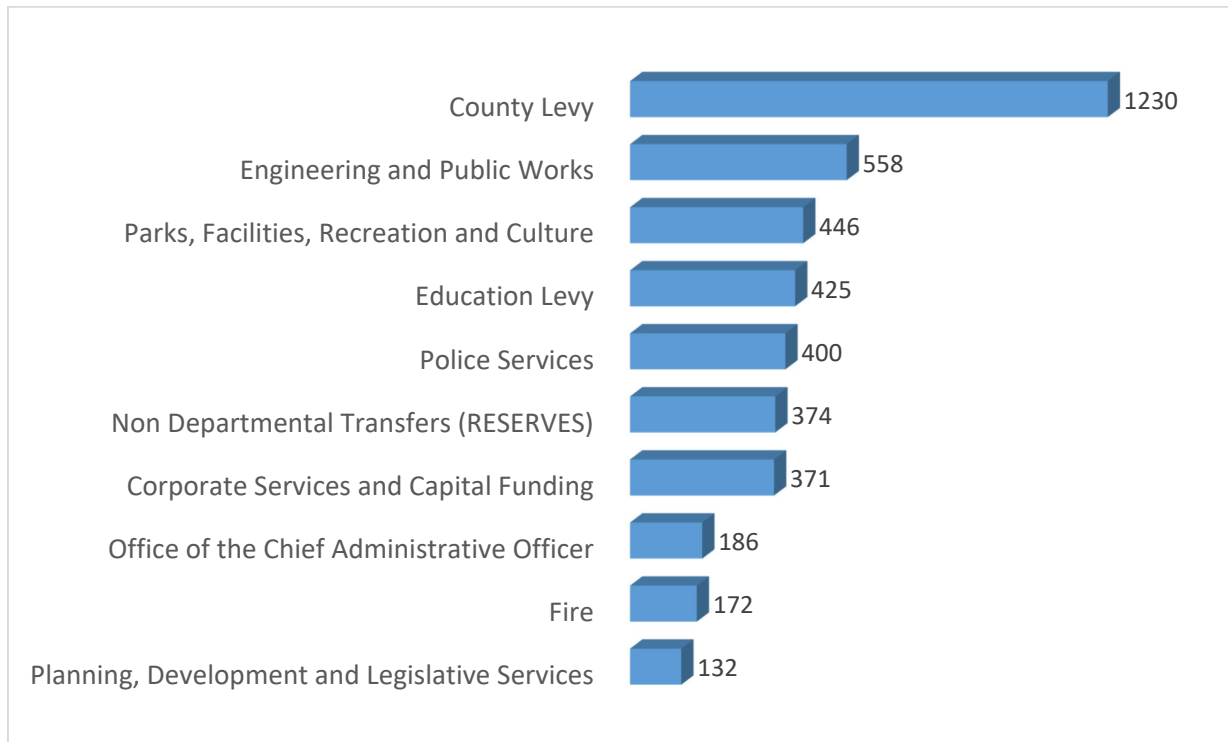
### 2021 Property Taxes

Following is a breakdown of the services funded by property taxes in 2021:

#### How Amherstburg Tax Dollars Work for You in 2021

Based on Residential Dwelling Valued at \$250,000

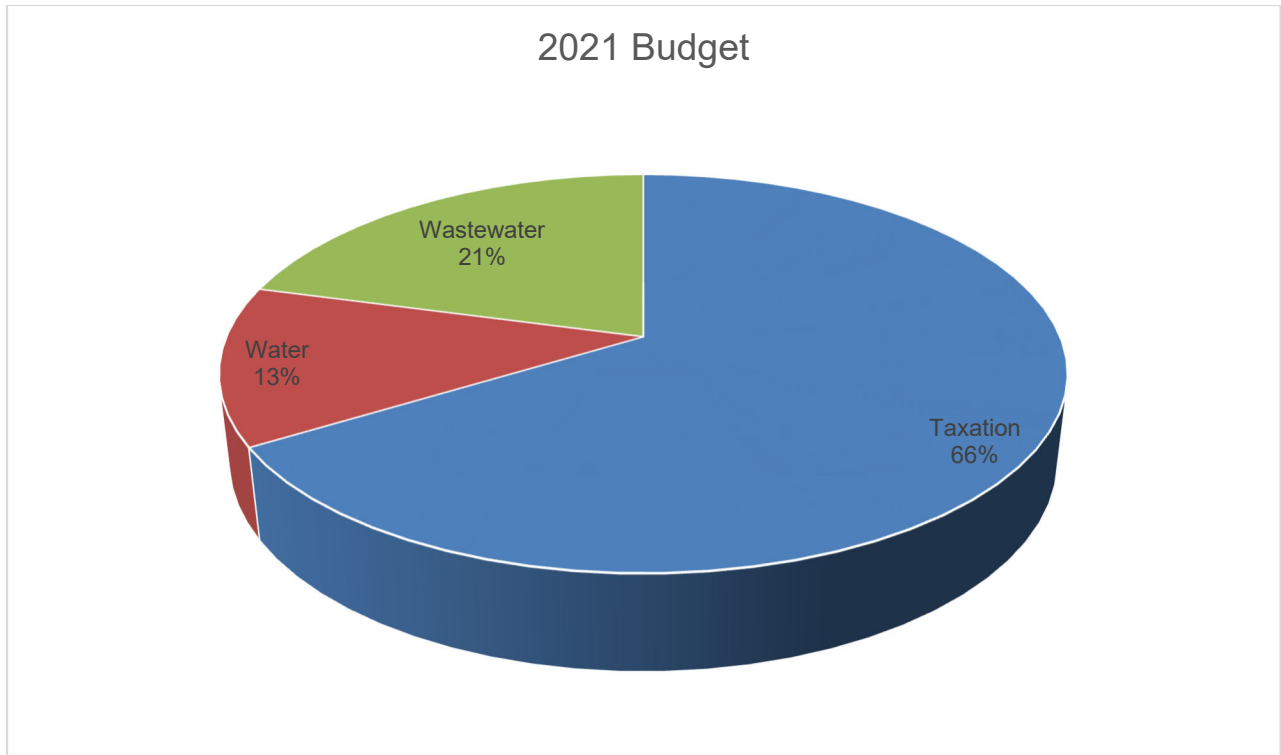
|                  |            |
|------------------|------------|
| Amherstburg Levy | \$ 2,639   |
| County Levy      | 1,230      |
| Education Levy   | <u>425</u> |
| Total Tax Bill   | \$ 4,295   |



## 2021 Summary of Impact – Tax, Water and Wastewater

Following is a breakdown of property tax and user fees for 2021:

| <b>2021</b> |                 |
|-------------|-----------------|
| Taxation    | \$ 2,639        |
| Water       | 513             |
| Wastewater  | 829             |
|             | <hr/>           |
|             | <b>\$ 3,981</b> |

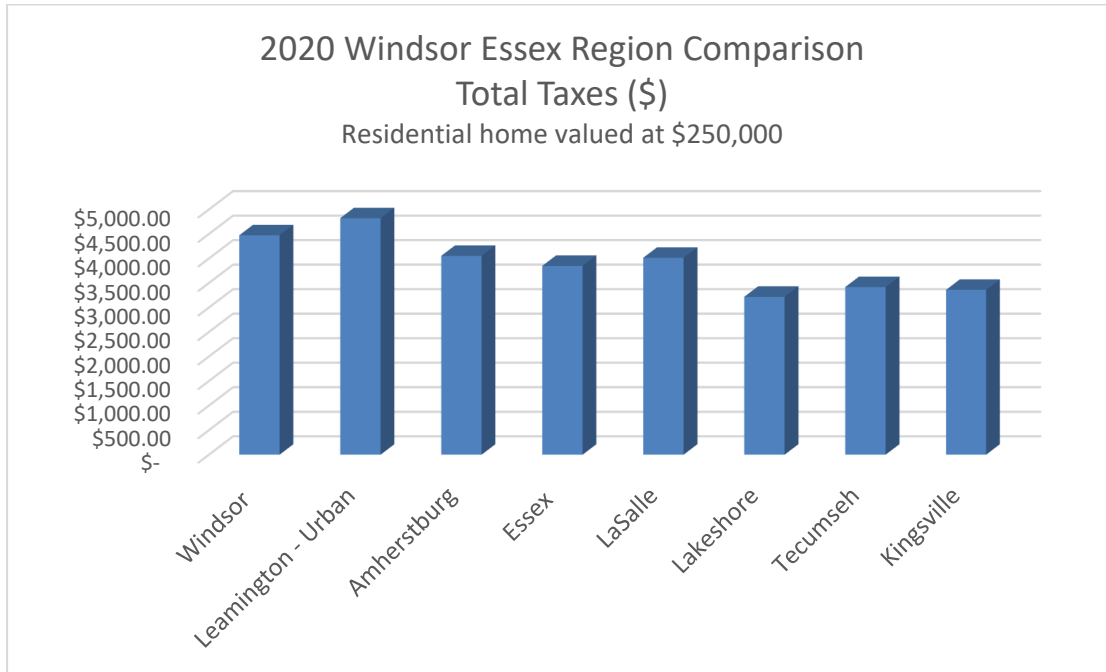


### Assumptions:

Based on Residential Dwelling Valued at \$250,000  
Water and Wastewater rates: increase of 2.5% over 2020  
Water consumption: increase of 2% over 2020  
Wastewater consumption: decrease of 1% over 2020

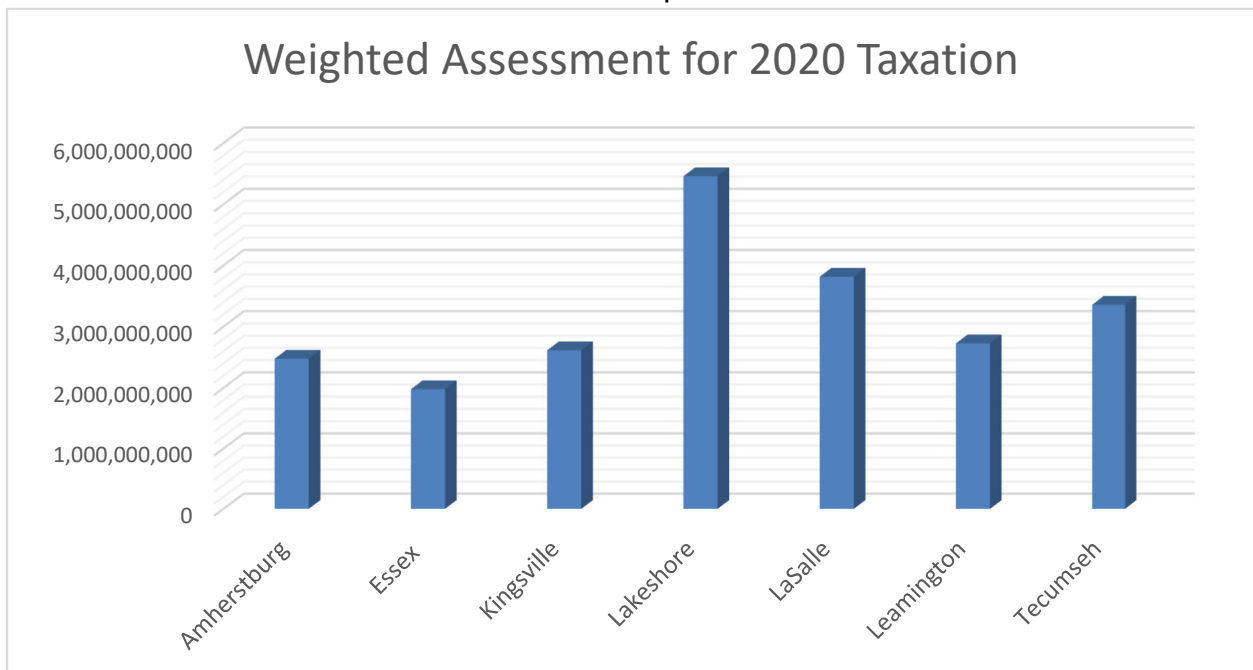
## 2020 Property Taxes

Following is a comparison of property taxes charged by various municipalities in the Windsor Essex region:



## 2020 Weighted Assessment

Assessment from 2020 Assessment Totals Report



The following indicates that the municipality has the second lowest assessment to rendered the service level that is expected in all of Essex County.

| Based on 2020 Weighted Assessment                |                  |                  |                  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Municipality                                     | Amherstburg      | Essex            | Kingsville       | Lakeshore        | LaSalle          | Leamington       | Tecumseh         |
| Total Weighted Assmt excl PIL                    | \$ 2,474,694,403 | \$ 1,975,816,197 | \$ 2,612,406,016 | \$ 5,458,486,152 | \$ 3,814,690,159 | \$ 2,725,593,339 | \$ 3,356,221,155 |
| Assmt variance from Amherstburg (excl PIL) in \$ | \$ -             | \$ (498,878,205) | \$ 137,711,613   | \$ 2,983,791,749 | \$ 1,339,995,757 | \$ 250,898,936   | \$ 881,526,752   |
| Assmt variance from Amherstburg (excl PIL) in %  | 0.0%             | -20.2%           | 5.6%             | 120.6%           | 54.1%            | 10.1%            | 35.6%            |
| Assmt excl PIL as % of Amherstburg               | 100.0%           | 79.8%            | 105.6%           | 220.6%           | 154.1%           | 110.1%           | 135.6%           |
| Assmt as % of Total County                       | 11.0%            | 8.8%             | 11.7%            | 24.3%            | 17.0%            | 12.2%            | 15.0%            |
| % Residential of total Assmt excl PIL            | 85.1%            | 82.1%            | 80.4%            | 81.2%            | 92.5%            | 72.3%            | 74.4%            |
| Population*                                      | 21,936           | 20,427           | 21,522           | 36,611           | 30,180           | 27,595           | 23,229           |
| Households*                                      | 8,951            | 8,694            | 8,359            | 13,900           | 10,793           | 10,726           | 8,987            |
| Assmt per capita excl PIL                        | \$ 112,814       | \$ 96,726        | \$ 121,383       | \$ 149,094       | \$ 126,398       | \$ 98,771        | \$ 144,484       |
| Assmt per household excl PIL                     | \$ 276,471       | \$ 227,262       | \$ 312,526       | \$ 392,697       | \$ 353,441       | \$ 254,111       | \$ 373,453       |
| Assmt as % of Amherstburg excl PIL               | 100.0%           | 79.8%            | 105.6%           | 220.6%           | 154.1%           | 110.1%           | 135.6%           |
| Industrial Assessment excl PIL                   | 72,950,607       | 96,862,179       | 98,762,521       | 522,066,706      | 67,861,736       | 102,772,475      | 391,582,208      |
| Industrial as % of total Assmt excl PIL          | 2.9%             | 4.9%             | 3.8%             | 9.6%             | 1.8%             | 3.8%             | 11.7%            |
| 2020 Tax Levy                                    | \$ 22,985,489    | \$ 18,104,633    | \$ 18,486,502    | \$ 33,425,246    | \$ 36,705,800    | \$ 28,034,003    | \$ 24,147,565    |
| Levy By Population                               | \$ 1,047.84      | \$ 886.31        | \$ 858.96        | \$ 912.98        | \$ 1,216.23      | \$ 1,015.91      | \$ 1,039.54      |
| Levy By HouseHold                                | \$ 2,567.92      | \$ 2,082.43      | \$ 2,211.57      | \$ 2,404.69      | \$ 3,400.89      | \$ 2,613.65      | \$ 2,686.94      |

**Town of Amherstburg  
2021 Budget  
Issue Paper Summary**

| Department                       | Budget Centre          | Budget Issue #   | Page Numbers | Base Budget Impact | One Time Budget Impact | Budget Centre Totals | Tax Rate Impact |
|----------------------------------|------------------------|------------------|--------------|--------------------|------------------------|----------------------|-----------------|
| Office of the CAO                | CAO                    | CORP STAFFING    | 76-79        | 25,366             |                        |                      | 0.10%           |
| Office of the CAO                | CAO                    | CAO-1            | 29           | (15,150)           |                        |                      | 0.25%           |
| Office of the CAO                | CAO                    | CAO-2            | 30           | 100,760            | 75,000                 | (49,880)             | 0.21%           |
| Office of the CAO                | CAO                    | CAO-3            | 31           | 306,642            | (84,521)               |                      | 0.91%           |
| Office of the CAO                | CAO                    | CSIT-8           | 64-65        | 200                |                        | 358,417              | 0.00%           |
| Office of the CAO                | Clerk's Office         | CORP STAFFING    | 76-79        | (40,051)           |                        |                      | -0.16%          |
| Office of the CAO                | Clerk's Office         | CLRK-1           | 35           | (3,000)            |                        |                      | -0.01%          |
| Office of the CAO                | Clerk's Office         | CLRK-2           | 36           | 3,000              |                        |                      | 0.01%           |
| Office of the CAO                | Clerk's Office         | CLRK-3           | 37           | 99,000             |                        |                      | 0.41%           |
| Office of the CAO                | Clerk's Office         | CLRK-4           | 38           | (1,500)            |                        |                      | -0.01%          |
| Office of the CAO                | Clerk's Office         | CSIT-8           | 64-65        | (100)              | 550                    | 57,899               | 0.00%           |
| Office of the CAO                | Council & Committees   | CORP STAFFING    | 76-79        | (5,551)            |                        |                      | -0.02%          |
| Office of the CAO                | Council & Committees   | COUNCIL-1        | 40           | 3,300              |                        |                      | 0.01%           |
| Office of the CAO                | Council & Committees   | COUNCIL-2        | 41           | 16,500             |                        |                      | 0.07%           |
| Office of the CAO                | Council & Committees   | COUNCIL-3        | 42           | (600)              |                        | 13,649               | 0.00%           |
| Corporate Services               | Finance                | CORP STAFFING    | 76-79        | (8,448)            |                        |                      | -0.03%          |
| Corporate Services               | Finance                | CSFIN-1          | 68           |                    | 6,000                  |                      | 0.02%           |
| Corporate Services               | Finance                | CSFIN-2          | 69           | (2,000)            |                        |                      | -0.01%          |
| Corporate Services               | Finance                | CSFIN-3          | 70           |                    | 35,000                 |                      | 0.14%           |
| Corporate Services               | Finance                | CSFIN-4          | 71-72        | 145,130            | (35,257)               |                      | 0.45%           |
| Corporate Services               | Finance                | CSFIN-5          | 73           |                    | 6,000                  |                      | 0.02%           |
| Corporate Services               | Finance                | CSIT-8           | 64-65        | (100)              | 550                    | 146,874              | 0.00%           |
| Corporate Services               | Non Departmental       | CSSL-1           | 80           | (116,687)          |                        |                      | -0.48%          |
| Corporate Services               | Non Departmental       | CSSL-2           | 81           | (258,500)          |                        |                      | -1.06%          |
| Corporate Services               | Non Departmental       | CSSL-3           | 82           | (119,725)          |                        |                      | -0.49%          |
| Corporate Services               | Non Departmental       | CSSL-4           | 83-84        | (160,000)          |                        |                      | -0.66%          |
| Corporate Services               | Non Departmental       | CSSL-5           | 85           | (10,600)           |                        |                      | -0.04%          |
| Corporate Services               | Non Departmental       | CSSL-6           | 86-87        | 868,800            |                        |                      | 3.58%           |
| Corporate Services               | Non Departmental       | CSSL-7           | 88           | 4,200              |                        | 207,488              | 0.02%           |
| Corporate Services               | Human Resources        | CORP STAFFING    | 76-79        | 8,151              |                        |                      | 0.03%           |
| Corporate Services               | Human Resources        | HR-1             | 48           | 4,400              |                        |                      | 0.02%           |
| Corporate Services               | Human Resources        | HR-2             | 49           |                    | 1,275                  |                      | 0.01%           |
| Corporate Services               | Human Resources        | HR-3             | 50           |                    | 46,500                 |                      | 0.19%           |
| Corporate Services               | Human Resources        | HR-4             | 51           |                    | (1,050)                |                      | 0.00%           |
| Corporate Services               | Human Resources        | HR-5             | 52           |                    | 34,000                 |                      | 0.14%           |
| Corporate Services               | Human Resources        | HR-6             | 53           | (22,000)           |                        |                      | -0.09%          |
| Corporate Services               | Human Resources        | HR-7             | 54-55        |                    | 92,901                 |                      | 0.38%           |
| Corporate Services               | Human Resources        | CSIT-8           | 64-65        | (100)              |                        | 164,076              | 0.00%           |
| Corporate Services               | Information Technology | CORP STAFFING    | 76-79        | 5,720              |                        |                      | 0.02%           |
| Corporate Services               | Information Technology | CSIT-1           | 57           | 3,500              |                        |                      | 0.01%           |
| Corporate Services               | Information Technology | CSIT-2           | 58           | 6,000              |                        |                      | 0.02%           |
| Corporate Services               | Information Technology | CSIT-3           | 59           | 4,000              |                        |                      | 0.02%           |
| Corporate Services               | Information Technology | CSIT-4           | 60           | 300                | 1,700                  |                      | 0.01%           |
| Corporate Services               | Information Technology | CSIT-5           | 61           | 9,000              | 47,500                 |                      | 0.23%           |
| Corporate Services               | Information Technology | CSIT-6           | 62           |                    | 60,000                 |                      | 0.25%           |
| Corporate Services               | Information Technology | CSIT-7           | 63           | (3,500)            |                        |                      | -0.01%          |
| Corporate Services               | Information Technology | CSIT-8           | 64-65        | (500)              |                        |                      | 0.00%           |
| Corporate Services               | Information Technology | CSIT-9           | 66           |                    | 30,000                 |                      | 0.12%           |
| Corporate Services               | Information Technology | STAFFING REQUEST | Various      | 3,635              | 3,660                  | 171,015              | 0.03%           |
| Fire Services                    | Fire                   | CORP STAFFING    | 76-79        | 95,424             | 13,347                 |                      | 0.45%           |
| Fire Services                    | Fire                   | FIRE-1           | 94           | 60,000             |                        |                      | 0.25%           |
| Fire Services                    | Fire                   | FIRE-2           | 95           |                    | 25,380                 |                      | 0.10%           |
| Fire Services                    | Fire                   | FIRE-3           | 96           | 3,440              |                        |                      | 0.01%           |
| Fire Services                    | Fire                   | FIRE-4           | 97           | 3,400              |                        |                      | 0.01%           |
| Fire Services                    | Fire                   | FIRE-5           | 98           | 1,000              |                        |                      | 0.00%           |
| Fire Services                    | Fire                   | FIRE-6           | 99           | 1,000              |                        |                      | 0.00%           |
| Fire Services                    | Fire                   | FIRE-7           | 100          | 10,000             |                        |                      | 0.04%           |
| Fire Services                    | Fire                   | FIRE-8           | 101          | 5,500              |                        |                      | 0.02%           |
| Fire Services                    | Fire                   | FIRE-9           | 102          | -                  |                        |                      | 0.00%           |
| Fire Services                    | Fire                   | CSIT-8           | 64-65        | (300)              |                        | 218,191              | 0.00%           |
| Parks, Facilities, Rec & Culture | Parks                  | CORP STAFFING    | 76-79        | 44,300             |                        |                      | 0.18%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-1          | 122          | 3,000              |                        |                      | 0.01%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-2          | 123          | 3,500              |                        |                      | 0.01%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-3          | 124          |                    | 20,000                 |                      | 0.08%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-4          | 125          | 2,500              |                        |                      | 0.01%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-5          | 126          | 44,500             |                        |                      | 0.18%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-6          | 127          |                    | 49,854                 |                      | 0.21%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-7          | 128          | 20,000             |                        |                      | 0.08%           |
| Parks, Facilities, Rec & Culture | Parks                  | PARKS-8          | 129          | 15,000             |                        |                      | 0.06%           |
| Parks, Facilities, Rec & Culture | Parks                  | CSIT-8           | 64-65        | (100)              |                        | 202,554              | 0.00%           |

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| Department                       | Budget Centre | Budget Issue #   | Page Numbers | Base Budget Impact | One Time Budget Impact | Budget Centre Totals | Tax Rate Impact |
|----------------------------------|---------------|------------------|--------------|--------------------|------------------------|----------------------|-----------------|
| Parks, Facilities, Rec & Culture | Facilities    | CORP STAFFING    | 76-79        | 20,588             |                        |                      | 0.08%           |
| Parks, Facilities, Rec & Culture | Facilities    | FAC-1            | 108          |                    | 19,000                 |                      | 0.08%           |
| Parks, Facilities, Rec & Culture | Facilities    | FAC-2            | 109          | (1,000)            |                        |                      | 0.00%           |
| Parks, Facilities, Rec & Culture | Facilities    | FAC-3            | 110          |                    | 5,000                  |                      | 0.02%           |
| Parks, Facilities, Rec & Culture | Facilities    | FAC-4            | 111          | 15,000             |                        |                      | 0.06%           |
| Parks, Facilities, Rec & Culture | Facilities    | FAC-5            | 112          | 2,500              |                        |                      | 0.01%           |
| Parks, Facilities, Rec & Culture | Facilities    | FAC-6            | 113          | 1,800              |                        |                      | 0.01%           |
| Parks, Facilities, Rec & Culture | Facilities    | FAC-7            | 114          |                    | -                      |                      | 0.00%           |
| Parks, Facilities, Rec & Culture | Facilities    | POLICE-4         | 181          | 25,000             |                        |                      | 0.10%           |
| Parks, Facilities, Rec & Culture | Facilities    | CSIT-8           | 64-65        | (100)              |                        | 87,788               | 0.00%           |
| Parks, Facilities, Rec & Culture | Libro         | CORP STAFFING    | 76-79        | 119,710            | 5,424                  |                      | 0.52%           |
| Parks, Facilities, Rec & Culture | Libro         | LIB-1            | 117          |                    | 253,000                |                      | 1.04%           |
| Parks, Facilities, Rec & Culture | Libro         | LIB-2            | 118          | (28,071)           |                        |                      | -0.12%          |
| Parks, Facilities, Rec & Culture | Libro         | LIB-3            | 119          | 50,000             |                        |                      | 0.21%           |
| Parks, Facilities, Rec & Culture | Libro         | CSIT-8           | 64-65        |                    |                        | 400,063              | 0.00%           |
| Parks, Facilities, Rec & Culture | Recreation    | CORP STAFFING    | 76-79        | 13,036             |                        |                      | 0.05%           |
| Parks, Facilities, Rec & Culture | Recreation    | REC-1            | 132-133      | (7,700)            |                        |                      | -0.03%          |
| Parks, Facilities, Rec & Culture | Recreation    | REC-2            | 134          |                    | (50,448)               |                      | -0.21%          |
| Parks, Facilities, Rec & Culture | Recreation    | CSIT-8           | 64-65        | (100)              | 550                    | (44,662)             | 0.00%           |
| Parks, Facilities, Rec & Culture | Tourism       | CORP STAFFING    | 76-79        | 15,846             |                        |                      | 0.07%           |
| Parks, Facilities, Rec & Culture | Tourism       | TC-1             | 136          |                    | 5,000                  |                      | 0.02%           |
| Parks, Facilities, Rec & Culture | Tourism       | TC-2             | 137          |                    | 25,000                 |                      | 0.10%           |
| Parks, Facilities, Rec & Culture | Tourism       | TC-3             | 138          |                    | (15,000)               |                      | -0.06%          |
| Parks, Facilities, Rec & Culture | Tourism       | TC-4             | 139          | (21,356)           |                        |                      | -0.09%          |
| Parks, Facilities, Rec & Culture | Tourism       | TC-5             | 140          | 1,000              |                        |                      | 0.00%           |
| Parks, Facilities, Rec & Culture | Tourism       | TC-6             | 141          | 1,000              |                        |                      | 0.00%           |
| Parks, Facilities, Rec & Culture | Tourism       | TC-7             | 142          | (15,000)           |                        |                      | -0.06%          |
| Parks, Facilities, Rec & Culture | Tourism       | TC-8             | 143          |                    | (30,000)               |                      | -0.12%          |
| Parks, Facilities, Rec & Culture | Tourism       | TC-9             | 144          |                    | (1,000)                |                      | 0.00%           |
| Parks, Facilities, Rec & Culture | Tourism       | TC-10            | 145          |                    | (1,000)                |                      | 0.00%           |
| Parks, Facilities, Rec & Culture | Tourism       | TC-11            |              |                    | (10,000)               |                      | -0.04%          |
| Parks, Facilities, Rec & Culture | Tourism       | CSIT-8           | 64-65        | (300)              |                        | (45,809)             | 0.00%           |
| Planning, Dev. & Leg. Services   | Building      | CORP STAFFING    | 76-79        | 18,545             |                        |                      | 0.08%           |
| Planning, Dev. & Leg. Services   | Building      | BLDG-1           | 151          | (18,270)           |                        |                      | -0.08%          |
| Planning, Dev. & Leg. Services   | Building      | BLDG-2           | 152          | 2,000              |                        |                      | 0.01%           |
| Planning, Dev. & Leg. Services   | Building      | BLDG-3           | 153          | 13,000             |                        |                      | 0.05%           |
| Planning, Dev. & Leg. Services   | Building      | CSIT-8           | 64-65        | (120)              |                        |                      | 0.00%           |
| Planning, Dev. & Leg. Services   | Building      | CSSL-1           | 80           | 81,874             |                        |                      | 0.34%           |
| Planning, Dev. & Leg. Services   | Building      | Reserve Transfer |              | (10,000)           |                        | 87,029               | -0.04%          |
| Planning, Dev. & Leg. Services   | Planning      | CORP STAFFING    | 76-79        | (11,929)           | (44,070)               |                      | -0.23%          |
| Planning, Dev. & Leg. Services   | Planning      | PLAN-1           | 168          | 25,000             |                        |                      | 0.10%           |
| Planning, Dev. & Leg. Services   | Planning      | PLAN-2           | 169-170      | 105,290            | (51,844)               |                      | 0.22%           |
| Planning, Dev. & Leg. Services   | Planning      | PLAN-3           | 171          |                    | 50,000                 |                      | 0.21%           |
| Planning, Dev. & Leg. Services   | Planning      | PLAN-4           | 172          | 10,000             |                        |                      | 0.04%           |
| Planning, Dev. & Leg. Services   | Planning      | PLAN-5           | 173-174      | 75,000             |                        |                      | 0.31%           |
| Planning, Dev. & Leg. Services   | Planning      | CSIT-8           | 64-65        | (100)              | 550                    |                      | 0.00%           |
| Planning, Dev. & Leg. Services   | Planning      | CAO-2            | 30           | (136,000)          |                        |                      | -0.56%          |
| Planning, Dev. & Leg. Services   | Planning      | PLAN-6           | 175          |                    | (125,000)              | (103,103)            | -0.51%          |

Town of Amherstburg  
2021 Budget  
Issue Paper Summary

| Department                         | Budget Centre                    | Budget Issue # | Page Numbers | Base Budget Impact | One Time Budget Impact | Budget Centre Totals | Tax Rate Impact |
|------------------------------------|----------------------------------|----------------|--------------|--------------------|------------------------|----------------------|-----------------|
| Planning, Dev. & Leg. Services     | Licensing & By-law               | CORP STAFFING  | 76-79        | 6,452              |                        |                      | 0.03%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-1          | 156          |                    | 3,500                  |                      | 0.01%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-2          | 157          |                    | 4,800                  |                      | 0.02%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-3          | 158          | 500                |                        |                      | 0.00%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-4          | 159          | 2,000              |                        |                      | 0.01%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-5          | 160          | 1,500              |                        |                      | 0.01%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-6          | 161          | 4,000              |                        |                      | 0.02%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | CSGL-5         | 85           | 6,000              |                        |                      | 0.02%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-7          | 162          | -                  |                        |                      | 0.00%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-8          | 163          | (5,500)            |                        |                      | -0.02%          |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-9          | 164-165      | 118,780            | (29,021)               |                      | 0.37%           |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | LIC-10         | 166          | (3,000)            |                        |                      | -0.01%          |
| Planning, Dev. & Leg. Services     | Licensing & By-law               | CSIT-8         | 64-65        |                    |                        | 110,011              | 0.00%           |
| Planning, Dev. & Leg. Services     | Police                           | Police-1       | 178          | 104,679            |                        |                      | 0.43%           |
| Planning, Dev. & Leg. Services     | Police                           | Police-2       | 179          | 70,000             |                        |                      | 0.29%           |
| Planning, Dev. & Leg. Services     | Police                           | Police-3       | 180          | (25,000)           |                        |                      | -0.10%          |
| Planning, Dev. & Leg. Services     | Police                           | Police-4       | 181          | (25,000)           |                        | 124,679              | -0.10%          |
| Engineering & Public Works         | Engineering & PW                 | CORP STAFFING  | 76-79        | 49,687             |                        |                      | 0.20%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-1          | 195          | 7,500              |                        |                      | 0.03%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-2          | 196          | 500                |                        |                      | 0.00%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-3          | 197          | (31,000)           |                        |                      | -0.13%          |
| Engineering & Public Works         | Engineering & PW                 | EPW-4          | 198          | 30,000             |                        |                      | 0.12%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-5          | 199          | -                  |                        |                      | 0.00%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-6          | 200-201      | 28,000             |                        |                      | 0.12%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-7          | 202          |                    | 85,000                 |                      | 0.35%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-8          | 203          | 55,000             |                        |                      | 0.23%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-9          | 204          | 10,000             |                        |                      | 0.04%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-10         | 205          |                    | 200,000                |                      | 0.82%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-11         | 206-207      | 102,800            |                        |                      | 0.42%           |
| Engineering & Public Works         | Engineering & PW                 | EPW-12         | 208          | 100,000            |                        |                      | 0.41%           |
| Engineering & Public Works         | Engineering & PW                 | CSGL-1         | 80           | 24,200             |                        |                      | 0.10%           |
| Engineering & Public Works         | Engineering & PW                 | CSIT-8         | 64-65        | (400)              |                        |                      | 0.00%           |
| Engineering & Public Works         | Drainage                         | CORP STAFFING  | 76-79        | 3,817              |                        |                      | 0.02%           |
| Engineering & Public Works         | Drainage                         | DRAIN-1        | 188          | (205,300)          |                        |                      | -0.85%          |
| Engineering & Public Works         | Drainage                         | DRAIN-2        | 189          | (2,500)            |                        |                      | -0.01%          |
| Engineering & Public Works         | Drainage                         | DRAIN-3        | 190          | 202,000            |                        |                      | 0.83%           |
| Engineering & Public Works         | Drainage                         | DRAIN-4        | 191          | (5,207)            |                        |                      | -0.02%          |
| Engineering & Public Works         | Drainage                         | CSIT-8         | 64-65        | (100)              |                        | 653,996              | 0.00%           |
| Capital Spending                   |                                  | CSGL-6         | 86-87        | (259,660)          |                        | (259,660)            | -1.07%          |
| Executive Summary                  | Base Budget Adjustment from 2020 |                |              | (101,654)          |                        | (101,654)            | -0.42%          |
| <b>Change in taxation levy</b>     |                                  |                |              | <b>1,770,891</b>   | <b>677,950</b>         | <b>2,448,841</b>     | <b>9.89%</b>    |
| <b>Funded by growth</b>            | <b>Growth in assessment</b>      |                |              | <b>(570,040)</b>   |                        | <b>(570,040)</b>     | <b>-2.35%</b>   |
| <b>Net funded by rate increase</b> |                                  |                |              |                    |                        | <b>1,878,801</b>     | <b>7.55%</b>    |
|                                    |                                  |                |              |                    |                        | <b>Total</b>         | <b>7.55%</b>    |



Town of Amherstburg  
 2021 Budget  
 Issue Paper Summary

| Department                | Budget Centre | Budget Issue # | Page Numbers | Base Budget Impact | One Time Budget Impact | Budget Centre Totals | Tax Rate Impact |
|---------------------------|---------------|----------------|--------------|--------------------|------------------------|----------------------|-----------------|
| <b>Water Budget</b>       |               |                |              |                    |                        |                      |                 |
| Water                     | Water         | CORP STAFFING  | 76-79        | 68,862             |                        |                      |                 |
| Water                     | Water         | Water-1        | 225          | (275,340)          | (10,000)               |                      |                 |
| Water                     | Water         | Water-2        | 226          |                    | 5,600                  |                      |                 |
| Water                     | Water         | Water-3        | 227          | 14,175             |                        |                      |                 |
| Water                     | Water         | Water-4        | 228          |                    | 30,000                 |                      |                 |
| Water                     | Water         | Water-5        | 229          |                    | 6,000                  |                      |                 |
| Water                     | Water         | Water-6        | 230          |                    | 4,000                  |                      |                 |
| Water                     | Water         | CSGL-1         | 80           | 29,800             |                        |                      |                 |
| Water                     | Water         | CSGL-7         | 88           | (5,700)            |                        |                      |                 |
| Water                     | Water         | CSIT-8         | 64-65        | (300)              |                        |                      |                 |
| Water                     | Water         | Clerks-4       | 38           | 40,500             |                        | (92,403)             |                 |
| <b>Waste Water Budget</b> |               |                |              |                    |                        |                      |                 |
| Waste Water               | Waste Water   | WW-1           | 212          | 7,800              |                        |                      |                 |
| Waste Water               | Waste Water   | WW-2           | 213          | 3,700              |                        |                      |                 |
| Waste Water               | Waste Water   | WW-3           | 214          | 3,900              |                        |                      |                 |
| Waste Water               | Waste Water   | WW-4           | 215          | 2,700              |                        |                      |                 |
| Waste Water               | Waste Water   | WW-5           | 216          | 4,200              |                        |                      |                 |
| Waste Water               | Waste Water   | WW-6           | 217          | 2,100              |                        |                      |                 |
| Waste Water               | Waste Water   | WW-7           | 218          |                    | 30,000                 |                      |                 |
| Waste Water               | Waste Water   | WW-8           | 219          | (198,728)          |                        |                      |                 |
| Waste Water               | Waste Water   | WW-9           | 220          | (28,897)           |                        |                      |                 |
| Waste Water               | Waste Water   | WW-10          | 221          | (8,700)            |                        |                      |                 |
| Waste Water               | Waste Water   | WW-11          | 222          | 55,000             |                        |                      |                 |
| Waste Water               | Waste Water   | CSGL-1         | 80           | (19,200)           |                        |                      |                 |
| Waste Water               | Waste Water   | Clerks-4       | 38           | 35,000             |                        | (111,125)            |                 |

Town of Amherstburg  
 Summary of Revenues  
 2021 Budget  
 Year ending December 31, 2021

|   | 2019 Budget       | Yearend 2019 Actuals | 2020 Budget       | 2021 Budget          |
|---|-------------------|----------------------|-------------------|----------------------|
| <b>Department</b>                                       |                   |                      |                   |                      |
| Budget Centre   |                   |                      |                   |                      |
| <b>Office of the Chief Administrative Officer (CAO)</b> |                   |                      |                   |                      |
| Clerk's Office  | 9,000             | 13,242               | 14,000            | 17,000               |
| <b>Corporate Services</b>                               |                   |                      |                   |                      |
| Financial Services                                      | 43,000            | 43,519               | 47,000            | 41,000               |
| Non-Departmental  | 6,251,200         | 7,990,855            | 6,159,100         | 4,937,887            |
| <b>Engineering and Public Works</b>                     |                   |                      |                   |                      |
| Drainage  | 1,240,016         | 1,114,420            | 1,268,240         | 1,468,720            |
| Public Works  | 691,700           | 711,900              | 703,900           | 672,200              |
| <b>Fire</b>   | 46,000            | 124,004              | 46,000            | 46,000               |
| <b>Parks, Facilities, Recreation and Culture</b>        |                   |                      |                   |                      |
| Facilities  | 290,780           | 293,383              | 384,763           | 359,763              |
| Libro Centre  | 752,400           | 701,975              | 757,950           | 501,021              |
| Parks   | 10,400            | 4,118                | 6,500             | -                    |
| Recreation Services                                     | 357,500           | 335,941              | 372,000           | 200,700              |
| Tourism and Culture                                     | 90,000            | 117,722              | 90,000            | 75,000               |
| <b>Planning, Development and Legislative Services</b>   |                   |                      |                   |                      |
| Building  | 423,000           | 478,205              | 520,090           | 538,360              |
| Licensing and Enforcement                               | 91,533            | 122,497              | 76,100            | 68,100               |
| Planning & Legislative Services                         | 114,725           | 81,382               | 79,725            | 79,725               |
| Police  | 100,000           | 702,436              | 70,000            | -                    |
| <b>Total Non-Taxation Revenues</b>                      | 10,511,253        | 12,835,599           | 10,595,368        | 9,005,476            |
| <b>Capital Special Levy</b>                             | 1,243,000         | 1,248,185            | 1,302,664         | 1,302,664            |
| <b>TAXES LEVIED</b>                                     | 22,414,823        | 22,405,412           | 22,985,489        | 25,434,328           |
| <b>TOTAL TAX LEVY</b>                                   | 23,657,823        | 23,653,597           | 24,288,153        | 26,736,992           |
| <b>TOTAL TAX REVENUE</b>                                | 34,169,076        | 36,489,196           | 34,883,520        | 35,742,467           |
| <b>TOTAL WATER REVENUE</b>                              | 4,833,033         | 5,119,196            | 4,951,293         | \$ 5,236,633         |
| <b>TOTAL WASTEWATER REVENUE</b>                         | 6,337,513         | 6,375,249            | 6,485,959         | \$ 6,682,347         |
| <b>TOTAL TOWN REVENUE</b>                               | <b>45,339,623</b> | <b>47,983,641</b>    | <b>46,320,772</b> | <b>\$ 47,661,447</b> |

Town of Amherstburg  
 Summary of Expenses  
 2021 Budget  
 Year ending December 31, 2021

|   | 2019 Budget | Yearend 2019 Actuals | 2020 Budget | 2021 Budget |
|---|-------------|----------------------|-------------|-------------|
| <b>Department:</b>                                      |             |                      |             |             |
| <b>Budget Centre:</b>                                   |             |                      |             |             |
| <b>Office of the Chief Administrative Officer</b>       |             |                      |             |             |
| CAO's Office  | 515,791     | 503,208              | 534,180     | 891,947     |
| Clerk's Office  | 1,315,536   | 1,292,702            | 1,238,236   | 1,289,134   |
| Council & Committees                                    | 320,154     | 287,130              | 329,812     | 341,286     |
| <b>Corporate Services</b>                               |             |                      |             |             |
| Financial Services                                      | 1,394,798   | 1,267,456            | 1,374,513   | 1,530,387   |
| Human Resources   | 889,130     | 769,650              | 735,017     | 899,093     |
| Information Technology                                  | 1,002,288   | 880,563              | 1,064,918   | 1,235,932   |
| Non-departmental  | 6,655,500   | 7,134,302            | 6,808,904   | 5,895,179   |
| <b>Engineering &amp; Public Works</b>                   |             |                      |             |             |
| Drainage  | 1,352,115   | 1,197,572            | 1,365,214   | 1,557,804   |
| Public Works  | 5,607,452   | 6,803,076            | 5,446,893   | 6,001,479   |
| <b>Fire</b>   | 2,082,416   | 2,171,008            | 2,117,867   | 2,336,059   |
| <b>Parks, Facilities, Recreation and Culture</b>        |             |                      |             |             |
| Facilities  | 598,166     | 645,894              | 824,382     | 871,672     |
| Libro Centre  | 2,569,669   | 2,405,621            | 2,582,885   | 2,738,419   |
| Parks   | 1,207,261   | 1,134,118            | 1,156,108   | 1,347,060   |
| Recreation  | 755,820     | 736,920              | 783,968     | 568,007     |
| Tourism and Culture                                     | 567,984     | 544,200              | 577,680     | 516,871     |
| <b>Planning, Development &amp; Legislative Services</b> |             |                      |             |             |
| Licensing and Enforcement                               | 400,058     | 374,771              | 450,163     | 552,173     |
| Planning and Legislative Services                       | 929,371     | 843,912              | 818,978     | 690,875     |
| Building  | 423,000     | 398,155              | 520,090     | 538,360     |
| Police Services   | 5,582,568   | 6,223,569            | 5,365,253   | 5,411,932   |
| Subtotals   | 34,169,077  | 35,613,827           | 34,095,062  | 35,213,669  |
| <b>TOTAL OPERATING EXPENSES</b>                         | 34,169,077  | 35,613,827           | 34,095,062  | 35,213,669  |
| <b>TAXATION FUNDED CAPITAL EXPENDITURE</b>              | -           | -                    | 788,458     | 528,798     |
| <b>CAPITAL RESERVE TRANSFERS</b>                        | -           | -                    | -           | -           |
|   | -           | -                    | 788,458     | 528,798     |
| <b>TOTAL TAX EXPENSES</b>                               | 34,169,077  | 35,613,827           | 34,883,520  | 35,742,467  |
| <b>TOTAL WATER EXPENSES</b>                             | 4,833,033   | 4,993,599            | 4,951,293   | 5,236,633   |
| <b>TOTAL WASTEWATER EXPENSES</b>                        | 6,337,514   | 6,336,070            | 6,485,959   | 6,682,347   |
| <b>TOTAL EXPENSES</b>                                   | 45,339,623  | 46,943,496           | 46,320,771  | 47,661,447  |

Town of Amherstburg  
 Summary of Expenses  
 2021 Budget  
 Year ending December 31, 2021

|   | 2019 Budget       | Yearend<br>2019 Actuals | 2020 Budget       | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Budget       | Base Budget<br>Adjustments | Request -<br>Base Budget | Request -<br>One Time | Change By<br>Type |
|---|-------------------|-------------------------|-------------------|--------------------|-------------------|-------------------|----------------------------|--------------------------|-----------------------|-------------------|
| <b>Department:</b>                          |                   |                         |                   |                    |                   |                   |                            |                          |                       |                   |
| <b>Budget Centre:</b>                       |                   |                         |                   |                    |                   |                   |                            |                          |                       |                   |
| Salaries                                    | 8,339,679         | 8,031,367               | 8,558,210         | 5,606,364          | 8,000,117         | 9,166,270         | (15,000)                   | 809,668                  | (186,609)             | 608,060           |
| Benefits                                    | 2,316,652         | 2,246,420               | 2,394,387         | 1,657,587          | 2,276,314         | 2,682,479         |                            | 344,874                  | (56,780)              | 288,092           |
|   | 10,656,331        | 10,277,788              | 10,952,597        | 7,263,952          | 10,276,431        | 11,848,749        | (15,000)                   | 1,154,542                | (243,389)             | 896,152           |
| General Expenses                            | 4,745,403         | 4,006,486               | 3,612,670         | 2,357,847          | 3,208,763         | 3,983,919         | (418,550)                  | 103,114                  | 686,685               | 371,249           |
| Contracted Services                         | 4,872,827         | 4,761,708               | 5,013,902         | 3,760,425          | 5,013,902         | 5,118,581         |                            | 104,679                  | -                     | 104,679           |
| Equipment and Vehicles                      | 561,550           | 756,473                 | 572,550           | 465,130            | 696,550           | 624,550           |                            | 52,000                   | -                     | 52,000            |
| Maintenance                                 | 886,850           | 956,621                 | 872,300           | 616,245            | 1,031,687         | 928,800           | (23,500)                   | 56,000                   | 24,000                | 56,500            |
| Utilities                                   | 978,500           | 1,111,886               | 1,019,800         | 541,219            | 959,500           | 1,071,600         |                            | 51,800                   | -                     | 51,800            |
| Road Maintenance                            | 934,700           | 803,044                 | 1,018,750         | 943,774            | 1,060,750         | 1,431,750         |                            | 93,000                   | 320,000               | 413,000           |
| Solid Waste                                 | 1,335,300         | 1,403,148               | 1,363,900         | 1,114,372          | 1,486,000         | 1,466,700         |                            | 102,800                  | -                     | 102,800           |
| Other Expenses                              | 1,448,650         | 1,251,558               | 1,462,250         | 470,026            | 974,506           | 1,898,250         |                            | 216,000                  | 220,000               | 436,000           |
| Debt Payments                               | 1,379,675         | 1,379,672               | 989,847           | 735,653            | 980,972           | 979,719           |                            | (10,128)                 | -                     | (10,128)          |
| Committees                                  | 33,675            | 21,411                  | 35,575            | 1,895              | 14,400            | 32,800            | (2,175)                    | (600)                    | -                     | (2,775)           |
| Crossing Guards                             | 71,088            | 80,494                  | 81,873            | 21,241             | 32,381            | 23,832            |                            | (58,041)                 | -                     | (58,041)          |
| Grants and Waivers                          | 250,400           | 256,030                 | 176,779           | 160,671            | 160,671           | 166,179           |                            | (10,600)                 | -                     | (10,600)          |
| Retiree Benefits                            | 400,600           | 344,750                 | 371,570           | 263,780            | 352,000           | 349,570           |                            | (22,000)                 | -                     | (22,000)          |
| Transfers to Reserves                       | 5,613,528         | 8,202,758               | 6,550,698         | 5,956,476          | 7,396,159         | 5,288,669         | 229,571                    | (747,600)                | (744,000)             | (1,262,029)       |
| Subtotals                                   | 34,169,077        | 35,613,827              | 34,095,062        | 24,672,706         | 33,644,672        | 35,213,669        | (229,654)                  | 1,084,965                | 263,296               | 1,118,607         |
| <b>TOTAL OPERATING EXPENSES</b>             | <b>34,169,077</b> | <b>35,613,827</b>       | <b>34,095,062</b> | <b>24,672,706</b>  | <b>33,644,672</b> | <b>35,213,669</b> | <b>(229,654)</b>           | <b>1,084,965</b>         | <b>263,296</b>        | <b>1,118,607</b>  |
| <b>TAXATION FUNDED CAPITAL EXPENDITURES</b> | -                 | -                       | 788,458           | 500,408            | 765,683           | 528,798           |                            | -                        | (259,660)             | (259,660)         |
|   | -                 | -                       | 788,458           | 500,408            | 765,683           | 528,798           |                            | -                        | (259,660)             | (259,660)         |
| <b>TOTAL TAX EXPENSES</b>                   | <b>34,169,077</b> | <b>35,613,827</b>       | <b>34,883,520</b> | <b>25,173,114</b>  | <b>34,410,355</b> | <b>35,742,467</b> | <b>(229,654)</b>           | <b>1,084,965</b>         | <b>3,636</b>          | <b>858,947</b>    |

Town of Amherstburg  
 Summary of Expenses  
 2021 Budget  
 Year ending December 31, 2021

|                                  | 2019 Budget       | Yearend<br>2019 Actuals | 2020 Budget       | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Budget       | Base Budget<br>Adjustments | Request -<br>Base Budget | Request -<br>One Time | Change By<br>Type |
|----------------------------------|-------------------|-------------------------|-------------------|--------------------|-------------------|-------------------|----------------------------|--------------------------|-----------------------|-------------------|
| <b>TOTAL WATER EXPENSES</b>      |                   |                         |                   |                    |                   |                   |                            |                          |                       |                   |
| Salaries                         | 720,834           | 733,681                 | 820,338           | 495,826            | 704,789           | 865,586           |                            | 45,248                   | -                     | 45,248            |
| Benefits                         | 267,571           | 247,437                 | 301,549           | 201,804            | 273,143           | 325,163           |                            | 23,614                   | -                     | 23,614            |
|                                  | 988,405           | 981,118                 | 1,121,887         | 697,630            | 977,932           | 1,190,749         | -                          | 68,862                   | -                     | 68,862            |
|                                  |                   |                         |                   |                    |                   |                   |                            |                          |                       | -                 |
| General Expenses                 | 846,550           | 788,969                 | 788,050           | 608,589            | 818,572           | 811,250           | (600)                      | 23,800                   | -                     | 23,200            |
| Equipment and Vehicles           | 226,400           | 198,333                 | 226,400           | 155,869            | 226,400           | 232,000           |                            | -                        | 5,600                 | 5,600             |
| Contracted Services              | 680,000           | 758,295                 | 680,000           | 497,500            | 720,000           | 694,175           |                            | 14,175                   | -                     | 14,175            |
| Maintenance                      | 583,000           | 387,163                 | 606,000           | 438,818            | 538,139           | 536,500           | (150,000)                  | 40,500                   | 40,000                | (69,500)          |
| Utilities                        | 210,000           | 198,455                 | 210,000           | 143,314            | 210,000           | 210,000           |                            | -                        | -                     | -                 |
| Other Expenses                   | 6,500             | 4,463                   | 6,500             | 3,428              | 3,428             | 6,500             |                            | -                        | -                     | -                 |
| Debt Payment                     | 354,378           | 354,379                 | 354,377           | 265,784            | 354,378           | 354,379           |                            | 2                        | -                     | 2                 |
| Transfer to Reserves & Capital   | 937,800           | 1,322,424               | 958,079           | 558,501            | 1,108,079         | 1,201,081         | 150,600                    | (1,347,758)              | 1,440,160             | 243,002           |
|                                  | 4,833,033         | 4,993,599               | 4,951,293         | 3,369,433          | 4,956,928         | 5,236,633         | -                          | (1,200,420)              | 1,485,760             | 285,341           |
| <b>TOTAL WASTEWATER EXPENSES</b> |                   |                         |                   |                    |                   |                   |                            |                          |                       |                   |
| General Expenses                 | 775,600           | 745,127                 | 789,200           | 575,606            | 829,200           | 800,000           |                            | (19,200)                 | 30,000                | 10,800            |
| Environmental Services           | 1,972,700         | 2,166,767               | 1,922,700         | 1,213,822          | 1,715,000         | 1,947,100         |                            | 24,400                   | -                     | 24,400            |
| Building and Utilities           | 638,500           | 593,860                 | 753,500           | 653,579            | 800,750           | 834,800           |                            | 81,300                   | -                     | 81,300            |
| Debt Payment                     | 2,266,368         | 2,266,368               | 2,344,133         | 1,856,696          | 2,344,133         | 2,312,896         |                            | (31,237)                 | -                     | (31,237)          |
| Transfer to Reserves & Capital   | 684,346           | 563,948                 | 676,426           | 560,460            | 656,203           | 787,551           |                            | (149,715)                | 260,840               | 111,125           |
|                                  | 6,337,514         | 6,336,070               | 6,485,959         | 4,860,163          | 6,345,286         | 6,682,347         | -                          | (94,452)                 | 290,840               | 196,388           |
|                                  |                   |                         |                   |                    |                   |                   |                            |                          |                       | -                 |
|                                  |                   |                         |                   |                    |                   |                   |                            |                          |                       | -                 |
|                                  |                   |                         |                   |                    |                   |                   |                            |                          |                       | -                 |
| <b>TOTAL EXPENSES</b>            | <b>45,339,623</b> | <b>46,943,496</b>       | <b>46,320,772</b> | <b>33,402,711</b>  | <b>45,712,569</b> | <b>47,661,447</b> | <b>(229,654)</b>           | <b>(209,906)</b>         | <b>1,780,236</b>      | <b>1,340,675</b>  |

**TOWN OF AMHERSTBURG**  
**Consolidated Schedule of Reserve and Reserve Funds**  
**2021 Budget - Forecast**

|   | 2020 Opening      | Interest Earned<br>(Estimated at<br>1.75%) | 2020 Adjustments<br>(2019 Year End Adj<br>approved by<br>Council) | 2020 Transfers<br>In | 2020 Transfers<br>Out | Forecasted<br>Opening 2021 | 2021 Transfers In | 2021 Transfers<br>Out | Forecasted<br>Ending 2021 |
|---|-------------------|--|---|----------------------|-----------------------|----------------------------|-------------------|-----------------------|---------------------------|
| <b>GENERAL RATED RESERVES</b>                   |                   |  |   |                      |                       |                            |                   |                       |                           |
| AODA Compliance Reserve                         | 98,706            | 1,727                                      |   | 50,000               | (57,000)              | 93,433                     | 50,000            |                       | 143,433                   |
| Community Improvement Plan (CIP) Reserve        | 180,623           | 3,161                                      |   | 100,000              | -                     | 283,784                    | -                 | (100,000)             | 183,784                   |
| Contingency                                     | 122,300           | 2,140                                      |   | 118,600              | -                     | 243,040                    | 118,600           | (50,000)              | 311,640                   |
| Economic Development Reserve                    | -                 | -  |   | -                    | -                     | -                          | -                 | -                     | -                         |
| Election Reserve                                | 61,105            | 1,069                                      |   | 33,600               |                       | 95,774                     | 33,600            |                       | 129,374                   |
| Fire Reserve                                    | 145,420           | 2,545                                      |   | 78,000               | (50,000)              | 175,965                    | 53,000            | (50,000)              | 178,965                   |
| Fleet and Equipment Reserve                     | 160,993           | 2,817                                      |   | 202,475              | (218,444)             | 147,842                    | 300,000           | (210,000)             | 237,842                   |
| Information Technology Reserve                  | 324,190           | 5,673                                      |   | 123,000              | (49,200)              | 403,663                    | 123,000           | (55,800)              | 470,863                   |
| Insurance Reserve                               | 381,264           | 6,672                                      |   | -                    | -                     | 387,936                    |                   |                       | 387,936                   |
| Libro Centre Reserve                            | (4,309)           | (75)                                       |   | 14,417               |                       | 10,033                     | 31,000            | (45,000)              | (3,967)                   |
| Legal Reserve                                   | 75,000            | 1,313                                      |   | 25,000               |                       | 101,313                    | 25,000            |                       | 126,313                   |
| Municipal Drain Reserve                         | 231,383           | 4,049                                      |   |                      |                       | 235,432                    |                   | (235,000)             | 432                       |
| Parkland Reserve                                | 1,268,905         | 22,206                                     |   | 160,000.00           | (1,038,000)           | 413,111                    | 160,000           |                       | 573,111                   |
| Plans and Studies Reserve                       | 344,111           | 6,022                                      |   | 45,000               | (25,000)              | 370,133                    | 45,000            | (145,000)             | 270,133                   |
| Police Reserve                                  | 344,776           | 6,034                                      |   | 100,000              |                       | 450,810                    | 100,000           |                       | 550,810                   |
| Risk Management Reserve                         | 50,000            | 875  |   | -                    |                       | 50,875                     |                   |                       | 50,875                    |
| Streetlights Reserve                            | 12,000            | 210  |   | 12,000               | (3,031)               | 21,179                     | 12,000            |                       | 33,179                    |
| Tax Stabilization                               | 209,768           | 3,671                                      | 100,000   |                      |                       | 313,439                    | 160,000           |                       | 473,439                   |
| Staff Related                                   | -                 | -  | 100,000   |                      |                       | 100,000                    | 25,000            |                       | 125,000                   |
| Winter Control                                  | -                 | -  | 80,000  |                      |                       | 80,000                     |                   |                       | 80,000                    |
| Working Capital - General                       | 889,806           | 15,572                                     | -   | 72,100               | (131,143)             | 846,334                    |                   | (150,000)             | 696,334                   |
|   | <b>4,896,041</b>  | <b>85,681</b>                              | <b>280,000</b>  | <b>1,134,192</b>     | <b>(1,571,818)</b>    | <b>4,824,096</b>           | <b>1,236,200</b>  | <b>(1,040,800)</b>    | <b>5,019,496</b>          |
| <b>WATER &amp; WASTEWATER RESERVES</b>          |                   |  |   |                      |                       |                            |                   |                       |                           |
| Working Capital - Wastewater Funded             | 3,094,902         | 54,161                                     |   | 299,752              | (331,450)             | 3,117,365                  | 276,711           | (900,000)             | 2,494,076                 |
| Working Capital - Water Funded                  | 2,774,751         | 48,558                                     | -   | 178,079              | (290,000)             | 2,711,388                  | (439,079)         | -                     | 2,272,309                 |
|   | <b>5,869,653</b>  | <b>102,719</b>                             | <b>-</b>  | <b>477,831</b>       | <b>(621,450)</b>      | <b>5,828,753</b>           | <b>(162,368)</b>  | <b>(900,000)</b>      | <b>4,766,385</b>          |
|   | <b>10,765,694</b> | <b>188,400</b>                             | <b>280,000</b>  | <b>1,612,023</b>     | <b>(2,193,268)</b>    | <b>10,652,849</b>          | <b>1,073,832</b>  | <b>(1,940,800)</b>    | <b>9,785,881</b>          |
| <b>RESERVE FUNDS</b>                            |                   |  |   |                      |                       |                            |                   |                       |                           |
| General Reserve Fund                            | 2,466,764         | 43,168                                     | 544,638   | 2,486,200            | (2,467,527)           | 3,073,243                  | 4,497,664         | (4,249,046)           | 3,321,861                 |
| Capital New                                     | -                 | -  |   | 500,000              |                       | 500,000                    | 500,000           | (450,000)             | 550,000                   |
| Watermain Reserve Fund                          | 454,836           | 7,960                                      |   | -                    |                       | 462,796                    | -                 | -                     | 462,796                   |
| Gas Tax Reserve Fund                            | 1,346,599         | 23,565                                     |   | 1,064,000            | (1,164,000)           | 1,270,164                  | 1,110,000         | (1,100,000)           | 1,280,164                 |
| Grants Reserve Fund                             | 1,311,800         | 22,957                                     |   | 1,719,800            | (2,195,600)           | 858,957                    |                   |                       | 858,957                   |
| Building Services (OBCA) Capital Reserve Fund   | 100,000           | 1,750                                      |   |                      | (9,815)               | 91,935                     |                   | (35,000)              | 56,935                    |
| Building Services (OBCA) Operating Reserve Fund | (789,011)         | (13,808)                                   |   | 35,000               | -                     | (767,819)                  | (10,000)          |                       | (777,819)                 |
| Events  | 32,345            | 566  |   | -                    |                       | 32,911                     |                   |                       | 32,911                    |
| Donations                                       | 22,906            | 401  |   | 26,750               | (18,000)              | 32,057                     |                   |                       | 32,057                    |
| Tree Planting                                   | 2,500             | 44   |   |                      |                       | 2,544                      |                   |                       | 2,544                     |
| Parkland Dedication Reserve Fund                | 287,415           | 5,030                                      |   | -                    | 10,000                | 302,445                    | 10,000            |                       | 312,445                   |
|   | <b>5,236,154</b>  | <b>74,693</b>                              | <b>544,638</b>  | <b>5,831,750</b>     | <b>(3,631,527)</b>    | <b>5,306,203</b>           | <b>6,107,664</b>  | <b>(5,799,046)</b>    | <b>5,614,821</b>          |
|   | <b>16,001,848</b> | <b>263,093</b>                             | <b>824,638</b>  | <b>7,443,773</b>     | <b>(5,824,795)</b>    | <b>15,959,053</b>          | <b>7,181,496</b>  | <b>(7,739,846)</b>    | <b>15,400,703</b>         |

**TOWN OF AMHERSTBURG  
TAX LEVY CALCULATION  
2021 Budget**

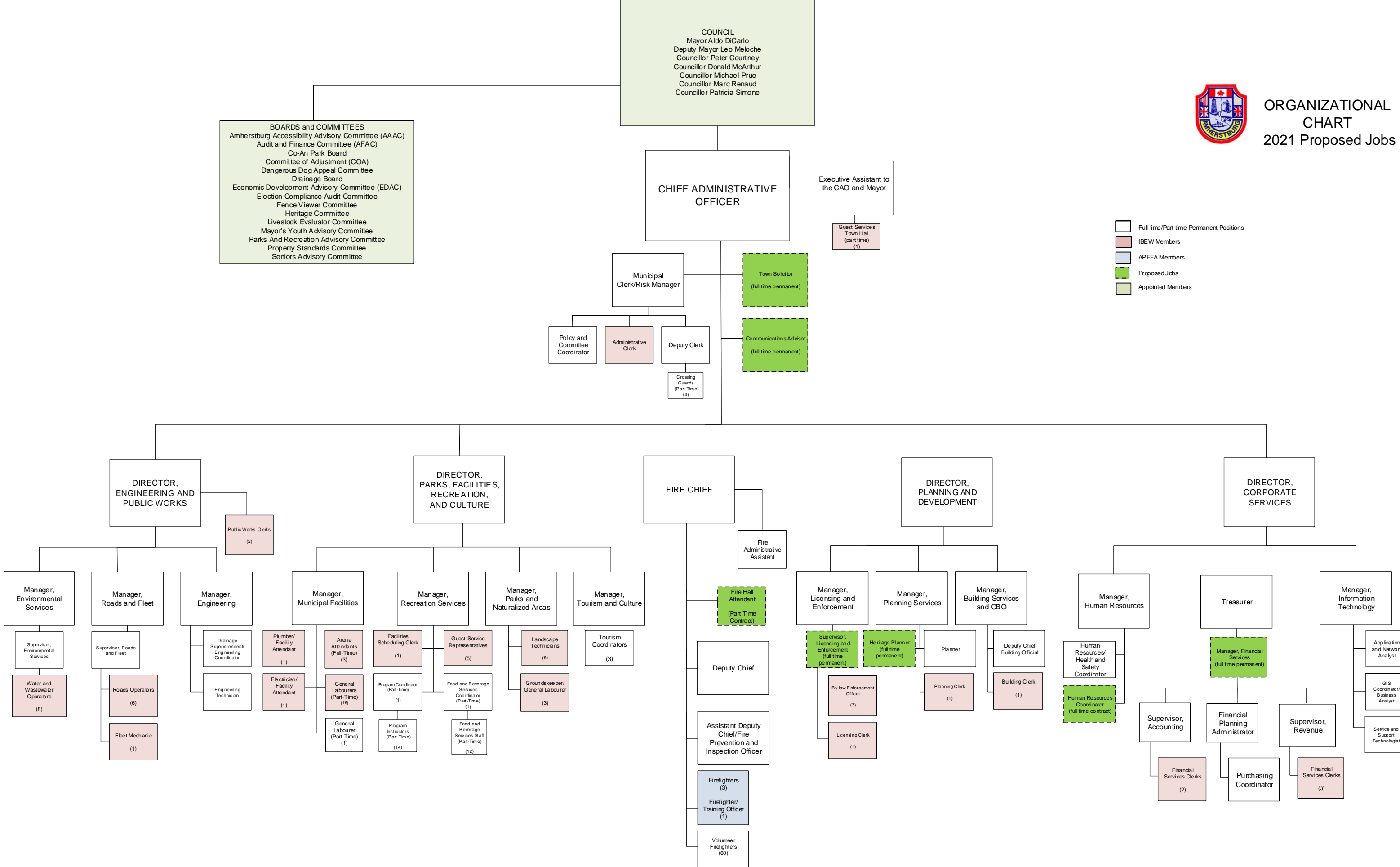
|  | Final 2020 Budget |                       | 2021 Budget |                       | Increase & Percentage Change |                |
|--|-------------------|-----------------------|-------------|-----------------------|------------------------------|----------------|
| <b>Total Collectable Tax Levy General</b>  | \$                | 22,985,487            | \$          | 25,434,328            |                              |                |
| <b>Total Collectable Tax Levies Special Purpose</b>  |                   |                       |             |                       |                              |                |
| Funds Raised By Capital Replacement Levy   | \$                | 651,332               | \$          | 651,332               |                              |                |
| Funds Raised By Capital Reserve Levy   | \$                | 651,332               | \$          | 651,332               |                              |                |
|  | \$                | 1,302,664             | \$          | 1,302,664             |                              |                |
| <b>Total Collectable Tax Levies</b>  | \$                | 24,288,151            | \$          | 26,736,992            |                              |                |
| <b>Tax Rate Calculation Data:</b>  |                   |                       |             |                       |                              |                |
| Taxable Assessment as provided by MPAC   |                   | 2,540,031,750         |             | 2,600,000,250         |                              |                |
| Weighted Assessment<br>(calculated using tax ratios provided by the County of Essex)                     |                   | 2,474,694,404         |             | 2,535,977,447         | 2.48% Growth                 |                |
| <b>Average Tax Rate Calculation</b>  |                   | 0.0092882             |             | 0.0100294             |                              |                |
| Total Collectable (through tax rates)/<br>Weighted Assessment  |                   |                       |             |                       |                              |                |
| <b>Total General Levy Taxes on a Single Family Residential Unit with an assessed value of: \$250,000</b> | \$                | 2,322                 | \$          | 2,507                 | \$                           | 185 7.98%      |
| <b>Capital Replacement Levy</b>  |                   | 0.0002632 2.83% \$ 66 |             | 0.0002632 2.62% \$ 66 |                              |                |
| <b>Capital Reserve Levy</b>  |                   | 0.0002632 2.83% \$ 66 |             | 0.0002632 2.62% \$ 66 |                              |                |
| <b>Total Municipal Levies on a Single Family Residential Unit with an assessed value of \$ 250,000</b>   |                   |                       | \$          | 132                   | \$                           | 132 \$ - 0.00% |
| <b>Municipal Tax Bill with Levies</b>  | \$                | 2,454                 | \$          | 2,639                 | \$                           | 185 7.55%      |
| <b>Amount Per \$100,000 in Assessment</b>  |                   |                       |             |                       |                              |                |
| Total General Levy Taxes on \$100,000 in assessed value  | \$                | 929                   | \$          | 1,003                 | \$                           | 74 7.98%       |
| Total Capital Replacement Levy on \$100,000 in assessed value  |                   | 26                    |             | 26                    |                              | - 0.00%        |
| Total Capital Reserve Levy on \$100,000 in assessed value  |                   | 26                    |             | 26                    |                              | - 0.00%        |
| <b>Total Municipal Tax Bill on \$100,000 in assessed value</b>   | \$                | 981                   | \$          | 1,056                 | \$                           | 74 7.55%       |

**Notes:**

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



**ORGANIZATIONAL CHART**  
2021 Proposed Jobs



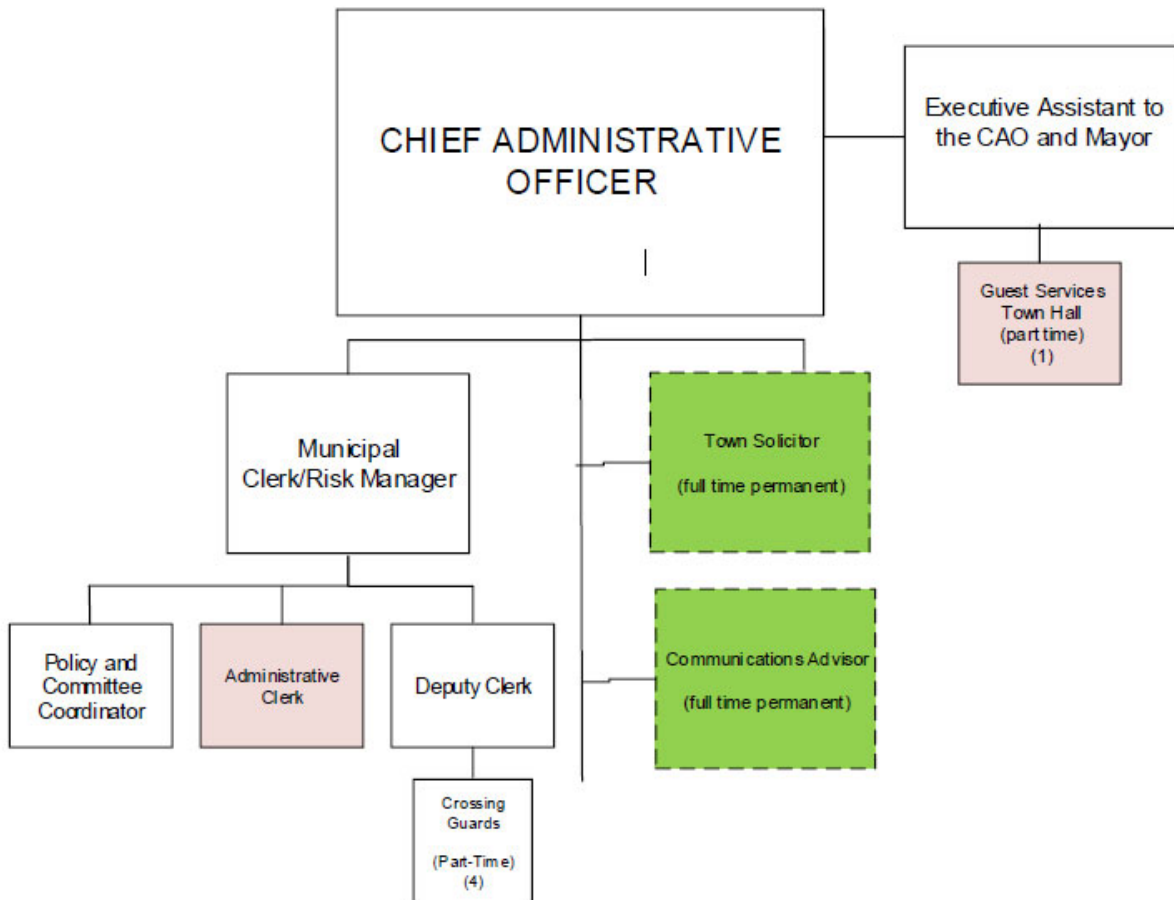




### A. Department Overview

#### 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.





## 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. 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:

| <b>The Office of the Chief Administrative Officer</b> |                    |                      |
|---|--------------------|----------------------|
| <b>Permeant FTE's</b>                                 | <b>2020 Budget</b> | <b>2021 Proposed</b> |
| Full-Time FTE's                                       | 2.00               | 4.00                 |
| Part-Time FTE's                                       | 0.50               | 0.50                 |
| <b>Total FTE</b>                                      | <b>2.50</b>        | <b>4.50</b>          |
| <b>Net Change</b>                                     | <b>0.00</b>        | <b>2.00</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 Advisor*          | Management              | 1.00                   | 1.00       |
| Customer Service Representative* | Union                   | 1.00                   | 1.00       |

**\*Proposed:** To create the Communications Advisor & Town Solicitor positions as full time staffing addition in 2021.

**Clerks Department**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 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:**

| <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 and Committee Coordinator | Non-Union               | 1.00                   | 1.00       |
| Administrative Clerk             | Union                   | 1.00                   | 1.00       |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Office of the Chief Administrative Officer  
 CAO's Office

|   | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No.                      |
|---|-------------------------|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|---|
| <b>Expenses:</b>                            |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| <b>Salaries and Wages:</b>                  |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| Salaries - Full Time                        | 283,530                 | 292,298        | 215,254            | 292,298           | 292,298             | 210,700                  | (102,427)             | 400,571              | 108,273                           | CORP STAFF & CAO-2 & CAO-3                |
| Salaries - Part Time/Temporary              | 24,050                  | 37,659         | 22,301             | 37,659            | 37,659              | 4,517                    | -                     | 42,176               | 4,517                             | CORP STAFF                                |
| <b>Total Salaries and Wages</b>             | <b>307,580</b>          | <b>329,957</b> | <b>237,554</b>     | <b>329,957</b>    | <b>329,957</b>      | <b>215,217</b>           | <b>(102,427)</b>      | <b>442,747</b>       | <b>112,790</b>                    | <b>CORP STAFF &amp; CAO-2 &amp; CAO-3</b> |
| <b>Benefits:</b>                            |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| <b>Total Benefits</b>                       | <b>92,761</b>           | <b>95,273</b>  | <b>75,285</b>      | <b>95,273</b>     | <b>95,273</b>       | <b>81,000</b>            | <b>(33,023)</b>       | <b>143,250</b>       | <b>47,977</b>                     | <b>CORP STAFF &amp; CAO-2 &amp; CAO-3</b> |
| <b>General Expenses:</b>                    |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| Subscriptions and Publications              | 624                     | 750            | 453                | 600               | 750                 | -                        | -                     | 750                  | -                                 |   |
| Office Supplies                             | 1,576                   | 2,000          | 915                | 1,500             | 2,000               | (150)                    | -                     | 1,850                | (150)                             | CAO-1                                     |
| Professional Fees                           | 45,711                  | 80,000         | 150,336            | 172,300           | 80,000              | (15,000)                 | 125,000               | 190,000              | 110,000                           | CAO-1                                     |
| Legal Fees                                  | -                       | -              | -                  | -                 | -                   | 130,000                  | -                     | 130,000              | 130,000                           | CAO-3, PLAN-1                             |
| Meeting Expenses                            | 2,484                   | 3,000          | 457                | 2,000             | 3,000               | -                        | -                     | 3,000                | -                                 |   |
| Mobile Devices                              | 1,762                   | 3,700          | 2,269              | 3,700             | 3,050               | 700                      | 1,100                 | 4,850                | 1,800                             | CAO-2, CAO-3 & CSIT-8                     |
| Memberships                                 | 7,434                   | 8,000          | 7,456              | 7,500             | 8,000               | 2,500                    | -                     | 10,500               | 2,500                             | CAO-3                                     |
| Training and Prof. Developmt                | 7,878                   | 11,000         | 998                | 5,000             | 11,000              | 3,000                    | -                     | 14,000               | 3,000                             | CAO-3                                     |
| Travel and Mileage                          | 1,108                   | 500            |                    | 300               | 500                 | 500                      | -                     | 1,000                | 500                               | CAO-3                                     |
| <b>Total General Expenses</b>               | <b>68,577</b>           | <b>108,950</b> | <b>162,885</b>     | <b>192,900</b>    | <b>108,300</b>      | <b>121,550</b>           | <b>126,100</b>        | <b>355,950</b>       | <b>247,650</b>                    |   |
| <b>Total Expenses</b>                       | <b>468,919</b>          | <b>534,180</b> | <b>475,724</b>     | <b>618,130</b>    | <b>533,530</b>      | <b>417,768</b>           | <b>(9,351)</b>        | <b>941,947</b>       | <b>408,417</b>                    |   |
| <b>Transfer to (from) Reserves</b>          |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| <b>Total Reserve Transfers</b>              | <b>34,289</b>           | <b>-</b>       | <b>-</b>           | <b>-</b>          | <b>-</b>            | <b>-</b>                 | <b>(50,000)</b>       | <b>(50,000)</b>      | <b>(50,000)</b>                   | CAO-1                                     |
| <b>Net Operating Budget</b>                 | <b>503,208</b>          | <b>534,180</b> | <b>475,724</b>     | <b>618,130</b>    | <b>533,530</b>      | <b>417,768</b>           | <b>(59,351)</b>       | <b>891,947</b>       | <b>358,417</b>                    |   |
| <b>Capital Budget</b>                       |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| <b>Description</b>                          |                         | <b>Tax</b>     | <b>Tax</b>         | <b>Tax</b>        |                     | <b>Cost</b>              | <b>Tax</b>            |                      |                                   |   |
| Computer Equipment - New Staff              |                         |                |                    |                   |                     | 9,730                    | 9,730                 |                      |                                   | CAO-2, CAO-3                              |
| Furniture/Fixtures - New Staff              |                         |                |                    |                   |                     | 4,400                    | 4,400                 |                      |                                   | CAO-2, CAO-3                              |
| <b>Total Capital Request</b>                |                         | <b>62,258</b>  | <b>-</b>           | <b>-</b>          |                     | <b>14,130</b>            | <b>14,130</b>         |                      |                                   |   |
| <b>Total Requirement for Taxes for 2021</b> |                         | <b>596,438</b> | <b>475,724</b>     | <b>618,130</b>    |                     |                          |                       | <b>906,077</b>       |                                   |   |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | CAO-1                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                         |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | CAO's Office                               |
| <b>Budget Impact:</b>                         | \$59,850                                   |

|                            |                                       |
|----------------------------|---------------------------------------|
| <b>Budget Issue Title:</b> | Professional Fees and Office Supplies |
|----------------------------|---------------------------------------|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-Time |
|---------------------------------------|-------------|----------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p><b>Office Supplies – Budget Reduction - \$150 Base</b></p> <p>Reduced based on estimated spending requirements</p> <p><b>Professional Fees – Budget Reduction - \$15,000 Base; Budget Increase \$125,000 One-time – net adjustment of \$110,000 for 2021</b></p> <p>Reduce base budget by \$15,000 to leave a \$65,000 allowance for ad hoc consulting expense requirements.</p> <p>Add a one-time (1X) provision totaling \$125,000 for consulting expense of \$120,000 to develop an implementation plan based on recommendations and prioritized opportunities in the 2020 Service Delivery Review (SDR) and \$5,000 to complete the Libro Property Master Plan. Should Provincial funding/grants be available for follow up to the initial SDR, Administration will apply accordingly.</p> <p>At this time it is recommended that a transfer from the Contingency Reserve be applied to fund \$50,000 of the one-time cost allowance for implementation of the SDR recommendations in 2021.</p> |
|--|

|                                      |                       |                      |
|--------------------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>                 |                       |                      |
| <b>Account Name</b>                  | <b>Account Number</b> | <b>Budget Change</b> |
| Office Expenses                      | 10-5-1001023-0301     | (\$ 150)             |
| Professional Fees                    | 10-5-1001023-0327     | 110,000              |
| Transfer from Reserves - Contingency |                       | (50,000)             |
| <b>Total Budget Impact:</b>          |                       | <b>\$ 59,850</b>     |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | CAO-2                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Marketing and Promotion                    |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                         |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | CAO's Office                               |
| <b>Budget Impact:</b>                         | \$57,625                                   |

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|----------------------------|---------------------------------------|
| <b>Budget Issue Title:</b> | Communications Advisor – New Position |
|----------------------------|---------------------------------------|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-Time |
|---------------------------------------|-------------|----------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>As was evident in 2020, effective communications across all levels of the Municipality is paramount in ensuring the timely, fulsome messaging on all matters. Amherstburg is one of the only local municipalities that does not have a dedicated Communications resource.</p> <p>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 as a result of misinformation and rumors.</p> <p>The 2021 cost impact for this position includes \$51,460 in base budget and \$6,165 in one-time costs, as follows:</p> <p>\$74,595 – Salary – Full Time – base<br/> <u>( 37,298)</u> – Salary – Full Time – 1x reduction, estimate hire date of July 1, 2021<br/> <u>\$37,297</u> - Budget Impact - Salary Full Time</p> <p>26,165 – Benefits – Full Time<br/> <u>( 13,082)</u> Benefits – Full Time – 1x reduction, estimate hire date of July 1, 2021<br/> <u>13,083</u> - Budget Impact – Benefits Full Time</p> <p>\$ 5,615 Capital Costs – 1x (furniture, fixtures, equipment)<br/>         \$ 1,630 Operating Costs – Base budget (software licenses, mobile phone and service)</p> |
|---|

|  |                       |                      |
|--|-----------------------|----------------------|
| <b>Budget Impact</b>                   |                       |                      |
| <b>Account Name</b>                    | <b>Account Number</b> | <b>Budget Change</b> |
| Salary                                 | 10-5-1001023-0101     | \$37,297             |
| Benefits                               | Various               | \$13,083             |
| Mobile Device expense (incl. 1X \$550) | 10-5-1001023-0345     | \$1,050              |
| IT Equipment and Software Licenses     | 10-5-1001025-0310     | \$580                |
| Capital - IT Equipment (1X)            |                       | \$4,865              |
| Capital - Furniture/Fixtures (1X)      |                       | \$750                |
| <b>Total Budget Impact:</b>            |                       | <b>\$57,625</b>      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | CAO-3                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                         |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | CAO's Office                               |
| <b>Budget Impact:</b>                         | \$95,216                                   |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | Staff - Town Solicitor |
|----------------------------|------------------------|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-Time |
|---------------------------------------|-------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>In-house legal counsel will support overall operational efficiency and productivity with respect to:</p> <ul style="list-style-type: none"> <li>• The development of a clear understanding and ability to triage which legal matters should be handled in-house vs. externally.</li> <li>• Improved ability to deliver strategic value and avoid risk.</li> <li>• Legal advice that is comprehensive and embedded in the Town's day-to-day reality.</li> <li>• Stakeholder engagement and conflict resolution support.</li> </ul> <p>Key peer comparators such as Essex, Leamington, Kingsville, LaSalle and Fort Erie have in-house legal counsel acting in some capacity within the municipality. Moving forward with this budget request would meet identified short term and long term objectives as it relates to overall rolling bylaw reviews and Municipal growth with a focus on the planning, legal and development reviews.</p> <p>The 2021 cost impact for this position includes \$86,151 in base budget and \$9,065 in one-time costs, as follows:</p> <p>\$130,259 Salary – Full Time – base<br/> <u>( 65,130)</u> Salary – Full Time – 1X reduction, estimate hire date of July 1, 2021<br/>           \$ 65,129 Budget Impact – Salary Full Time</p> <p>\$ 39,883 Benefits – Full Time – base<br/> <u>( 19,941)</u> Benefits – Full Time – 1X reduction, estimate hire date of July 1, 2021<br/>           \$19,942 Budget Impact – Benefits Full Time</p> <p>\$8,485 Capital Costs – 1X (furniture, fixtures, equipment)<br/>           \$1,630 Operating Costs – Base Budget (software licenses, mobile phone and service, etc.)</p> <p>The following costs have been reallocated from Planning &amp; Legislative budget centre with no net impact to the 2021 Budget: Memberships \$2,500 (Law Society), Training and PD \$3,000, Travel and Mileage \$500; Legal Fees (Corporate) \$130,000.</p> |

| <b>Budget Impact</b>                   |                       |                      |
|--|-----------------------|----------------------|
| <b>Account Name</b>                    | <b>Account Number</b> | <b>Budget Change</b> |
| Salary                                 |                       | \$65,129             |
| Benefits                               |                       | 19,942               |
| Mobile Device expense (incl. 1X \$550) |                       | 1,050                |
| Computer Maintenance (IT)              |                       | 580                  |
| Capital – IT Equipment (1X)            |                       | 4,865                |
| Capital – Furniture/Fixtures (1X)      |                       | 3,650                |
| <b>Total Budget Impact:</b>            |                       | <b>\$95,216</b>      |



Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Office of the Chief Administrative Officer  
 Clerk's Services

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3 Actuals | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget Increase/<br>(Decrease) | Issue Paper Ref. No. |
|---|-------------------------|------------------|-----------------|------------------|---------------------|--------------------------|-----------------------|----------------------|--------------------------------|----------------------|
| <b>Revenue:</b>                         |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| Fee Revenue                             | 13,242                  | 14,000           | 2,530           | 5,000            | 14,000              | 3,000                    | -                     | 17,000               | 3,000                          | CLERKS-1             |
| <b>Total Revenue</b>                    | <b>13,242</b>           | <b>14,000</b>    | <b>2,530</b>    | <b>5,000</b>     | <b>14,000</b>       | <b>3,000</b>             | <b>-</b>              | <b>17,000</b>        | <b>3,000</b>                   |                      |
| <b>Expenses:</b>                        |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| <b>Salaries and Wages</b>               |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| Salaries - Full Time                    | 252,160                 | 305,918          | 170,798         | 275,918          | 305,918             | 9,767                    | -                     | 315,685              | 9,767                          | CORP STAFF           |
| Salaries - Overtime                     | 2,519                   | 2,500            | 1,761           | 2,501            | 2,500               | -                        | -                     | 2,500                | -                              |                      |
| Salaries - Part Time/Temporary          | 30,875                  | -                | 26,068          | -                | -                   | -                        | -                     | -                    | -                              |                      |
| <b>Total Salaries and Wages</b>         | <b>285,554</b>          | <b>308,418</b>   | <b>198,627</b>  | <b>278,419</b>   | <b>308,418</b>      | <b>9,767</b>             | <b>-</b>              | <b>318,185</b>       | <b>9,767</b>                   |                      |
| <b>Benefits:</b>                        |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| <b>Total Benefits</b>                   | <b>90,549</b>           | <b>102,744</b>   | <b>71,293</b>   | <b>93,744</b>    | <b>102,744</b>      | <b>6,723</b>             | <b>-</b>              | <b>109,467</b>       | <b>6,723</b>                   | CORP STAFF           |
| <b>General Expenses:</b>                |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| Subscriptions & Publications            | 35                      | 500              | 529             | 529              | 500                 | -                        | -                     | 500                  | -                              |                      |
| Office Supplies                         | 6,696                   | 17,500           | 1,942           | 15,000           | 7,500               | -                        | -                     | 7,500                | -                              |                      |
| Professional Fees                       | 23,636                  | 30,500           | 13,622          | 25,000           | 30,500              | -                        | -                     | 30,500               | -                              |                      |
| Meeting Expenses                        | -                       | 500              | 251             | 500              | 500                 | -                        | -                     | 500                  | -                              |                      |
| Mobile Devices                          | 1,421                   | 1,700            | 909             | 1,700            | 1,700               | (100)                    | 550                   | 2,150                | 450                            | CSIT-8               |
| Memberships                             | 1,380                   | 2,000            | 1,158           | 1,500            | 2,000               | -                        | -                     | 2,000                | -                              |                      |
| Training and Prof. Development          | 8,695                   | 11,000           | 841             | 6,000            | 11,000              | (1,000)                  | -                     | 10,000               | (1,000)                        | CLERKS-2             |
| Travel and Mileage                      | 527                     | -                | -               | -                | -                   | 500                      | -                     | 500                  | 500                            | CLERKS-2             |
| Vehicle and Equipment Maintenance       | 746                     | 1,500            | 28              | 200              | 1,500               | (1,500)                  | -                     | -                    | (1,500)                        | CLERKS-2             |
| Insurance - Premiums                    | 656,362                 | 520,000          | 537,788         | 537,788          | 520,000             | 99,000                   | -                     | 619,000              | 99,000                         | CLERKS-3             |
| Insurance - Deductible                  | 36,343                  | 75,000           | 115,797         | 140,000          | 75,000              | -                        | -                     | 75,000               | -                              |                      |
| Insurance - Claims Cost                 | 1,093                   | 10,000           | 2,145           | 10,000           | 10,000              | -                        | -                     | 10,000               | -                              |                      |
| Insurance Expense                       | 693,799                 | 605,000          | 655,730         | 687,788          | 605,000             | 99,000                   | -                     | 704,000              | 99,000                         | CLERKS-3             |
| <b>Total General Expenses</b>           | <b>736,935</b>          | <b>670,200</b>   | <b>675,130</b>  | <b>738,217</b>   | <b>660,200</b>      | <b>96,900</b>            | <b>550</b>            | <b>757,650</b>       | <b>97,450</b>                  |                      |
| <b>Election:</b>                        |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| Election Expenses                       | 7,571                   | 1,400            | -               | 1,400            | 1,400               | -                        | -                     | 1,400                | -                              |                      |
| <b>Crossing Guards:</b>                 |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| Salaries - Crossing Guards              | 72,292                  | 71,779           | 19,333          | 27,000           | 71,779              | (50,856)                 | -                     | 20,923               | (50,856)                       | CORP STAFF           |
| Benefits - Crossing Guards              | 6,453                   | 7,594            | 1,887           | 2,880            | 7,594               | (5,685)                  | -                     | 1,909                | (5,685)                        | CORP STAFF           |
| Uniforms                                | 1,670                   | 2,500            | 21              | 2,501            | 2,500               | (1,500)                  | -                     | 1,000                | (1,500)                        | CLERKS-4             |
| Advertising                             | 79                      | -                | -               | -                | -                   | -                        | -                     | -                    | -                              |                      |
| <b>Total Expenses - Crossing Guards</b> | <b>80,494</b>           | <b>81,873</b>    | <b>21,241</b>   | <b>32,381</b>    | <b>81,873</b>       | <b>(58,041)</b>          | <b>-</b>              | <b>23,832</b>        | <b>(58,041)</b>                |                      |
| <b>Total Expenses</b>                   | <b>1,201,103</b>        | <b>1,164,636</b> | <b>966,291</b>  | <b>1,144,161</b> | <b>1,154,637</b>    | <b>55,349</b>            | <b>550</b>            | <b>1,210,534</b>     | <b>55,899</b>                  |                      |
| <b>Transfer to (from) Reserves</b>      |                         |                  |                 |                  |                     |                          |                       |                      |                                |                      |
| <b>Total Reserve Transfers</b>          | <b>91,599</b>           | <b>73,600</b>    | <b>86,312</b>   | <b>86,101</b>    | <b>73,600</b>       | <b>5,000</b>             | <b>-</b>              | <b>78,600</b>        | <b>5,000</b>                   | CLERKS-2             |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Office of the Chief Administrative Officer  
 Clerk's Services

|  | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3 Actuals  | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget Increase/<br>(Decrease) | Issue Paper Ref. No. |
|--|-------------------------|------------------|------------------|------------------|---------------------|--------------------------|-----------------------|----------------------|--------------------------------|----------------------|
| Total Operating Expenses and Transfers | <u>1,292,702</u>        | <u>1,238,236</u> | <u>1,052,603</u> | <u>1,230,262</u> | <u>1,228,237</u>    | <u>60,349</u>            | <u>550</u>            | <u>1,289,134</u>     | <u>60,899</u>                  |                      |
| Net Operating Budget                   | <u>1,279,460</u>        | <u>1,224,236</u> | <u>1,050,074</u> | <u>1,225,262</u> | <u>1,214,237</u>    | <u>57,349</u>            | <u>550</u>            | <u>1,272,134</u>     | <u>57,899</u>                  |                      |
| Capital Budget<br>Description          |                         | Tax              | Tax              | Tax              |                     |                          | Cost                  | Tax                  |                                |                      |
| Total Capital Request                  |                         | <u>-</u>         | <u>-</u>         | <u>-</u>         |                     |                          | <u>-</u>              | <u>-</u>             |                                |                      |
| Total Requirement for Taxes for 2021   |                         | <u>1,224,236</u> | <u>1,050,074</u> | <u>1,225,262</u> |                     |                          |                       | <u>1,272,134</u>     |                                |                      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | Clerks-1                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                         |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | Clerk's Services                           |
| <b>Budget Impact:</b>                         | \$3,000                                    |

|                            |                         |
|----------------------------|-------------------------|
| <b>Budget Issue Title:</b> | Fee Revenue – Insurance |
|----------------------------|-------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>The Clerks and Risk Management Division is projecting an increase in Fee Revenue – Insurance based on historical data. Fee Revenue from monies subrogated for Amherstburg Fire Department response to Motor Vehicle Accident's is expected to trend up once the Town implements MTO's ARIS (Authorized Requestor Information Services) System in late 2020.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Fee Revenue – Insurance     | 10-4-1001022-2163     | \$3,000              |
| <b>Total Budget Impact:</b> |                       | <b>\$3,000</b>       |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | Clerks-2                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Pressure                            |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | Clerk's Services                           |
| <b>Budget Impact:</b>                         | \$3,000                                    |

|                            |              |
|----------------------------|--------------|
| <b>Budget Issue Title:</b> | Line by Line |
|----------------------------|--------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p><b>Training and Professional Development – Decrease \$1,000</b><br/>           The Clerks and Risk Management Division has requested a \$1,000 decrease in training and professional development by moving \$500 from this budget line to Travel and Mileage to assist with non-conference travel/mileage, (i.e.: attending various municipal worksites, and mileage and parking for various meetings or events within the region) The additional \$500 reduction comes from review of Training Opportunities provided in 2021.</p> |
| <p><b>Travel and Mileage – Increase \$500</b><br/>           (see above explanation)</p>   |
| <p><b>Vehicle and Equipment Maintenance – Decrease \$1,500</b><br/>           This budget allowed for maintenance, repair and fuel for a fleet vehicle kept at Town Hall and managed by the Clerk. This vehicle is now maintained at the Public Works Building and is no longer managed by the Clerk.</p>  |
| <p><b>Transfer to Reserve – Increase \$5,000</b><br/>           The Admin Fee Revenue for Property Damage Claims is transferred annually to the Insurance Reserve; however, the transfer to reserve has not previously been included in the budget. This base budget adjustment is to reflect that transfer to reserve.</p>  |

| Budget Impact                         |                   |                |
|---------------------------------------|-------------------|----------------|
| Account Name                          | Account Number    | Budget Change  |
| Training and Professional Development | 10-5-1001022-0351 | (\$1,000)      |
| Travel and Mileage                    | 10-5-1001022-0352 | \$ 500         |
| Vehicle and Equipment Maintenance     | 10-5-1001022-0402 | (\$1,500)      |
| Transfer to Reserve                   |                   | \$5,000        |
| <b>Total Budget Impact:</b>           |                   | <b>\$3,000</b> |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Clerk-3   |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                           |
| <b>Budget Issue Classification:</b>           | Non-Discretionary                               |
| <b>Department:</b>                            | Office of the Chief Administrative Officer      |
| <b>Budget Centre:</b>                         | Clerk's Services                                |
| <b>Budget Impact:</b>                         | \$ 99,000 ( tax) \$35,000 (WW) \$40,500 (Water) |

|                            |                    |
|----------------------------|--------------------|
| <b>Budget Issue Title:</b> | Insurance Expenses |
|----------------------------|--------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p><b>Insurance – Premiums – Increase \$99,000 ( tax) \$35,000 (WW) \$40,500 (Water)</b></p> <p>During a recent insurance webinar, Lloyds of London identified that impacts of COVID-19 have resulted in a hard market. Insurance companies rely on premiums <u>and</u> investment income to pay claims. So, in a time with low investment returns and an increase in claim payouts, insurers have to take certain measures to make sure they'll always have enough money on hand to protect their customers. These measures make it <i>harder</i> for the average person to find affordable insurance coverage which leads to a “hard market.” To make sure they have enough money on hand to fairly pay their customers’ claims during a hard market, insurance companies have to impose stricter rules when it comes to issuing new policies, limit the number of new policies they sell, <u>and reassess the premiums they charge.</u></p> <p>While there are no significant changes to the Town’s exposure, the insurer will likely reassess what the Town currently pays based on consideration of the hard market.</p> <p>Insurance premiums for 2021 do not renew for the Town of Amherstburg until January 1, 2021. Renewal information will not be available for 2021 policy year until November/December 2020, however at the time of writing and in reviewing the Town’s current claims history as well as considering the current municipal insurance market, administration anticipates a market increase of at least 15%. This Insurance Premiums Budget increase is reflective of that percentage.</p> <p>The Town may go to market for insurance coverage for the 2021-2022 policy period to ensure premiums remain competitive. However, considering the hard market, insurers may not be willing to take on new policies.</p> |

| Budget Impact               |                   |                  |
|-----------------------------|-------------------|------------------|
| Account Name                | Account Number    | Budget Change    |
| Insurance - Premiums        | 10-5-1001022-0314 | \$99,000         |
| Insurance – Premiums WW     | 10-5-4010000-0314 | \$35,000         |
| Insurance- Premiums Water   | 80-5-0000000-0314 | \$40,500         |
| <b>Total Budget Impact:</b> |                   | <b>\$174,500</b> |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | Clerk- 4                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Reduction                           |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | Clerk's Services                           |
| <b>Budget Impact:</b>                         | (\$1,500)                                  |

|                            |                         |
|----------------------------|-------------------------|
| <b>Budget Issue Title:</b> | Crossing Guard Uniforms |
|----------------------------|-------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p><b>Uniforms – Decrease \$1,500</b><br/>         For 2021, this Town has 4 Crossing Guards already fully outfitted. The budget line reduction accommodates anticipated replacement costs for worn out/unreliable items throughout the school year for 4 PT and 6 alternate Crossing Guards.</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Uniforms                    | 10-5-3250000-0252     | (\$1,500)            |
| <b>Total Budget Impact:</b> |                       | <b>(\$1,500)</b>     |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Office of the Chief Administrative Officer  
 Council & Committees

|   | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020 Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|---|-------------------------|----------------|--------------------|----------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
| <b>Expenses:</b>                            |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Salaries and Wages:</b>                  |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Total Salaries and Wages</b>             | <b>198,911</b>          | <b>215,197</b> | <b>148,273</b>     | <b>204,697</b> | <b>215,196</b>      | <b>(6,547)</b>           | <b>-</b>              | <b>208,650</b>       | <b>(6,546)</b>                    | <b>CORP STAFF</b>    |
| <b>Benefits:</b>                            |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Total Benefits</b>                       | <b>29,226</b>           | <b>30,741</b>  | <b>20,573</b>      | <b>30,741</b>  | <b>30,741</b>       | <b>994</b>               | <b>-</b>              | <b>31,735</b>        | <b>994</b>                        | <b>CORP STAFF</b>    |
| <b>General Expenses:</b>                    |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| Public Receptions                           | 8,252                   | 6,000          | 4,512              | 6,000          | 3,000               | 2,500                    | -                     | 8,500                | 2,500                             | <b>COUNCIL-1</b>     |
| Office Supplies                             | 600                     | 500            | 765                | 1,000          | 500                 | -                        | -                     | 500                  | -                                 |                      |
| Mobile Devices                              | 878                     | 800            | 213                | 800            | 800                 | -                        | 800                   | 1,600                | 800                               | <b>CSIT-8</b>        |
| Training                                    | 885                     | 5,000          | 1,500              | 1,500          | 5,000               | 5,000                    | -                     | 10,000               | 5,000                             | <b>COUNCIL -2</b>    |
| Conventions and Seminars                    | 5,887                   | 14,000         | 2,425              | 3,426          | 14,000              | -                        | -                     | 14,000               | -                                 |                      |
| Travel and Mileage                          | 241                     | 4,000          | -                  | -              | 4,000               | -                        | -                     | 4,000                | -                                 |                      |
| Communications                              | 2,451                   | 10,500         | 229                | 10,500         | 10,500              | -                        | -                     | 10,500               | -                                 |                      |
| <b>Total General Expenses</b>               | <b>19,194</b>           | <b>40,800</b>  | <b>8,144</b>       | <b>23,226</b>  | <b>40,800</b>       | <b>7,500</b>             | <b>800</b>            | <b>49,100</b>        | <b>8,300</b>                      |                      |
| <b>Other Expenses:</b>                      |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| Legal Fees - Council                        | 12,535                  | 3,500          | 17,860             | 20,000         | 3,500               | 11,500                   | -                     | 15,000               | 11,500                            | <b>COUNCIL -2</b>    |
| Meeting Expenses                            | 4,541                   | 2,000          | 3,256              | 3,256          | 2,000               | -                        | -                     | 2,000                | -                                 |                      |
| Donations                                   | 1,312                   | 2,000          | 830                | 2,000          | 2,000               | -                        | -                     | 2,000                | -                                 |                      |
| <b>Total Other Expenses</b>                 | <b>18,388</b>           | <b>7,500</b>   | <b>21,945</b>      | <b>25,256</b>  | <b>7,500</b>        | <b>11,500</b>            | <b>-</b>              | <b>19,000</b>        | <b>11,500</b>                     |                      |
| <b>Committees:</b>                          |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| Per Diems - Drainage                        | 4,548                   | 4,500          | -                  | 3,500          | 4,500               | -                        | -                     | 4,500                | -                                 |                      |
| Per Diems - Committee of Adjustment         | 4,097                   | 4,500          | -                  | 3,500          | 4,500               | -                        | -                     | 4,500                | -                                 |                      |
| Per Diems - Accessibility Advisory          | 1,471                   | 4,800          | -                  | 2,400          | 4,800               | (600)                    | -                     | 4,200                | (600)                             | <b>COUNCIL-3</b>     |
| Accessibility Committee - Expenses          | -                       | 500            | 79                 | 500            | 500                 | 1,000                    | -                     | 1,500                | 1,000                             | <b>COUNCIL-3</b>     |
| Committee Meetings - Sundries               | 947                     | 1,500          | 259                | 1,000          | 1,500               | -                        | -                     | 1,500                | -                                 |                      |
| Drainage Committee Expenses                 | 61                      | 4,275          | 814                | 1,500          | 2,100               | -                        | -                     | 2,100                | -                                 |                      |
| Heritage Committee - Expenses               | 9,756                   | 4,000          | 300                | 1,000          | 4,000               | (1,000)                  | -                     | 3,000                | (1,000)                           | <b>COUNCIL-3</b>     |
| Parks & Rec Advisory Committee- Exp         | 531                     | 4,500          | -                  | -              | 4,500               | (2,000)                  | -                     | 2,500                | (2,000)                           | <b>COUNCIL-3</b>     |
| Economic Dev Advisory Comm Expenses         | -                       | 1,500          | -                  | -              | 1,500               | -                        | -                     | 1,500                | -                                 |                      |
| Audit-Finance Advisory Committee - Expenses | -                       | 1,500          | -                  | -              | 1,500               | -                        | -                     | 1,500                | -                                 |                      |
| Seniors Advisory Committee Expenses         | -                       | 1,500          | -                  | -              | 1,500               | -                        | -                     | 1,500                | -                                 |                      |
| Mayor's Youth Advisory - Expenses           | -                       | 1,000          | -                  | -              | 1,000               | 500                      | -                     | 1,500                | 500                               | <b>COUNCIL-3</b>     |
| Environmental Advisory Committee            | -                       | -              | -                  | -              | -                   | 1,500                    | -                     | 1,500                | 1,500                             | <b>COUNCIL-3</b>     |
| Committee Office Supplies                   | -                       | 1,500          | 443                | 1,000          | 1,500               | -                        | -                     | 1,500                | -                                 |                      |
| <b>Total Expenses - Committees</b>          | <b>21,411</b>           | <b>35,575</b>  | <b>1,895</b>       | <b>14,400</b>  | <b>33,400</b>       | <b>(600)</b>             | <b>-</b>              | <b>32,800</b>        | <b>(600)</b>                      |                      |
| <b>Total Expenses</b>                       | <b>287,130</b>          | <b>329,812</b> | <b>200,830</b>     | <b>298,320</b> | <b>327,637</b>      | <b>12,848</b>            | <b>800</b>            | <b>341,286</b>       | <b>13,649</b>                     |                      |
| <b>Net Operating Budget</b>                 | <b>287,130</b>          | <b>329,812</b> | <b>200,830</b>     | <b>298,320</b> | <b>327,637</b>      | <b>12,848</b>            | <b>800</b>            | <b>341,286</b>       | <b>13,649</b>                     |                      |
| <b>Total Requirement for Taxes for 2021</b> |                         | <b>329,812</b> | <b>200,830</b>     | <b>298,320</b> |                     |                          |                       | <b>341,286</b>       |                                   |                      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | Council-1                                  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Pressure                            |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | Council and Committees                     |
| <b>Budget Impact:</b>                         | \$2,500                                    |

|                            |                   |
|----------------------------|-------------------|
| <b>Budget Issue Title:</b> | Public Receptions |
|----------------------------|-------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p><b>Public Receptions – Increase \$2,500</b></p> <p>In 2018 Council authorized unlimited spending for the Mayor to participate in public events on behalf of the Town. The budget increase is recommended to provide an allowance of \$5,500 within the total \$8,500 expense for the Mayor based on historical spending for the Mayor’s attendance at public events.</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Public Receptions           |                       | \$2,500              |
| <b>Total Budget Impact:</b> |                       | <b>\$2,500</b>       |





## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | Council-2                                  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Pressure                            |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | Council and Committees                     |
| <b>Budget Impact:</b>                         | \$16,500                                   |

|                            |                         |
|----------------------------|-------------------------|
| <b>Budget Issue Title:</b> | Training and Legal Fees |
|----------------------------|-------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p><b>Training – Increase \$5000</b><br/>         Based on recommendations of StrategyCorp, Administration is requesting an increase to this budget line, so that Council can consider training in the following areas:</p> <ul style="list-style-type: none"> <li>• Role of a Councillor – Representative, Policy Maker, Stewardship</li> <li>• Role of Staff</li> <li>• Council/Staff Relations</li> <li>• Strategic Planning</li> <li>• Privacy and Confidentiality</li> <li>• Meeting Procedure</li> <li>• Asset Management Planning</li> <li>• Budget</li> <li>• Taxation</li> <li>• Land Use Planning and Development Charges</li> <li>• Council as a Law Maker</li> <li>• Emergency Management</li> </ul> <p><b>Legal Fees – Council – Increase \$11,500</b><br/>         This budget line historically reflected \$500 for each member for conflict of interest advice for a total of \$3,500. Due to amendments to legislation, this advice can now be solicited by the Integrity Commissioner as part of his retainer costs. In 2018 and 2019, Council sought legal advice on different matters, and the increase of \$11,500 to a total of \$15,000 for this budget line more accurately represents Council's use of legal fees.</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Training                    | 10-5-1001010-0351     | \$ 5,000             |
| Legal Fees - Council        | 10-5-1001010-0325     | 11,500               |
| <b>Total Budget Impact:</b> |                       | <b>\$16,500</b>      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | Council-3                                  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                             |
| <b>Budget Issue Classification:</b>           | Budget Pressure                            |
| <b>Department:</b>                            | Office of the Chief Administrative Officer |
| <b>Budget Centre:</b>                         | Council and Committees                     |
| <b>Budget Impact:</b>                         | (\$600)                                    |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | Council and Committees |
|----------------------------|------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p><b>Committees:</b><br/>         The Accessibility Advisory Committee Per Diems can be reduced by \$600 per the reduction in the composition of the committee. An increase in the Accessibility Advisory Committee Expenses of \$1,000 and Mayor’s Youth Advisory Committee Expenses of \$500 will bring those committees in line with the training budgets of all committees, as was recommended by the Audit and Finance Advisory Committee in the 2020 Budget increase for that committee (<b>Resolution# 20190923-469</b>).</p> <p>The Heritage Committee Expense was decreased in the 2020 Budget from \$10,000 to \$4,000. It is recommended that this be further reduced in 2021 to \$3,000, which is estimated to be a sufficient allowance for training and professional development, memberships and Heritage Plaques.</p> <p>The Parks and Recreation Advisory Committee Expenses have been reduced from \$4,500 to \$2,500 to more accurately reflect the expenses incurred for training and professional development, the Leadership Awards and Garden Card programs.</p> <p>The Environmental Advisory Committee Expense are estimated to require a \$1,500 allotment for 2021.</p> |
|---|

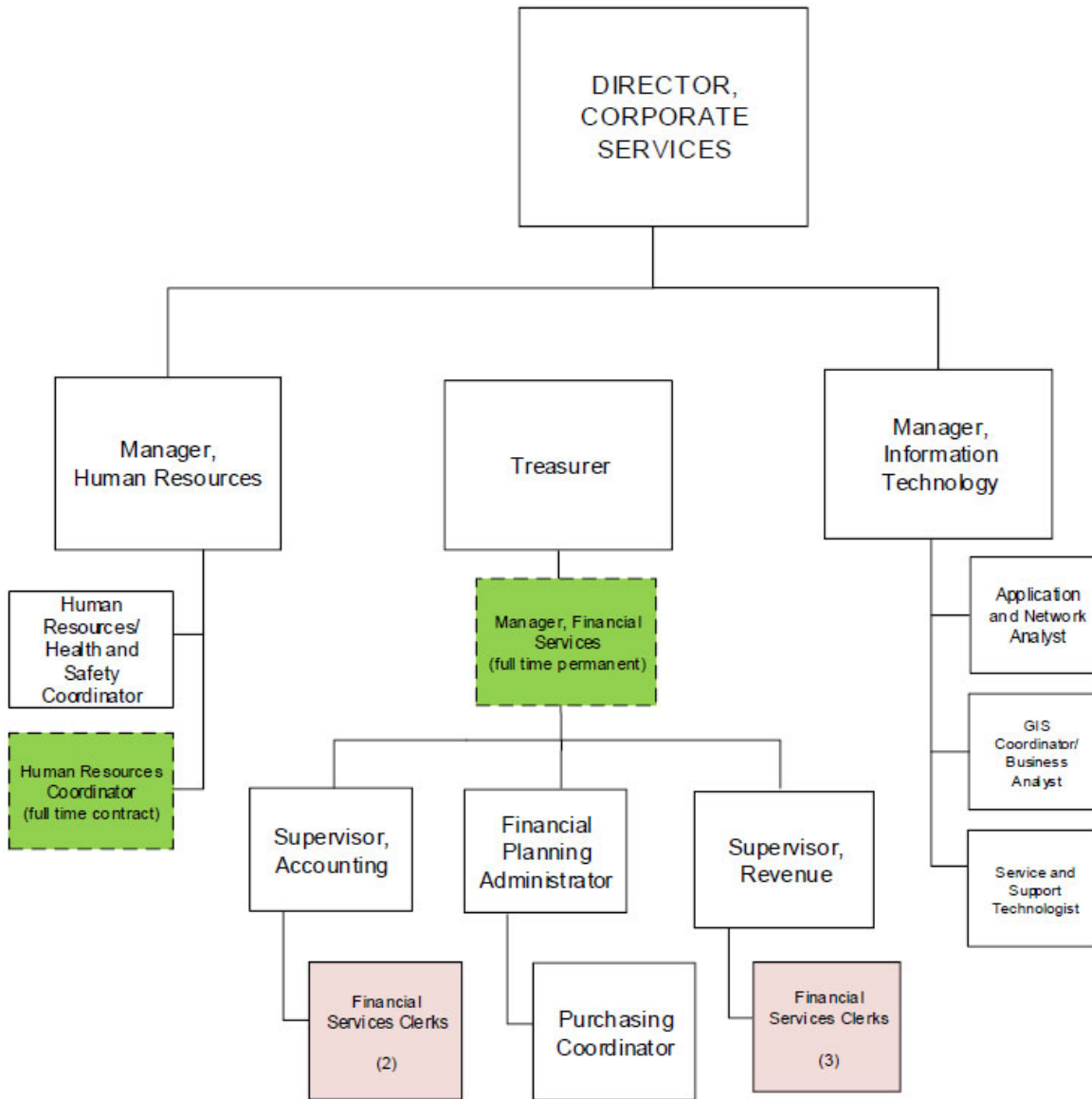
| <b>Budget Impact</b>                      |                       |                      |
|---|-----------------------|----------------------|
| <b>Account Name</b>                       | <b>Account Number</b> | <b>Budget Change</b> |
| Per Diems – Accessibility Advisory        | 10510020000152        | (\$ 600)             |
| Accessibility Advisory Committee Expenses | 10510020000571        | 1,000                |
| Heritage Committee Expenses               | 10510020000368        | (1,000)              |
| Parks and Recreation Committee Expenses   | 10510020000562        | (2,000)              |
| Mayor’s Youth Advisory Committee Expenses | 10510020000568        | 500                  |
| Environmental Advisory Committee Expenses | <b>NEW</b>            | 1,500                |
| <b>Total Budget Impact:</b>               |                       | (\$ 600)             |



### 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 2021



## 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. Budgeted Staffing Resources- Corporate Services**

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

| <b>Financial Services<br/>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|---|--------------------|----------------------|
| Full-Time FTE's                               | 11.00              | 12.00                |
| Part-Time FTE's                               | 0.00               | 0.00                 |
| <b>Total FTE</b>                              | <b>11.00</b>       | <b>12.00</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       |
| Manager of Financial Services*   | 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       |
| Purchasing Coordinator           | Non-Union               | 1.00                   | 1.00       |
| Financial Services Clerks        | Union                   | 5.00                   | 5.00       |

**\*Proposed:** The addition of a Manager of Financial Services is being proposed in the 2021 Budget for consideration.

| <b>Information Technology<br/>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 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:**

| <b>Position Description</b>       | <b>Position Profile</b> | <b>Number of Staff</b> | <b>FTE</b> |
|-----------------------------------|-------------------------|------------------------|------------|
| 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**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|------------------------|--------------------|----------------------|
| Full-Time FTE's        | 2.00               | 2.00                 |
| Part-Time FTE's        | 0.00               | 1.00                 |
| <b>Total FTE</b>       | <b>2.00</b>        | <b>3.00</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 Human Resources                                | Management              | 1.00                   | 1.00       |
| Human Resources Coordinator/Health and Safety Coordinator | Non- Union              | 1.00                   | 1.00       |

**\*Proposed:** To add ae contract for a Human Resources Coordinator in 2021 and further review after Software platform is up and running.

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Corporate Services  
 Human Resources**

|                                      | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No.                    |
|--------------------------------------|-------------------------|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|---|
| <b>Expenses:</b>                     |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| <b>Salaries and Wages:</b>           |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| Salaries - Full Time                 | 200,484                 | 205,906        | 150,865            | 205,906           | 205,906             | 4,118                    | -                     | 210,024              | 4,118                             | CORP STAFF                              |
| Salaries - Overtime                  | -                       | -              | 1,981              | -                 | -                   | -                        | -                     | -                    | -                                 |   |
| Salaries - Part Time/Temporary       | 62,596                  | -              | -                  | -                 | -                   | -                        | 77,579                | 77,579               | 77,579                            | HR-7                                    |
| <b>Total Salaries and Wages</b>      | <b>263,080</b>          | <b>205,906</b> | <b>152,846</b>     | <b>205,906</b>    | <b>205,906</b>      | <b>4,118</b>             | <b>77,579</b>         | <b>287,603</b>       | <b>81,697</b>                     | <b>CORP STAFF &amp; HR-7</b>            |
| <b>Benefits:</b>                     |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| <b>Total Benefits</b>                | <b>76,551</b>           | <b>63,691</b>  | <b>55,555</b>      | <b>68,391</b>     | <b>63,691</b>       | <b>8,433</b>             | <b>15,322</b>         | <b>87,445</b>        | <b>23,754</b>                     | <b>CORP STAFF &amp; HR-1 &amp; HR-7</b> |
| <b>General Expenses:</b>             |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| Employee Recognition                 | 10,299                  | 10,000         | 566                | 6,500             | 10,000              | -                        | 1,275                 | 11,275               | 1,275                             | HR-2                                    |
| Corporate Training                   | 10,165                  | 12,000         | -                  | 10,000            | 12,000              | -                        | -                     | 12,000               | -                                 |   |
| Health and Safety                    | 16,733                  | 17,500         | 11,590             | 17,000            | 17,500              | -                        | -                     | 17,500               | -                                 |   |
| Office Supplies                      | 460                     | 1,000          | 757                | 900               | 1,000               | -                        | -                     | 1,000                | -                                 |   |
| Professional Fees                    | 26,029                  | 22,000         | 3,840              | 6,000             | 22,000              | -                        | 46,500                | 68,500               | 46,500                            | HR-3                                    |
| Meeting Expenses                     | 84                      | 1,000          | 244                | 500               | 1,000               | -                        | -                     | 1,000                | -                                 |   |
| Mobile Devices                       | 1,373                   | 900            | 717                | 900               | 900                 | (100)                    | -                     | 800                  | (100)                             | CSIT-8                                  |
| Memberships                          | 2,865                   | 3,350          | 1,849              | 2,200             | 3,350               | (400)                    | (650)                 | 2,300                | (1,050)                           | HR-4                                    |
| Training and Prof. Developmt         | 2,975                   | 5,500          | 264                | 1,000             | 5,500               | -                        | -                     | 5,500                | -                                 |   |
| Travel and Mileage                   | 475                     | 1,000          | -                  | 400               | 1,000               | -                        | -                     | 1,000                | -                                 |   |
| Recruitment Expenses                 | 13,811                  | 19,600         | 17,717             | 22,000            | 19,600              | -                        | 34,000                | 53,600               | 34,000                            | HR-5                                    |
| <b>Total General Expenses</b>        | <b>85,269</b>           | <b>93,850</b>  | <b>37,543</b>      | <b>67,400</b>     | <b>93,850</b>       | <b>(500)</b>             | <b>81,125</b>         | <b>174,475</b>       | <b>80,625</b>                     |   |
| <b>Retiree Benefits</b>              |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| Total Expenses - Retiree Benefits    | <b>344,750</b>          | <b>371,570</b> | <b>263,780</b>     | <b>352,000</b>    | <b>371,570</b>      | <b>(22,000)</b>          | <b>-</b>              | <b>349,570</b>       | <b>(22,000)</b>                   | <b>HR-6</b>                             |
| <b>Total Expenses</b>                | <b>769,650</b>          | <b>735,017</b> | <b>509,723</b>     | <b>693,697</b>    | <b>735,017</b>      | <b>(9,949)</b>           | <b>174,026</b>        | <b>899,093</b>       | <b>164,076</b>                    |   |
| <b>Transfer to (from) Reserves</b>   |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| Total Reserve Transfers              | -                       | -              | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |   |
| <b>Net Operating Budget</b>          | <b>769,650</b>          | <b>735,017</b> | <b>509,723</b>     | <b>693,697</b>    | <b>735,017</b>      | <b>(9,949)</b>           | <b>174,026</b>        | <b>899,093</b>       | <b>164,076</b>                    |   |
| <b>Capital Budget</b>                |                         |                |                    |                   |                     |                          |                       |                      |                                   |   |
| Description                          |                         | Tax            | Tax                | Tax               |                     |                          | Cost                  | Tax                  |                                   |   |
| Total Capital Request                |                         | -              | -                  | -                 |                     |                          | -                     | -                    |                                   |   |
| Total Requirement for Taxes for 2021 |                         | <b>735,017</b> | <b>509,723</b>     | <b>693,697</b>    |                     |                          |                       | <b>899,093</b>       |                                   |   |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | HR-1               |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Non-Discretionary  |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Human Resources    |
| <b>Budget Impact:</b>                         | \$4,400            |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Benefits - Employee and Family Assistance Program (EAP) |
|----------------------------|---|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>Prior to 2020 Budget, the cost of the Employee Assistance Program was expensed to each budget centre as part of Benefits (Life and Disability) cost. For 2020 Budget, the intention was to include the full EAP program expense in the Human Resources (HR) Budget Centre, however while the cost was removed from the other budget centres it was omitted from the HR budget centre request in error.</p> <p>The \$4,400 adjustment adds the cost of the EAP agreement back into the budget for 2021 under the HR budget centre.</p> |
|--|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
|                             | 10-5-1001024-0215     | \$4,400              |
| <b>Total Budget Impact:</b> |                       | \$4,400              |





## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | HR-2               |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Enhancement |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Human Resources    |
| <b>Budget Impact:</b>                         | \$1,275            |

|                            |                      |
|----------------------------|----------------------|
| <b>Budget Issue Title:</b> | Employee Recognition |
|----------------------------|----------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>In accordance with the Employee Recognition and Expressions of Care policy, there will be 10 eligible recipients of long-service awards in 2021 at a total estimated cost of \$1,275. A one-time budget adjustment is needed to accommodate this number of awards.</p> |

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Employee Recognition        | 10-5-1001024-0240     | \$1,275              |
| <b>Total Budget Impact:</b> |                       | <b>\$1,275</b>       |



## 2021 Operating Budget Request

|   |                       |
|---|-----------------------|
| <b>Budget Issue Number:</b>                   | HR-3                  |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability |
| <b>Budget Issue Classification:</b>           | Budget Enhancement    |
| <b>Department:</b>                            | Corporate Services    |
| <b>Budget Centre:</b>                         | Human Resources       |
| <b>Budget Impact:</b>                         | \$46,500              |

|                            |                   |
|----------------------------|-------------------|
| <b>Budget Issue Title:</b> | Professional Fees |
|----------------------------|-------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| Budget Issue Detail   |
|---|
| <p>This request is for consulting services including:</p> <ol style="list-style-type: none"> <li>1. \$40,000 for Non-Union Compensation Review – The Town reviews its non-union compensation plan on a cyclical basis. Of late the Town has been experiencing significant challenges with recruitment and retention of qualified staff resources due to compensation shortfalls in relation to other employers in the industry. The Non-Union compensation plan was last reviewed in 2017. The allowance in the 2021 Budget will allow for an updated review to be completed to assess market comparability for compensation of the Non-Union staff group.</li> <li>2. \$6,500 for HR Strategy – Succession, Recruitment, and Retention – The Town has been experiencing staff resource challenges related to hiring, compensation, and planning for succession. Administration recommends procuring services to facilitate the development of an HR Strategy to address these areas, consistent with the recommendation in the Service Delivery Review interim report of July 2020.</li> </ol> |

| Budget Impact               |                   |                 |
|-----------------------------|-------------------|-----------------|
| Account Name                | Account Number    | Budget Change   |
| Professional Fees           | 10-5-1001024-0327 | \$46,500        |
| <b>Total Budget Impact:</b> |                   | <b>\$46,500</b> |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | HR-4               |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Reduction   |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Human Resources    |
| <b>Budget Impact:</b>                         | (\$1,050)          |

|                            |                    |
|----------------------------|--------------------|
| <b>Budget Issue Title:</b> | Membership Expense |
|----------------------------|--------------------|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-Time |
|---------------------------------------|-------------|----------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The adjustment to membership expense includes a base reduction of \$400 to remove a duplicate AMCTO membership fee allowance and a one-time reduction of \$650 for non-renewal of the WSIB Health and Safety Excellence Program, formerly the Workplace Safety and Prevention Services Health and Safety Group, for 2021 to allow staff to focus on implementation of HRMS/LMS software (Auxillium).</p> |

| <b>Budget Impact</b>                      |                       |                      |
|---|-----------------------|----------------------|
| <b>Account Name</b>                       | <b>Account Number</b> | <b>Budget Change</b> |
| Memberships (includes \$650 1X reduction) | 10-5-1001024-0350     | (\$1,050)            |
| <b>Total Budget Impact:</b>               |                       | <b>(\$1,050)</b>     |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | HR-5               |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Enhancement |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Human Resources    |
| <b>Budget Impact:</b>                         | \$34,000           |

|                            |                      |
|----------------------------|----------------------|
| <b>Budget Issue Title:</b> | Recruitment Expenses |
|----------------------------|----------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>Administration is requesting an enhancement of \$34,000 in the allowance for recruitment expenses, in anticipation of engaging an executive search company to fill a senior level position.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Recruitment Expenses        | 10-5-1001024-0372     | \$34,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$34,000</b>      |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | HR-6               |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Reduction   |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Human Resources    |
| <b>Budget Impact:</b>                         | (\$22,000)         |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Retiree Benefits |
|----------------------------|------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>Retiree benefits expense is an allowance for the cost of employer paid lifetime benefits for eligible employees.</p> <p>In the past two years, the Town has experienced a downward trend in costs for Retiree Benefits (health, dental, and travel benefits). In 2019, there was a 6% reduction and in 2020, there was a further 3% reduction. In 2020 the rate adjustments are running at an almost break-even position with only a small surplus created.</p> <p>Benefit costs for 2021 have decreased by 2%. The estimated cost for retiree benefits in 2021 results in a budget reduction (\$22,000). There is some risk associated with this allowance as changes in the number of retirees in a year are outside the control of the Town.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Benefits – Retirees         | Various               | (\$22,000)           |
| <b>Total Budget Impact:</b> |                       | <b>(\$22,000)</b>    |



## 2021 Operating Budget Request

|   |                       |
|---|-----------------------|
| <b>Budget Issue Number:</b>                   | HR-7                  |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability |
| <b>Budget Issue Classification:</b>           | Budget Enhancement    |
| <b>Department:</b>                            | Corporate Services    |
| <b>Budget Centre:</b>                         | Human Resources       |
| <b>Budget Impact:</b>                         | \$92,901              |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Staff - Temporary Human Resources Coordinator(1Yr) |
|----------------------------|--|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

### Budget Issue Detail

Council previously approved the acquisition of software to adequately manage human resources and health and safety program functionality for the Corporation. The development and implementation of the software requires significant time and focus from HR division staff, particularly as business processes are being created and or moved from manual to automated processes.

Council has also previously approved a temporary, full-time HR Coordinator to allow the regular, full-time HR/H&S Coordinator the opportunity to focus on the software implementation. Unfortunately, the first approval was in 2018, prior to the acquisition of the software and amid an urgent need to address significant health and safety program requirements in response to Ministry of Labour orders and new legislation that made sweeping changes to the Employment Standards Act under Bill 148, the *Fair Workplaces, Better Job Act*.

The second approval came in 2019 which facilitated the research and analysis required to finalize acquisition of the software; however, the temporary staff resource resigned shortly after the software was acquired. Administration was now left with a large undertaking with no additional resources to devote to the project.

In 2020, Administration has been able to build some training modules and staff orientation processes into the software; however, the pandemic has added extraordinary pressures on Administration in addition to regular duties. The ability to allocate resources to the project is next to impossible given the volume of work.

The demands on human resources functions continue to grow, including: annual and regular processes related to recruitment, training, orientation, time and attendance, health and safety and labour relations; day-to-day inquiries and concerns that require timely response; documentation with specific deadlines associated with OHSA, legal matters, payroll, recruitment, benefit claims management, and grievances; and the added pressures of dealing with daily/weekly decisions from the province/region on the pandemic and implementing new policies and procedures. With the volume of work, it will be extremely arduous for the HR division to perform regular duties and successfully implement software that will affect all employees of the corporation.

Administration is hopeful that completing the implementation of the software will reap benefits from that investment by improving efficiency in the business processes and customer service, and allowing staff to keep pace with legislative requirements and impacts of the evolving work environment.

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| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Wages - Temporary           | 10-5-1001024-0107     | \$77,579             |
| Benefits                    | various               | \$15,322             |
| <b>Total Budget Impact:</b> |                       | <b>\$92,901</b>      |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Corporate Services  
 Information Technology**

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget Increase/<br>(Decrease) | Issue Paper Ref. No.                                  |
|---|-------------------------|------------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|--------------------------------|---|
| <b>Expenses:</b>                            |                         |                  |                    |                   |                     |                          |                       |                      |                                |   |
| <b>Salaries &amp; Wages:</b>                |                         |                  |                    |                   |                     |                          |                       |                      |                                |   |
| Salaries - Full Time                        | 236,111                 | 349,216          | 200,197            | 299,290           | 349,217             | 960                      | -                     | 350,177              | 960                            |   |
| Salaries - Overtime                         | 1,182                   | 2,500            | 290                | 2,500             | 2,500               | -                        | -                     | 2,500                | -                              |   |
| Salaries - Part Time/Temporary              | 23,538                  | 9,853            | 25,972             | 30,484            | 9,853               | (398)                    | -                     | 9,455                | (398)                          |   |
| <b>Total Salaries and Wages</b>             | <b>260,831</b>          | <b>361,570</b>   | <b>226,459</b>     | <b>332,274</b>    | <b>361,570</b>      | <b>562</b>               | <b>-</b>              | <b>362,132</b>       | <b>562</b>                     | CORP STAFF  |
| <b>Benefits:</b>                            |                         |                  |                    |                   |                     |                          |                       |                      |                                |   |
| <b>Total Benefits</b>                       | <b>87,058</b>           | <b>112,448</b>   | <b>72,908</b>      | <b>107,919</b>    | <b>112,448</b>      | <b>5,158</b>             | <b>-</b>              | <b>117,606</b>       | <b>5,158</b>                   | CORP STAFF  |
| <b>General Expenses:</b>                    |                         |                  |                    |                   |                     |                          |                       |                      |                                |   |
| Office Supplies                             | 1,162                   | 1,200            | 265                | 1,200             | 1,200               | -                        | -                     | 1,200                | -                              |   |
| Photocopies                                 | 19,410                  | 23,400           | 18,550             | 23,400            | 23,400              | -                        | -                     | 23,400               | -                              |   |
|   |                         |                  |                    |                   |                     |                          |                       |                      |                                | CSIT-1, 2,3,4,5,9 CAO-2, CAO-3,CSFIN-4, LIC-9,PLAN-2, |
| Computer Maintenance                        | 288,007                 | 322,100          | 197,572            | 321,500           | 322,100             | 26,435                   | 82,860                | 431,395              | 109,295                        | FIRE-2  |
| Website                                     | 9,990                   | 12,000           | 8,952              | 12,000            | 12,000              |                          | 60,000                | 72,000               | 60,000                         | CSIT-6  |
| Telephone                                   | 23,851                  | 30,000           | 17,640             | 26,000            | 30,000              | (2,000)                  |                       | 28,000               | (2,000)                        | CSIT-7  |
| Internet Access                             | 41,509                  | 49,500           | 30,833             | 42,000            | 49,500              | (500)                    |                       | 49,000               | (500)                          | CSIT-7  |
| Mobile Devices                              | 6,170                   | 6,700            | 4,701              | 6,000             | 6,700               | (500)                    |                       | 6,200                | (500)                          | CSIT-8  |
| Memberships                                 | 957                     | 500              | 100                | 605               | 500                 |                          |                       | 500                  |                                |   |
| Training and Prof. Developmt                | 4,757                   | 9,500            | 2,030              | 2,500             | 9,500               |                          |                       | 9,500                |                                |   |
| Travel and Mileage                          | 1,159                   | 1,500            | 112                | 400               | 1,500               |                          |                       | 1,500                |                                |   |
| GPS   | 12,702                  | 11,500           | 8,409              | 11,100            | 11,500              | (1,000)                  |                       | 10,500               | (1,000)                        | CSIT-7  |
| <b>Total General Expenses</b>               | <b>409,674</b>          | <b>467,900</b>   | <b>289,163</b>     | <b>446,705</b>    | <b>467,900</b>      | <b>22,435</b>            | <b>142,860</b>        | <b>633,195</b>       | <b>165,295</b>                 |   |
| <b>Total Expenses</b>                       | <b>757,563</b>          | <b>941,918</b>   | <b>588,529</b>     | <b>886,898</b>    | <b>941,918</b>      | <b>28,155</b>            | <b>142,860</b>        | <b>1,112,932</b>     | <b>171,015</b>                 |   |
| <b>Transfer to (from) Reserves</b>          |                         |                  |                    |                   |                     |                          |                       |                      |                                |   |
| <b>Total Reserve Transfers</b>              | <b>123,000</b>          | <b>123,000</b>   | <b>123,000</b>     | <b>123,000</b>    | <b>123,000</b>      | <b>-</b>                 | <b>-</b>              | <b>123,000</b>       | <b>-</b>                       |   |
| <b>Net Operating Budget</b>                 | <b>880,563</b>          | <b>1,064,918</b> | <b>711,529</b>     | <b>1,009,898</b>  | <b>1,064,918</b>    | <b>28,155</b>            | <b>142,860</b>        | <b>1,235,932</b>     | <b>171,015</b>                 |   |
| <b>Capital Budget</b>                       |                         |                  |                    |                   |                     |                          |                       |                      |                                |   |
| <b>Description</b>                          |                         | <b>Tax</b>       | <b>Tax</b>         | <b>Tax</b>        |                     | <b>Cost</b>              | <b>Tax</b>            |                      |                                |   |
| Replace Equipment - Computer Hardware       |                         |                  |                    |                   |                     | 55,800                   | -                     |                      |                                | CSIT-CAP-1  |
| <b>Total Capital Request</b>                |                         | <b>6,200</b>     | <b>-</b>           | <b>6,200</b>      |                     | <b>55,800</b>            | <b>-</b>              |                      |                                |   |
| <b>Total Requirement for Taxes for 2021</b> |                         | <b>1,071,118</b> | <b>711,529</b>     | <b>1,016,098</b>  |                     |                          |                       | <b>1,235,932</b>     |                                |   |





## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-1                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable         |
| <b>Budget Issue Classification:</b>           | Budget Enhancement     |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | \$3,500                |

|                            |                                   |
|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Microsoft Office Software Upgrade |
|----------------------------|-----------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>To help drive online workflow creation and collaboration, efficiency, and effective customer service the 2021 Budget includes an allowance to increase of \$3,500 computer maintenance expense for annual licensing costs for an upgraded Microsoft Office software package.</p> <p>This upgrade to MS Office will include many new applications, including MS SharePoint; which will assist with proper creation of workflow within the Town organization. This upgrade also includes MS Teams which will assist with collaboration between divisions and will help to remove any silo structure of divisions as mentioned in the Service Delivery Review preliminary report.</p> |

| Budget Impact               |                   |                |
|-----------------------------|-------------------|----------------|
| Account Name                | Account Number    | Budget Change  |
| Computer Maintenance        | 10-5-1001025-0310 | \$3,500        |
| <b>Total Budget Impact:</b> |                   | <b>\$3,500</b> |



## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-2                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable         |
| <b>Budget Issue Classification:</b>           | Budget Enhancement     |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | \$6,000                |

|                            |                          |
|----------------------------|--------------------------|
| <b>Budget Issue Title:</b> | IT Service Desk Software |
|----------------------------|--------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>The base budget increase of \$6,000 is to provide for an IT Service Desk software solution. This software will allow the IT Division to improve upon time management, contract &amp; vendor management, to better track all incoming incident requests and to help improve patch management to workstations. A new service desk solution will also provide access to analytics that can assist in improving up time for corporate technology and identify areas of risk or challenges within the Town's technology, telephony and communications equipment systems. The software will meet industry standard ITIL best practices, and will improve staff efficiency and increase productivity.</p> |

| Budget Impact                          |                   |                |
|--|-------------------|----------------|
| Account Name                           | Account Number    | Budget Change  |
| General Expenses: Computer Maintenance | 10-5-1001025-0310 | \$6,000        |
| <b>Total Budget Impact:</b>            |                   | <b>\$6,000</b> |



## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-3                 |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability  |
| <b>Budget Issue Classification:</b>           | Budget Enhancement     |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | \$4,000                |

|                            |                |
|----------------------------|----------------|
| <b>Budget Issue Title:</b> | Cyber Security |
|----------------------------|----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>Over the past 5 years, cyber-attacks have multiplied 100 times over across Canada over this period. Municipalities have become much more vulnerable as well. As the Town continues to become more reliant on technology, there is a greater need to invest in the protection of confidential data. Cyber-attacks have been trending upwards against municipalities all across Canada in 2020. Investment in cyber-security software as a service provides a tool that will greatly benefit the Town by enhancing cyber-security awareness through training of staff.</p> <p>An increase of \$4,000 has been included in computer maintenance expense to allow for the annual cost of the software.</p> |

| Budget Impact               |                   |                |
|-----------------------------|-------------------|----------------|
| Account Name                | Account Number    | Budget Change  |
| Computer Maintenance        | 10-5-1001025-0310 | \$4,000        |
| <b>Total Budget Impact:</b> |                   | <b>\$4,000</b> |



## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-4                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable         |
| <b>Budget Issue Classification:</b>           | Budget Enhancement     |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | \$2,000                |

|                            |                           |
|----------------------------|---------------------------|
| <b>Budget Issue Title:</b> | Network Password Security |
|----------------------------|---------------------------|

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| <b>Budget Request Classification:</b> | One-Time | Base Budget |
|---------------------------------------|----------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>Computer Maintenance expense has been adjusted to include costs for password security software including a one-time increase of \$1,700 for software installation and a base budget increase of \$300 for ongoing licensing &amp; annual maintenance.</p> <p>Implementing password security software will strengthen the Town's network security by preventing the use of weak, easily hacked passwords and allow effective implementation and of a policy for high standards of all staff passwords across the Town.</p> |

| <b>Budget Impact</b>                    |                       |                      |
|---|-----------------------|----------------------|
| <b>Account Name</b>                     | <b>Account Number</b> | <b>Budget Change</b> |
| Computer Maintenance (incl. 1X \$1,700) | 10-5-1001025-0310     | \$2,000              |
| <b>Total Budget Impact:</b>             |                       | <b>\$2,000</b>       |



## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-5                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable         |
| <b>Budget Issue Classification:</b>           | Budget Enhancement     |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | \$56,500               |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Software - CityView Electronic Plans Review w/ Bluebeam |
|----------------------------|---|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>This request is for software that will help move the Town of Amherstburg one step forward in its digital transformation efforts. Bluebeam Revu is a software application that allows users to markup, takeoff, organize and digitally collaborate with PDF files. It is essentially an electronic plans review technology. Bluebeam would work specifically with electronic plans in PDF format.</p> <p>The Town's current permitting software, CityView, works with BlueBeam and would allow for the electronic submission of permit documents and electronic plans through CityView Portal. Once the electronic plans are submitted, the Electronic Plans Review module in CityView would allow Town staff to intelligently review the electronic plans and add their comments as needed. The electronic plan could also be returned to the permittee for more information but most importantly all valid comments would be tracked and saved on one master electronic plans document.</p> <p>The Electronic Plans Review module, with the help of Bluebeam, will facilitate collaboration between and integrated records among the various departments/divisions providing opportunities for improved customer service and increased operational efficiency while maintaining already established workflows within the Town. This is consistent with recommendations of the Service Delivery Review (2020).</p> <p>\$47,500 - One-Time budget increase (software implementation &amp; training)<br/>           \$ 9,000 – Base Budget: Computer Maintenance (licensing &amp; annual maintenance)</p> |
|--|

|  |                       |                      |
|--|-----------------------|----------------------|
| <b>Budget Impact</b>                     |                       |                      |
| <b>Account Name</b>                      | <b>Account Number</b> | <b>Budget Change</b> |
| Computer Maintenance (incl. 1X \$47,500) | 10-5-1001025-0310     | \$56,500             |
| <b>Total Budget Impact:</b>              |                       | <b>\$56,500</b>      |



## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-6                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable         |
| <b>Budget Issue Classification:</b>           | Budget Enhancement     |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | \$60,000               |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Website Redesign |
|----------------------------|------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>The current Town’s website (Amherstburg.ca) was developed and launched in 2016 and has been maintained internally by staff for updates and notices. The Town also has peripheral and function specific websites for procurement (bids and tenders), fire services (amherstburgfire.com/) and tourism services (visitamherstburg.ca/), with the latter being launched last year to directly target the growing tourism and events traffic which was previously included in the 2016 Town website.</p> <p>Although the Town’s website may have fit the needs of users/residents in 2016, upgrading and refreshing corporate websites on at least every five years is common and recommended practice. The Town’s current website lacks functionality and design features available today, including accessibility functionality. In order to better organize and visualize website content, a complete redesign is recommended. The estimated cost for a full redesign of Amherstburg.ca is \$60,000.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Website Expense             | 10-5-1001025-0311     | \$60,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$60,000</b>      |



## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-7                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable         |
| <b>Budget Issue Classification:</b>           | Budget Reduction       |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | (\$3,500)              |

|                            |              |
|----------------------------|--------------|
| <b>Budget Issue Title:</b> | Line by Line |
|----------------------------|--------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>The following expense adjustments have been made in the 2021 Budget:</p> <p><b>Telephone – Reduction (\$2,000)</b></p> <p>The reduction is based on the trends of the past three years and the lower monthly rates from the Town’s service providers.</p> <p><b>Internet Access – Reduction (\$500)</b></p> <p>The reduction is based on the trends of the past two years and the estimated monthly rates from the Town’s service providers for 2021.</p> <p><b>GPS Expense – Reduction (\$1,000)</b></p> <p>The reduction results from expired leases on GPS modem equipment, now owned by the Town.</p> |

| Budget Impact               |                   |                  |
|-----------------------------|-------------------|------------------|
| Account Name                | Account Number    | Budget Change    |
| Telephone                   | 10-5-1001025-0315 | (\$2,000)        |
| Internet Access             | 10-5-1001025-0332 | ( 500)           |
| GPS Expense                 | 10-5-1001025-0406 | (1,000)          |
| <b>Total Budget Impact:</b> |                   | <b>(\$3,500)</b> |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSIT-8             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Reduction   |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Various            |
| <b>Budget Impact:</b>                         | \$830              |

|                            |                       |
|----------------------------|-----------------------|
| <b>Budget Issue Title:</b> | Mobile Device Expense |
|----------------------------|-----------------------|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-Time |
|---------------------------------------|-------------|----------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The following increases/decreases are included in the budget in the listed budget centres to reflect mobile device (cellphone) purchases and reductions in budget monthly service costs:</p> <ul style="list-style-type: none"> <li>• Building Services – Decrease of \$120. (Monthly rate changes).</li> <li>• CAO’s Office – Decrease of \$300. (Monthly rate changes).</li> <li>• Clerks – Decrease of \$100 Base Budget (Monthly rate changes) and One-Time Increase of \$550 (device replacement).</li> <li>• Council – One-Time Increase \$800 (device replacement)</li> <li>• Financial Services – Decrease of \$100 Base Budget. One-Time Increase of \$550 (device replacement).</li> <li>• Human Resources – Decrease of \$100. (Monthly rate changes).</li> <li>• Information Technology – Decrease of \$500 (Monthly rate changes).</li> <li>• Fire – Decrease of \$300. (Monthly rate changes).</li> <li>• Facilities – Decrease of \$100. (Monthly rate changes).</li> <li>• Recreation – Decrease of \$100 Base Budget. One-Time Increase of \$550 (device replacement).</li> <li>• Licensing and Enforcement – Decrease of \$300 Base Budget. One-Time Increase of \$550 (device replacement)</li> <li>• Parks – Decrease of \$100. (Monthly rate changes).</li> <li>• Planning – Decrease of \$100 Base Budget. One-Time Increase of \$550 (device replacement).</li> <li>• Public Works – Decrease of \$300. (Monthly rate changes).</li> <li>• Tourism – Decrease of \$300. (Monthly rate changes).</li> <li>• Drainage – Decrease of \$100. (Monthly rate changes).</li> <li>• Water – Decrease of \$300. (Monthly rate changes).</li> </ul> <p>Total Base Budget Impact:       (\$2,720)<br/>           Total One-Time Budget Impact: \$3,550</p> |



| <b>Budget Impact</b>                          |                       |                      |
|---|-----------------------|----------------------|
| <b>Account Name</b>                           | <b>Account Number</b> | <b>Budget Change</b> |
| Building Services – Mobile Devices            | 10-5-2043010-0345     | (\$120)              |
| CAO's Office – Mobile Devices                 | 10-5-1001023-0345     | (\$300)              |
| Clerk's Office – Mobile Devices               | 10-5-1001022-0345     | (\$100)              |
| Clerk's Office – Mobile Devices (1X)          | 10-5-1001022-0345     | \$550                |
| Council – Mobile Devices (1X)                 | 10-5-1001010-0345     | \$800                |
| Financial Services – Mobile Devices           | 10-5-1001021-0345     | (\$100)              |
| Financial Services – Mobile Devices (1X)      | 10-5-1001021-0345     | \$550                |
| Human Resources – Mobile Devices              | 10-5-1001024-0345     | (\$100)              |
| Parks – Mobile Devices                        | 10-5-7017000-0345     | (\$100)              |
| Fire – Mobile Devices                         | 10-5-2010000-0345     | (\$300)              |
| Facilities – Mobile Devices                   | 10-5-7017002-0345     | (\$100)              |
| Recreation Services – Mobile Devices          | 10-5-7010000-0345     | (\$100)              |
| Recreation Services – Mobile Devices (1X)     | 10-5-7010000-0345     | \$550                |
| Licensing & Enforcement – Mobile Devices      | 10-5-2043015-0345     | (\$300)              |
| Licensing & Enforcement – Mobile Devices (1X) | 10-5-2043015-0345     | \$550                |
| Planning – Mobile Devices                     | 10-5-8010000-0345     | (\$100)              |
| Planning – Mobile Devices (1X)                | 10-5-8010000-0345     | \$550                |
| Public Works – Mobile Devices                 | 10-5-3010000-0345     | (\$300)              |
| Tourism – Mobile Devices                      | 10-5-8020000-0345     | (\$300)              |
| Drainage                                      | 10-5-1008030-0345     | (\$100)              |
| Water   | 80-5-0000000-0345     | (\$300)              |
| <b>Total Budget Impact:</b>                   |                       | <b>\$ 830</b>        |



## 2021 Operating Budget Request

|   |                        |
|---|------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-9                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable         |
| <b>Budget Issue Classification:</b>           | Budget Enhancement     |
| <b>Department:</b>                            | Corporate Services     |
| <b>Budget Centre:</b>                         | Information Technology |
| <b>Budget Impact:</b>                         | \$30,000               |

|                            |           |
|----------------------------|-----------|
| <b>Budget Issue Title:</b> | CityWorks |
|----------------------------|-----------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>CityWorks is a computerized maintenance and infrastructure management system. It is built exclusively on ESRI ArcGIS, which the Town already uses as its enterprise GIS. When fully implemented, CityWorks will be used for Fleet Management, Service Requests, Work Orders, related maintenance activities and to better allocate limited resources to the Town’s large and diverse set of assets. Several local municipalities use CityWorks and the opportunity to join an existing enterprise license agreement through the County of Essex currently exists.</p> <p>A one-time allowance of \$30,000 has been included in the computer maintenance expense budget for CityWorks software licensing.</p> <p>Implementation of a service request software has been an identified need of the Town for some time and is recommended under the Service Delivery Review (2020)</p> |
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|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Computer Maintenance        | 10-5-1001025-0310     | \$30,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$30,000</b>      |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Corporate Services  
 Financial Services

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|---|-------------------------|------------------|--------------------|------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
| <b>Revenue:</b>                             |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                      |
| Fees - Tax Certificates                     | 27,525                  | 33,000           | 17,100             | 22,000           | 33,000              | (6,000)                  | -                     | 27,000               | 6,000                             | CSFIN-1              |
| Fees - Administrative Charges               | 15,994                  | 14,000           | 12,750             | 18,000           | 14,000              | -                        | -                     | 14,000               | -                                 |                      |
| <b>Total Revenue</b>                        | <b>43,519</b>           | <b>47,000</b>    | <b>29,850</b>      | <b>40,000</b>    | <b>47,000</b>       | <b>(6,000)</b>           | <b>-</b>              | <b>41,000</b>        | <b>6,000</b>                      |                      |
| <b>Expenses:</b>                            |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                      |
| <b>Salaries and Wages:</b>                  |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                      |
| Salaries - Full Time                        | 845,415                 | 962,698          | 616,637            | 836,699          | 962,698             | 102,252                  | (27,108)              | 1,037,842            | 75,144                            | CORP STAFF & CSFIN-4 |
| Salaries - Overtime                         | 10,391                  | 7,000            | 4,291              | 7,001            | 7,000               | -                        | -                     | 7,000                | -                                 |                      |
| <b>Total Salaries and Wages</b>             | <b>855,806</b>          | <b>969,698</b>   | <b>620,928</b>     | <b>843,700</b>   | <b>969,698</b>      | <b>102,252</b>           | <b>(27,108)</b>       | <b>1,044,842</b>     | <b>75,144</b>                     |                      |
| <b>Benefits:</b>                            |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                      |
| <b>Total Benefits</b>                       | <b>264,741</b>          | <b>308,014</b>   | <b>206,301</b>     | <b>270,017</b>   | <b>308,015</b>      | <b>47,530</b>            | <b>(8,699)</b>        | <b>346,845</b>       | <b>38,830</b>                     | CORP STAFF & CSFIN-4 |
| <b>General Expenses:</b>                    |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                      |
| Office Supplies                             | 6,147                   | 9,500            | 4,201              | 7,500            | 9,500               | (2,000)                  | -                     | 7,500                | (2,000)                           | CSFIN-2              |
| Audit Fees                                  | 35,845                  | 32,000           | 36,278             | 36,278           | 32,000              | -                        | 6,000                 | 38,000               | 6,000                             | CSFIN-5              |
| Professional Fees                           | 774                     | 85,000           | 2,043              | 35,000           | 10,000              | -                        | 80,000                | 90,000               | 80,000                            | CSFIN-3              |
| Contracted Services - Brinks                | 17,878                  | 19,000           | 8,422              | 13,000           | 19,000              | -                        | -                     | 19,000               | -                                 |                      |
| Meeting Expenses                            | 274                     | 750              | -                  | 250              | 750                 | -                        | -                     | 750                  | -                                 |                      |
| Mobile Devices                              | 902                     | 1,400            | 450                | 800              | 1,400               | 400                      | 1,100                 | 2,900                | (1,500)                           | CSFIN-4 & CSIT-8     |
| Memberships                                 | 2,423                   | 6,400            | 3,459              | 4,500            | 6,400               | 1,400                    | -                     | 7,800                | 1,400                             | CSFIN-4              |
| Training and Prof. Developmt                | 7,478                   | 17,000           | 2,351              | 3,000            | 17,000              | -                        | -                     | 17,000               | -                                 |                      |
| Travel and Mileage                          | 188                     | 750              | 56                 | 100              | 750                 | -                        | -                     | 750                  | -                                 |                      |
| <b>Total General Expenses</b>               | <b>71,909</b>           | <b>171,800</b>   | <b>57,262</b>      | <b>100,428</b>   | <b>96,800</b>       | <b>(200)</b>             | <b>87,100</b>         | <b>183,700</b>       | <b>83,900</b>                     |                      |
| <b>Total Expenses</b>                       | <b>1,192,456</b>        | <b>1,449,513</b> | <b>884,490</b>     | <b>1,214,145</b> | <b>1,374,513</b>    | <b>149,582</b>           | <b>51,293</b>         | <b>1,575,387</b>     | <b>197,874</b>                    |                      |
| <b>Transfer to (from) Reserves</b>          |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                      |
| <b>Total Reserve Transfers</b>              | <b>75,000</b>           | <b>(75,000)</b>  | <b>-</b>           | <b>(35,000)</b>  | <b>-</b>            | <b>-</b>                 | <b>(45,000)</b>       | <b>(45,000)</b>      | <b>(45,000)</b>                   | CSFIN-3              |
| <b>Total Operating Expenses and Transf</b>  | <b>1,267,456</b>        | <b>1,374,513</b> | <b>884,490</b>     | <b>1,179,145</b> | <b>1,374,513</b>    | <b>149,582</b>           | <b>6,293</b>          | <b>1,530,387</b>     | <b>152,874</b>                    |                      |
| <b>Net Operating Budget</b>                 | <b>1,223,937</b>        | <b>1,327,513</b> | <b>854,640</b>     | <b>1,139,145</b> | <b>1,327,513</b>    | <b>155,582</b>           | <b>6,293</b>          | <b>1,489,387</b>     | <b>146,874</b>                    |                      |
| <b>Capital Budget</b>                       |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                      |
| <b>Description</b>                          |                         | <b>Tax</b>       | <b>Tax</b>         | <b>Tax</b>       | <b>Tax</b>          |                          | <b>Cost</b>           | <b>Tax</b>           |                                   |                      |
| Computer Equipment - New Staff              |                         |                  |                    |                  |                     |                          | 4,865                 | 4,865                |                                   | CSFIN-4              |
| Furniture/Fixtures - New Staff              |                         |                  |                    |                  |                     |                          | 3,650                 | 3,650                |                                   | CSFIN-4              |
| <b>Total Capital Request</b>                |                         | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>            |                          | <b>8,515</b>          | <b>8,515</b>         |                                   |                      |
| <b>Total Requirement for Taxes for 2021</b> |                         | <b>1,327,513</b> | <b>854,640</b>     | <b>1,139,145</b> | <b>1,327,513</b>    |                          |                       | <b>1,497,902</b>     |                                   |                      |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSFIN-1            |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Pressure    |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Financial Services |
| <b>Budget Impact:</b>                         | (\$6,000)          |

|                            |                                |
|----------------------------|--------------------------------|
| <b>Budget Issue Title:</b> | Fee Revenue – Tax Certificates |
|----------------------------|--------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>As more and more lawyers rely on title insurance the demand for tax certificates has gone down over the years. Estimated revenue is <b>reduced</b> by \$6,000 to reflect current trends for this service.</p> |

| <b>Budget Impact</b>        |                   |               |
|-----------------------------|-------------------|---------------|
| Account Name                | Account Number    | Budget Change |
| Fees-Tax Certificates       | 10-4-1001021-1010 | (\$6,000)     |
|                             |                   |               |
| <b>Total Budget Impact:</b> |                   | (\$6,000)     |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSFIN-2            |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Pressure    |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Financial Services |
| <b>Budget Impact:</b>                         | (\$2,000)          |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | Adjust Office Supplies |
|----------------------------|------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p><b>Office Supplies</b></p> <p>A downward trend in the usage of Office supplies to budget has been experienced over the past two years. Refined Estimates put actual annual usage at around \$7,500.</p> <p>A <b>reduction</b> of \$2,000 is recommended for 2021.</p> |

| Budget Impact               |                   |                  |
|-----------------------------|-------------------|------------------|
| Account Name                | Account Number    | Budget Change    |
| Office Supplies             | 10-5-1001021-0301 | (\$2,000)        |
|                             |                   |                  |
| <b>Total Budget Impact:</b> |                   | <b>(\$2,000)</b> |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSFIN-3            |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Pressure    |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Financial Services |
| <b>Budget Impact:</b>                         | \$35,000           |

|                            |              |
|----------------------------|--------------|
| <b>Budget Issue Title:</b> | AMP Road Map |
|----------------------------|--------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| Budget Issue Detail  |
|--|
| <p><b>Asset Management Plan Initiative – Budget Increase \$ 80,000 in Professional Fees to be funded by a \$45,000 Transfer from Plans &amp; Studies Reserve; net budget impact \$35,000.</b></p> <p>This request is for completion of the Asset Management initiative approved in the 2020 Budget.</p> <p>The initiative will facilitate compliance with legislative requirements for asset management. Further, it will assist in boosting completeness and accuracy of asset information (data confidence) and provide a plan for infrastructure renewal to get the most out of the Town’s investment in assets. This will help the municipality find the balance between assets and investment, prioritize projects and secure funding.</p> <p>As noted, this was part of the 2020 work plan approved by Council; however resource constraints and the impact of the pandemic did not allow for completion of the project in 2020. The estimated cost of work to be complete in 2021 is \$80,000, which will be offset by a transfer from the Plans and Studies Reserve.</p> |

| Budget Impact               |                   |                  |
|-----------------------------|-------------------|------------------|
| Account Name                | Account Number    | Budget Change    |
| Professional Fees           | 10-5-1001021-0327 | \$80,000         |
| Transfer from Reserves      |                   | (45,000)         |
| <b>Total Budget Impact:</b> |                   | <b>\$ 35,000</b> |



## 2021 Operating Budget Request

|   |                       |
|---|-----------------------|
| <b>Budget Issue Number:</b>                   | CSFS-4                |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability |
| <b>Budget Issue Classification:</b>           | Budget Enhancement    |
| <b>Department:</b>                            | Corporate Services    |
| <b>Budget Centre:</b>                         | Financial Services    |
| <b>Budget Impact:</b>                         | \$118,968             |

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Budget Issue Title:</b> | Manager of Finance– New Position |
|----------------------------|----------------------------------|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-Time |
|---------------------------------------|-------------|----------|

### Budget Issue Detail

The Manager of Financial Services/Deputy Treasurer position would be responsible to assist in coordination and ongoing management of a number of areas under the responsibility of the Finance Division, such as the Town's asset management/asset inventory plans and processes, operating and capital budgets, year-end reporting and audits, property tax billing and collection functions, managing the day-to-day administration of the division, developing policies and procedures, and completion of special events/projects.

One of the major items to change since the time of the Deloitte report is the legislative requirements for asset management planning, which places increased demands on the Finance Division. On December 13, 2017, the Province approved the regulation that took effect January 1, 2018, although no provisions took immediate effect. O. Reg 588/2017 sets out new requirements for undertaking asset management planning. The proposed phase-in timelines for the preparation of new asset management plans that were part of a previous consultation process has increased from four to six years. Please note the dates below.

a) July 1, 2019 – all municipal governments to have a finalized initial strategic asset management policy. Section 3 of the regulation sets out 12 matters that this policy must include and the policy must be reviewed every 5 years.

b) July 1, 2021: all municipal governments to have an adopted asset management plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management) that discusses current levels of service and the cost of maintaining those services. The regulation sets out both qualitative descriptions and technical metrics for each of the core assets.

c) July 1, 2023: Municipal governments to have an adopted asset management plan for all of its other municipal infrastructure assets, which also discusses current levels of service and the cost of maintaining those services. The municipality is to set the technical metrics and qualitative descriptions for its other assets (e.g., culture and recreation facilities).

d) July 1, 2024: The asset management plans shall include a discussion of proposed levels of service, the assumptions related to the proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund the activities. (AMO believes that this funding strategy will further identify the gap between municipal own source revenues and the need. AMO's current fiscal analysis for 2016 – 2025 shows a \$4.9 billion gap in municipal operating costs and capital needs).

These requirements have lead Administration to prioritize a development of workplans and processes to meet the legislative goals and targets and to maintain this onerous new level of service moving forward. Developing and maintaining asset management processes will require resources, and the coordination of the corporate efforts will be the responsibility of the Finance Division.

The 2021 cost impact for this position includes \$109,903 in base budget and \$9,065 in one-time costs, as follows:

\$108,433 – Salary – Full Time – base  
 ( 27,108) – Salary – Full Time – 1x reduction, estimate hire date of April 1, 2021  
81,325 - Budget Impact - Salary Full Time

34,797 – Benefits – Full Time  
 ( 8,699) Benefits – Full Time – 1x reduction, estimate hire date of April 1, 2021  
26,098 - Budget Impact – Benefits Full Time

\$ 9,065 Other Costs – 1x (furniture, fixtures, equipment)  
 \$ 2,480 Other Costs – Base budget (software licenses, mobile phone and service)

| <b>Budget Impact</b>                   |                       |                      |
|--|-----------------------|----------------------|
| <b>Account Name</b>                    | <b>Account Number</b> | <b>Budget Change</b> |
| Salary                                 | 10-5-1001023-0101     | \$81,325             |
| Benefits                               | Various               | 26,098               |
| Mobile Device expense (incl. 1X \$550) | 10-5-1001023-0345     | 1,050                |
| Memberships                            | 10-5-1001021-0350     | 1,400                |
| Computer Maintenance (IT)              | 10-5-1001020-1400     | 580                  |
| Capital - Computer Equipment           | 10-5-1001025-0310     | 4,865                |
| Capital - Furniture/Fixtures (1X)      |                       | 3,650                |
| <b>Total Budget Impact:</b>            |                       | <b>\$118,968</b>     |





## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSFIN-5            |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Pressure    |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Financial Services |
| <b>Budget Impact:</b>                         | \$6,000            |

|                            |                                 |
|----------------------------|---------------------------------|
| <b>Budget Issue Title:</b> | Audit Fees – Actuarial Services |
|----------------------------|---------------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| Budget Issue Detail   |
|---|
| <p>The Audit Fee Expense allowance includes \$3,000 in the base budget for actuarial services; however, every three years a higher cost is incurred for completion of a full actuarial review. The total cost of that review is estimated at \$9,000, requiring a one-time increase of \$6,000 for professional fees in 2021.</p> |

| Budget Impact               |                   |                |
|-----------------------------|-------------------|----------------|
| Account Name                | Account Number    | Budget Change  |
| Audit Fees                  | 10-5-1001021-0326 | \$6,000        |
| <b>Total Budget Impact:</b> |                   | <b>\$6,000</b> |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Corporate Services  
 Non-Departmental**

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3 Actuals  | 2020 Projected   | 2021 Base Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|---|-------------------------|------------------|------------------|------------------|------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Revenue:</b>                                       |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| <b>Administrative Income</b>                          |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Recoveries - Water Overhead                           | 574,200                 | 582,700          | 437,025          | 582,700          | 582,700          | 31,100                   | -                     | 613,800              | 31,100                            | CSGL-1                  |
| Recoveries-Building                                   |                         |                  |                  |                  | -                | 81,887                   |                       | 81,887               | 81,887                            | CSGL-1                  |
| Recoveries - Wastewater Overhead                      | 203,900                 | 206,900          | 155,175          | 206,900          | 206,900          | 3,700                    | -                     | 210,600              | 3,700                             | CSGL-1                  |
| <b>Total Administrative Income - Non Departmental</b> | <b>778,100</b>          | <b>789,600</b>   | <b>592,200</b>   | <b>789,600</b>   | <b>789,600</b>   | <b>116,687</b>           | <b>-</b>              | <b>906,287</b>       | <b>116,687</b>                    |                         |
| <b>Taxation Revenue</b>                               |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Supplementary Taxes                                   | 508,807                 | 370,000          | 232,262          | 520,000          | 370,000          | 140,000                  | -                     | 510,000              | 140,000                           | CSGL-2                  |
| Payment in Lieu of Taxes                              | 220,861                 | 220,000          | 218,183          | 218,243          | 220,000          | 58,500                   | -                     | 278,500              | 58,500                            | CSGL-2                  |
| <b>Total Taxation Revenue</b>                         | <b>729,668</b>          | <b>590,000</b>   | <b>450,445</b>   | <b>738,243</b>   | <b>590,000</b>   | <b>198,500</b>           | <b>-</b>              | <b>788,500</b>       | <b>198,500</b>                    |                         |
| <b>Grants</b>   |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Provincial Grant                                      | -                       | -                | 126,666          | 700,000          | -                | -                        | -                     | -                    | -                                 |                         |
| Federal Gas Tax Funding                               | 2,183,715               | 1,064,000        | 1,064,729        | 1,064,729        | 1,064,000        | 46,000                   | -                     | 1,110,000            | 46,000                            | CSGL-4                  |
| OCIF Formula Based Funding                            | 1,719,806               | 1,719,800        | 1,154,948        | 1,732,420        | 1,719,800        | (1,719,800)              | -                     | -                    | (1,719,800)                       | CSGL-4                  |
| Ontario Municipal Partnership Fund                    | 1,357,400               | 1,338,400        | 967,747          | 1,338,400        | 1,338,400        | (12,600)                 | -                     | 1,325,800            | (12,600)                          | CSGL-4                  |
| <b>Total Other Grants</b>                             | <b>5,273,561</b>        | <b>4,122,200</b> | <b>3,314,089</b> | <b>4,835,549</b> | <b>4,197,200</b> | <b>(1,686,400)</b>       | <b>-</b>              | <b>2,435,800</b>     | <b>(1,686,400)</b>                |                         |
| <b>Investment Income</b>                              |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Dividends on Investment                               | 248,062                 | 248,000          | 248,062          | 248,062          | 248,000          | -                        | -                     | 248,000              | -                                 |                         |
| Interest on Bank Accounts                             | -                       | -                | 37,651           | 45,000           | -                | 30,000                   | -                     | 30,000               | 30,000                            | CSGL-3                  |
| <b>Total Investment Income</b>                        | <b>248,062</b>          | <b>248,000</b>   | <b>285,713</b>   | <b>293,062</b>   | <b>248,000</b>   | <b>30,000</b>            | <b>-</b>              | <b>278,000</b>       | <b>30,000</b>                     |                         |
| <b>Other Income</b>                                   |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Ontario Aggregate Fees                                | 209,945                 | 75,000           | 247,155          | 247,155          | 75,000           | -                        | 160,000               | 235,000              | 160,000                           | CSGL-4                  |
| Penalties and Interest on Taxes                       | 279,557                 | 230,000          | 50,251           | 120,000          | 230,000          | 55,000                   | -                     | 285,000              | 55,000                            | CSGL-2                  |
| Miscellaneous Revenue                                 | 467,625                 | 100,000          | 87,087           | 191,086          | -                | 5,000                    | -                     | 5,000                | 5,000                             | CSGL-2                  |
| <b>Total Other Income</b>                             | <b>1,424,752</b>        | <b>505,000</b>   | <b>384,493</b>   | <b>558,241</b>   | <b>305,000</b>   | <b>60,000</b>            | <b>160,000</b>        | <b>525,000</b>       | <b>220,000</b>                    |                         |
| <b>Local Improvement Recoveries</b>                   |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Local Improv. Recoveries - Watermains                 | 4,337                   | 4,300            | 4,337            | 4,337            | 4,300            | -                        | -                     | 4,300                | -                                 |                         |
| <b>Total Local Improvements</b>                       | <b>4,337</b>            | <b>4,300</b>     | <b>4,337</b>     | <b>4,337</b>     | <b>4,300</b>     | <b>-</b>                 | <b>-</b>              | <b>4,300</b>         | <b>-</b>                          |                         |
| <b>Total Revenue</b>                                  | <b>7,990,855</b>        | <b>6,159,100</b> | <b>5,031,278</b> | <b>7,219,032</b> | <b>6,059,100</b> | <b>(1,281,213)</b>       | <b>160,000</b>        | <b>4,937,887</b>     | <b>(1,121,213)</b>                |                         |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Corporate Services  
 Non-Departmental**

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3 Actuals  | 2020 Projected   | 2021 Base Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|---|-------------------------|------------------|------------------|------------------|------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Revenue:</b>                               |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| <b>Expenses:</b>                              |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| <b>General Expenses:</b>                      |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Postage                                       | 43,580                  | 40,000           | 35,810           | 46,000           | 40,000           | 6,000                    | -                     | 46,000               | 6,000                             | CSGL-3                  |
| Advertising                                   | 23,594                  | 18,000           | 12,607           | 18,000           | 18,000           | -                        | -                     | 18,000               | -                                 |                         |
| Cash Short/ Over                              | 708                     | -                | 3                | 100              | -                | -                        | -                     | -                    | -                                 |                         |
| Municipal Tax Write Offs                      | 198,965                 | 235,000          | 233,859          | 245,000          | 235,000          | -                        | -                     | 235,000              | -                                 |                         |
| Interest Expense                              | 14,243                  | 60,000           | 13,164           | 15,000           | 60,000           | (45,000)                 | -                     | 15,000               | (45,000)                          | CSGL-3                  |
| Conservation Authority Levy                   | 129,412                 | 139,800          | 104,212          | 138,948          | 139,800          | 4,200                    | -                     | 144,000              | 4,200                             | CSGL-7                  |
| Miscellaneous expense                         | 212,357                 | 50,725           | 50,720           | 50,725           | 50,725           | (50,725)                 | -                     | -                    | (50,725)                          | CSGL-3                  |
| <b>Total General Expenses</b>                 | <b>628,883</b>          | <b>543,525</b>   | <b>450,375</b>   | <b>513,773</b>   | <b>543,525</b>   | <b>(85,525)</b>          | <b>-</b>              | <b>458,000</b>       | <b>(85,525)</b>                   |                         |
| <b>Expenses - Grants &amp; Waivers</b>        |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| Grants to Organizations                       | 36,277                  | 35,000           | 30,400           | 30,400           | 35,000           | 8,400                    | -                     | 43,400               | 8,400                             | CSGL-5                  |
| Grants for Community Rentals                  | 203,093                 | 122,779          | 127,464          | 127,464          | 122,779          | -                        | -                     | 122,779              | -                                 |                         |
| Waiver of Fees                                | 16,660                  | 19,000           | 2,807            | 2,807            | 19,000           | (19,000)                 | -                     | -                    | (19,000)                          | CSGL-5                  |
| <b>Total Expenses - Grants &amp; Waivers</b>  | <b>256,030</b>          | <b>176,779</b>   | <b>160,671</b>   | <b>160,671</b>   | <b>176,779</b>   | <b>(10,600)</b>          | <b>-</b>              | <b>166,179</b>       | <b>(10,600)</b>                   |                         |
| <b>Debt Charges</b>                           |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| <b>Total Debt Charges</b>                     | <b>210,697</b>          | <b>200,000</b>   | <b>150,000</b>   | <b>200,000</b>   | <b>200,000</b>   | <b>-</b>                 | <b>-</b>              | <b>200,000</b>       | <b>-</b>                          |                         |
| <b>Total Expenses</b>                         | <b>1,095,610</b>        | <b>920,304</b>   | <b>761,047</b>   | <b>874,444</b>   | <b>920,304</b>   | <b>(96,125)</b>          | <b>-</b>              | <b>824,179</b>       | <b>(96,125)</b>                   |                         |
| <b>Transfer to (from) Reserves</b>            |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| <b>Total Reserve Transfers</b>                | <b>6,038,692</b>        | <b>5,888,600</b> | <b>5,036,420</b> | <b>6,162,939</b> | <b>5,888,600</b> | <b>(817,600)</b>         | <b>-</b>              | <b>5,071,000</b>     | <b>(817,600)</b>                  | CSGL-6 & CSGL-4         |
| <b>Total Operating Expenses and Transfers</b> | <b>7,134,302</b>        | <b>6,808,904</b> | <b>5,797,467</b> | <b>7,037,383</b> | <b>6,808,904</b> | <b>(913,725)</b>         | <b>-</b>              | <b>5,895,179</b>     | <b>(913,725)</b>                  |                         |
| <b>Net Operating Budget</b>                   | <b>318,241</b>          | <b>1,442,562</b> | <b>766,189</b>   | <b>(181,649)</b> | <b>1,542,562</b> | <b>367,488</b>           | <b>(160,000)</b>      | <b>1,750,050</b>     | <b>207,488</b>                    |                         |
| <b>Capital Budget</b>                         |                         |                  |                  |                  |                  |                          |                       |                      |                                   |                         |
| <b>Description</b>                            | <b>Tax</b>              | <b>Tax</b>       | <b>Tax</b>       | <b>Tax</b>       | <b>Tax</b>       | <b>Tax</b>               | <b>Cost</b>           | <b>Tax</b>           |                                   |                         |
| <b>Total Capital Request</b>                  | <b>1,151,369</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>                 | <b>-</b>              | <b>-</b>             |                                   |                         |
| <b>Total Requirement for Taxes for 2021</b>   | <b>1,469,610</b>        | <b>1,442,562</b> | <b>766,189</b>   | <b>(181,649)</b> | <b>1,542,562</b> | <b>367,488</b>           | <b>(160,000)</b>      | <b>1,750,050</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, 2020     |
| Author's Phone: 519 736-0012 ext. 2259  | Date to Council: November 2, 2020 |
| 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: Corporate Salary and Wage Adjustments

#### 1. RECOMMENDATION:

It is recommended that:

1. The Corporate Salary and Wage Adjustments proposed throughout the 2021 Operating Budget **BE CONSIDERED** as part of the overall 2021 Operating Budget.

#### 2. BACKGROUND:

The 2021 Operating Budget contains a number of issues that impact the organization related to staff compensation, which are contractually or market driven. This report provides Council with an overview of each item for both tax funded, wastewater rate and water rate funded salaries. It should be noted that benefits cost has is facing significant pressure for 2021, specifically life insurance, short-term disability (STD) and long-term disability (LTD) premiums have increased significantly over 2020 levels.

#### 3. DISCUSSION:

##### A. Management and Non -Union step increases (progression of staff through salary grid) - (Resolution # 20170710-804) - Adjustment \$26,589:

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 \$105,663:**

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 2% for the inflationary salary adjustment as per the Council approved motion. At this point not all the inflationary factors for the policy have been return (such as OMERS rate) actual adjustment still maybe required to follow the policy however with four comparative rates considered, trends are 1.94%.

**C. Annual Adjustment due to negotiated Union Contractual agreement & Provision for Contract Negotiations- Adjustment \$162,833:**

The Town Of Amherstburg current Collective Agreement with the IBEW has been renewed with increase for Full-Time and also increases for Part-Time wages and hours, which are worked at 40 hours a week.

**D. Adjustment Council Wage Inflation and reduction of per diems estimates (\$5,551):**

Council Compensation policy calls for an inflationary indexing equal to that as outlined for Management and Non-Union this is set at 2% for 2021. However

administration is also requesting a reduction of budget dollars for Council per diems based on actual usage over the past few years.

**E. Adjustment Full Time Fire changes from Contract Negotiations- \$47,400:**

Due to the new Full Time Fire Agreement additional cost of \$47,400 are anticipated in 2021.

**F. Adjustment Volunteer Fire changes from Contract Negotiations- \$34,536:**

Due to the new Volunteer Fire Agreement additional cost of \$34,536 are anticipated in 2021.

**G. Adjustment Volunteer Fire WSIB- \$19,584:**

Volunteer Fire staff cost for WSIB was omitted from the 2020 budget an additional cost of \$19,584 is required in 2021 to ensure cost are covered.

**H. Adjustment for staff overlap - \$18,771:**

Administration made provision for pending retirements in multiple department and allowed of overlap and mandatory vacation pay that will be needed at time of retirement.

**I. Adjustment for staff vacancies - (\$44,070):**

Administration has made provision for the delays in hiring of the Director of Planning And Development with and expected April 1 start date

**J. Adjustment for Non-Union Part Time - \$26,109:**

Due to adjustment to minimum wage and the non union salary grid additional cost of \$26,109 are anticipated.

**K. Adjustment for Crossing Guards – (\$56,541):**

Due to the reduction of staffed corners there is savings in salary and benefit cost.

**L. Adjustment to Water Wages- \$68,862**

Administration has made an adjustment of \$68,862 in increases do to provisions for union contract negotiations, inflations and step increases.

**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 2021 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:**

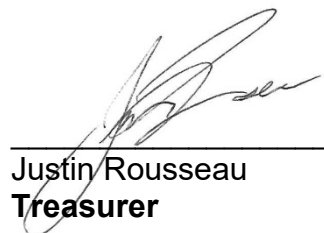
Provisions have been made in the 2021 Budget to address and fund the items identified. Total Funding recommended is \$404,224 of which \$ 335,362 is taxation funded and \$68,862 is funded from water.

**6. CONSULTATIONS:**

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 2021 operating budget recommended by administration to Council has been developed to address and fund these items.



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Justin Rousseau  
**Treasurer**



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSGL-1             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Non-Discretionary  |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Non- Departmental  |
| <b>Budget Impact:</b>                         | Nil                |

|                            |                              |
|----------------------------|------------------------------|
| <b>Budget Issue Title:</b> | Administrative Cross Charges |
|----------------------------|------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>Administrative overhead expenses are recovered from water and wastewater user rate funded operations into taxation funded budget centres (Non-Departmental and Public Works).</p> <p>Operating expenses are recovered from water and wastewater user rate funded operations into taxation funded budget centres (Public Works).</p> <p>Starting in 2021, the estimated administrative overhead expenses recoverable from Building Services are included in the budget based on the estimated allowable allocation under the Building Code Act.</p> <p>The overhead allocations are determined based on preliminary budget figures. The budgeted 2021 revenue and expense adjustments are shown below.</p> |
|--|

| <b>Budget Impact</b>                       |                       |                      |
|--|-----------------------|----------------------|
| <b>Account Name</b>                        | <b>Account Number</b> | <b>Budget Change</b> |
| Revenue - Recoveries – Water Overhead      | 10-4-1001020-1016     | \$31,100             |
| Revenue - Recoveries – Wastewater Overhead | 10-4-1001020-1017     | \$3,700              |
| Revenue - Recoveries - Building Services   |                       | \$81,887             |
| Revenue - Recoveries-Wastewater Overhead   | 10-4-3010000-1018     | (22,900)             |
| Revenue - Recoveries-Water Overhead        | 10-4-3010000-1019     | (1,300)              |
| <b>Subtotal – Revenue Adjustments</b>      |                       | <b>\$92,487</b>      |
| Cost Allocation Overhead Expense-Water     |                       | 31,100               |
| Cost Allocation Overhead Expense-Water     |                       | (1,300)              |
| Cost Allocation Overhead Expense-WW        | 10-5-4010000-0131     | (22,900)             |
| Cost Allocation Overhead Expense-WW        | 10-5-4010000-0130     | 3,700                |
| Cost Allocation Overhead Expense–Building  |                       | \$81,887             |
| <b>Subtotal – Expense Adjustments</b>      |                       | <b>\$92,487</b>      |
| <b>Total Budget Impact:</b>                |                       | <b>Nil</b>           |





## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSGL-2             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Reduction   |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Non- Departmental  |
| <b>Budget Impact:</b>                         | \$258,500          |

|                            |                                     |
|----------------------------|-------------------------------------|
| <b>Budget Issue Title:</b> | Revenue -Taxation and Miscellaneous |
|----------------------------|-------------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p><b>Revenue - Supplementary Taxes – Budget increase \$140,000</b><br/>           Supplementary tax billing have been increasing significantly over the past few years this is a result of increased new home builds as well as major reconciliations on building permits and outstanding issues with MPAC done by the Town’s administration. Administration has done a 5 year review of the supplementary tax billing and applied an average increase factor based on a 5 year trend and is recommending an increase in that amount over the prior year’s budget. These changes bring additional revenue into the budget of \$140,000 over the prior year’s budget.</p>  |
| <p><b>Revenue - Payments in lieu (PIL) of taxes- Budget increase \$58,500</b><br/>           PIL vary from year to year based on the types of government funded organizations within the municipality. Administration has done a review of prior year PIL and assessment values. These changes bring additional revenue into the budget of \$58,000 over the prior year’s budget.</p>  |
| <p><b>Revenue - Penalties and Interest on Taxes – Budget Increase \$55,000</b><br/>           The Town collects penalties and interest for non-payment on property tax accounts. These charges are secured against the property roll and are collected tax sale proceedings when necessary. In 2017, the amount of time prior to tax sale was reduced from 3 years to 2 years, which has helped expedite collection of taxes but has also reduced the amount of interest and penalties collected. Projected 2020 revenue, based on 2018 &amp; 2019 trending, supports a budget decrease of \$55,000. Even with a significant waiver of interest and penalties in 2020 due to COVID-19 administration predicts an upswing in 2021 should interest and penalties be charged.</p> |
| <p><b>Miscellaneous Revenue – Budget Increase in revenue \$5,000</b><br/>           Administration is recommending an increase for small rebates such as of LAS Natural Gas Rebate and other miscellaneous income.</p>   |

| Budget Impact                   |                   |                  |
|---------------------------------|-------------------|------------------|
| Account Name                    | Account Number    | Budget Change    |
| Supplementary Taxes             | 10-4-0000000-0310 | \$140,000        |
| Payment in Lieu of Taxes        | Various           | 58,500           |
| Penalties and Interest on Taxes | 10-4-0000000-7110 | 55,000           |
| Miscellaneous Revenue           | 10-4-0000000-6540 | 5,000            |
| <b>Total Budget Impact:</b>     |                   | <b>\$258,500</b> |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSGL-3             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Pressure    |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Non- Departmental  |
| <b>Budget Impact:</b>                         | (\$119,725)        |

|                            |              |
|----------------------------|--------------|
| <b>Budget Issue Title:</b> | Line By Line |
|----------------------------|--------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p><b>Revenue - Interest – Increase \$30,000 and Expense – Interest – Decrease (\$45,000)</b></p> <p>Historically general interest expense of the Town has been shown net of general interest earned. Starting in 2021, interest earned will be reflected as a revenue and interest expense incurred will be shown as an expense, to improve transparency in disclosure of the Town’s financial activity. The estimated interest earned and the reduction in interest expense reflects progress in moving away from reliance on the Town’s operating line of credit. The noted adjustments are required to reflect the estimated income and expense for 2021.</p> <p><b>Postage costs – Budget Increase \$6,000</b></p> <p>Postage rates have risen as has the number of mail outs. The bulk of the costs are for property tax mailings due to increases in the number developed properties.</p> <p>Postage cost is also affected by the number of public meetings and related notice requirements, and mailings for planning and public work operations; all of which have been increasing over the past few years.</p> <p>Administration recommends a budgetary increase of \$6,000 to the postage budget.</p> <p><b>Miscellaneous Expense- Budget Decrease (\$50,725)</b></p> <p>At the time of sale of Ranta Marina the Town carried an operating deficit for that property. Since then provisions have been made in the taxation funded budget to retire that deficit. 2020 was the final year of that requirement.</p> |
|--|

| <b>Budget Impact</b>                |                       |                      |
|-------------------------------------|-----------------------|----------------------|
| <b>Account Name</b>                 | <b>Account Number</b> | <b>Budget Change</b> |
| Revenue - Interest on Bank Accounts | 10-4-0000000-7220     | \$30,000             |
| Postage Expense                     | 10-5-1001020-0304     | \$6,000              |
| Interest Expense                    | 10-5-1001020-0503     | (45,000)             |
| Miscellaneous Expense               | 10-5-1001020-2011     | (50,725)             |
| <b>Total Budget Impact:</b>         |                       | <b>\$(119,725)</b>   |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSGL-4             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Pressure    |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Non- Departmental  |
| <b>Budget Impact:</b>                         | \$160,000          |

|                            |                                     |
|----------------------------|-------------------------------------|
| <b>Budget Issue Title:</b> | Revenue – Grants and Aggregate Fees |
|----------------------------|-------------------------------------|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-Time |
|---------------------------------------|-------------|----------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p><b>Federal Gas Tax Funding- Increase - \$46,000 offset by increase in transfer to reserve fund</b></p> <p>Federal gas tax funding for 2021 is expected to increase by \$46,000; the full funding amount is transferred to an obligatory reserve fund and is applied to fund eligible projects as a key funding source in the 2021 Budget for capital works.</p> <p><b>OCIF Formula Funding- Decrease - (\$1,719,800) offset by decrease in transfer to reserve fund</b></p> <p>In 2019 Ontario provided a 1st Round of Municipal Modernization Funding for municipalities to use for finding efficiencies/savings to reduce future costs, in anticipation of a future reduction in transfer payment funding from Ontario. Ontario has not committed to OCIF Formula funding for 2021 and the Town’s 2021 Budget anticipates that no funding will be received, particularly given the significant fiscal impacts of the COVID-19 pandemic emergency. The reduction of \$1,719,800 in funding is offset by a reduction in the transfer to the obligatory reserve fund; however, these funds have been a significant source for capital funding in the Town’s budget and this reduction places tremendous pressure on capital funding sources, and in term tax levy demands, in the 2021 Budget.</p> <p><b>OMPF Funding- Decrease - (\$12,600) offset by decrease in transfer to reserve fund</b></p> <p>The reduction reflects the Town’s allotment under the 2021 OMPF Funding Allocation Notice.</p> <p><b>Ontario Aggregate Fees- Increase \$160,000</b></p> <p>A fee is paid to the municipality based on the amount of tonnes removed from the quarries. The 2021 Budget estimate for Ontario Aggregate Fees is based on the prior year production level, resulting in an estimated one-time increase of \$160,000.*</p> <p>* It is important to note that Ontario Aggregate Fees are outside of the control of the Town and can vary significantly from year to year. To mitigate the financial risk associated with this high level of uncertainty, Administration has recommended that the estimated one-time increase be transferred to the Tax Stabilization Reserve under Issue Paper GSGL-6.</p> |
|---|

| <b>Budget Impact</b>                      |                                     |                      |
|---|-------------------------------------|----------------------|
| <b>Account Name</b>                       | <b>Account Number</b>               | <b>Budget Change</b> |
| Grant - Federal Gas Tax                   | 10-4-0000000-0635                   | \$ 46,000            |
| Grant - OCIF Formula Based Funding        | 10-4-0000000-0636                   | (1,719,800)          |
| Grant - OMPF Funding                      | 10-4-0000000-0628                   | (12,600)             |
| Revenue - Ontario Aggregate Fees (1X)     | 10-4-0000000-0624                   | \$160,000            |
|   | <b>Subtotal – Revenue</b>           | <b>(\$1,526,400)</b> |
| Transfer to Reserve Fund – Federal Grants | 10-5-1001020-2027                   | \$46,000             |
| Transfer to Reserve Fund – Ontario Grants | 10-5-1001020-2028                   | (1,732,400)          |
|   | <b>Subtotal – Reserve Transfers</b> | <b>(\$1,686,400)</b> |
|   | <b>Total Budget Impact:</b>         | <b>\$160,000</b>     |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSGL-5             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Enhancement |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Non- Departmental  |
| <b>Budget Impact:</b>                         | (\$4,600)          |

|                            |                            |
|----------------------------|----------------------------|
| <b>Budget Issue Title:</b> | Grants and Waivers of Fees |
|----------------------------|----------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p><b>Grants to Organizations Expense – Increase - \$8,400</b></p> <p>The Town has historically provided application-based grant funding to local community groups each year. The Town incurs a taxation funded expense for these grants of around \$35,000 per year. However, under the Town’s commitment to provide a grant equivalent to the amount of Development Charges for the affordable housing development at 182 Pickering, the Town will incur an additional expense of about \$8,400 per year over 20 years. The first year of this grant was 2020, and grant payments will continue under the Agreement until 2039, subject to the property’s continuous compliance with their Affordable Housing agreement with the City of Windsor.</p> <p><b>Waiver of Fees – Expense Decrease – (\$19,000); Revenue Decrease (In Kind ) (\$6,000) under the Licensing/Enforcement budget centre</b></p> <p>The prior year budget included an allowances to waive user fees for a gymnastics event at the Libro Centre and to waive fees for the Amherstburg Farmer’s Market use of Town property. Waivers are not required for those purposes, and no new fee waiver expense demand has been identified for 2021. As such, a budget reduction to remove the allowance for waiver of fees is included in the 2021 Budget.</p> <p>The difference of \$13,000 in the reduction of expense and revenue for waived fees is reflected in the total Base Budget adjustments figure on the budget summary; that amount had been in the Libro Centre budget centre as Indoor Turf Rental Revenue (in kind) as a one-time adjustment in 2020 Budget.</p> |
|--|

| <b>Budget Impact</b>            |                       |                      |
|---------------------------------|-----------------------|----------------------|
| <b>Account Name</b>             | <b>Account Number</b> | <b>Budget Change</b> |
| Revenue – Waived Fees           | 10-4-2043015-0591     | (\$6,000)            |
| Grants to Organizations Expense | 10-5-1001020-0353     | \$8,400              |
| Waiver of Fees Expense          | 10-5-1001020-0591     | \$(19,000)           |
| <b>Total Budget Impact:</b>     |                       | <b>(\$4,600)</b>     |



## 2021 Operating Budget Request

|   |                       |
|---|-----------------------|
| <b>Budget Issue Number:</b>                   | CSGL-6                |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability |
| <b>Budget Issue Classification:</b>           | Budget Enhancement    |
| <b>Department:</b>                            | Corporate Services    |
| <b>Budget Centre:</b>                         | Non- Departmental     |
| <b>Budget Impact:</b>                         | \$611,107             |

|                            |                      |
|----------------------------|----------------------|
| <b>Budget Issue Title:</b> | Capital and Reserves |
|----------------------------|----------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

#### Capital Investment:

In 2021 it is anticipated the Town will lose \$1,719,800 in OCIF Formula based funding, which leaves a 20% funding shortfall for the capital budget based on 2020 levels. This funding gap is significant and must be addressed by boosting reserve transfers and tax levy contributions if the capital spending level is to be maintained.

The financial sustainability model in the Town's Asset Management Plan (AMP) calls for the following capital funding enhancements, at a minimum, for taxation funded assets:

|   |                    |
|---|--------------------|
| Prior Year Capital from Rates                 | \$788,458          |
| Prior Year Capital Levies                     | <u>2,486,200</u>   |
| Total Prior Year Capital Funds                | 3,274,658          |
| <br>  |                    |
| Construction Index (Non-Residential)          | 2.60%              |
| Annual % Increase (AMP funding)               | <u>1.50%</u>       |
|   | 4.10%              |
| <br>  |                    |
| Adjusted Capital Funds                        | 3,408,918          |
| <br>  |                    |
| Add: Reduction in Debt Service Cost 2021*     | <u>10,128</u>      |
| <br>  |                    |
| Total Capital Funding per AMP Recommendations | <u>\$3,419,046</u> |

\*AMP calls for all debt reduction to be converted to capital funding

The 2021 Budget includes the following:

|  |                    |
|--|--------------------|
| Transfer to Reserves – Capital Lifecycle | \$3,250,000        |
| Transfer to Capital out of Current       | <u>476,765</u>     |
| Total                                    | <u>\$3,726,765</u> |

As shown above, the 2021 Budget includes capital lifecycle funding of \$3,250,000; which is an increase of \$763,800 over the \$2,486,200 funding in 2020.

The 2021 Budget has a decrease in spending for new capital assets of \$311,693 from the prior year.

It is important to note that the Town does not currently have a fully funded AMP, and the current level of capital investment is falling significantly short of the current capital demands for asset renewals, resulting in failure to meet service level demands and increased maintenance and repair costs for failing assets. While progress has been made in the past several years to enhance the level of investment in asset renewals, it is anticipated that much more significant investments will be required to meet the Town’s legislated obligations under fully-funded AMP.

Administration has developed the 2021 Budget with a focus on balancing operating costs to meet existing service level demands, new capital investment demands and asset management priorities; however, as demonstrated in the 2021 Capital 5-Year Outlook there is currently about \$88.3 million (2021 \$) in pent up demand for taxation funded capital investment that cannot begin to be met until after 2025.

Further, the AMP does not include ‘new’ assets that provide new and enhanced service levels, such as those recommended in this budget and or assets to be donated to the Town as new developments are completed, such as roads, sidewalks, streetlights, etc. All of these new assets will increase the Town’s service costs for asset maintenance and replacement/renewal going forward.

**Tax Stabilization:**

The Town’s “Tax Stabilization Reserve” Policy establishes that a minimum balance target for the Tax Stabilization Reserve is set at 5% of the Town’s gross tax revenue. Based on the 2021 Budget, the minimum balance in the Reserve should be approximately \$1.27 Million. The 2021 Budget includes a **transfer to Reserve of \$160,000** to move toward meeting the targeted minimum balance for that Reserve. Inclusive of the budgeted transfer, the estimated Reserve balance at the end of 2021 is estimated to be about \$473,000; a shortfall of about \$797,000 from the targeted balance.

| <b>Budget Impact</b>                           |                       |                      |
|--|-----------------------|----------------------|
| <b>Account Name</b>                            | <b>Account Number</b> | <b>Budget Change</b> |
| Transfer to Reserve - Tax Stabilization        |                       | \$160,000            |
| Transfer to Reserve Fund – General (Lifecycle) |                       | \$763,800            |
| Transfer to Capital                            |                       | (\$312,693)          |
| <b>Total Budget Impact:</b>                    |                       | <b>\$611,107</b>     |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | CSGL-7             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Pressure    |
| <b>Department:</b>                            | Corporate Services |
| <b>Budget Centre:</b>                         | Non- Departmental  |
| <b>Budget Impact:</b>                         | (\$1,500)          |

|                            |              |
|----------------------------|--------------|
| <b>Budget Issue Title:</b> | Line By Line |
|----------------------------|--------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p><b>ERCA Levy: Increase \$4,200 Tax (Non-Departmental) and Decrease (\$5,700) Water</b></p> <p>The Town is obligated to contribute funding to the Essex Region Conservation Authority. The amount of funding is based on the levy approved by the ERCA Board and the proportionate allocation to the Town.</p> <p>At the time of 2021 Budget development ERCA had not finalized their 2021 Budget or levy estimate. An estimated increase of 3% over the 2020 levy has been included in the 2021 budget.</p> <p>The levy is allocated as follows:</p> <ul style="list-style-type: none"> <li>- Water Budget Centre - Clean Water and Green Spaces Charge</li> <li>- Non-Dept. Budget Centre - Overall ERCA operations Charge</li> </ul> <p>The 2021 Budget allows for a 3% increase over the ERCA Levy amounts billed in 2020, resulting in an increase of \$4,200 in the taxation funded Non-Departmental budget centre and a budget reduction of (\$5,700) in the water rate funded Water budget centre.</p> |
|--|

|  |                       |                      |
|--|-----------------------|----------------------|
| <b>Budget Impact</b>                             |                       |                      |
| <b>Account Name</b>                              | <b>Account Number</b> | <b>Budget Change</b> |
| Conservation Authority Levy Expense (Non-Dept'l) | 10-5-1001020-0550     | \$ 4,200             |
| Conservation Authority Levy Expense (Water)      | 80-5-0000000-0550     | (5,700)              |
| <b>Total Budget Impact:</b>                      |                       | <b>(\$ 1,500)</b>    |



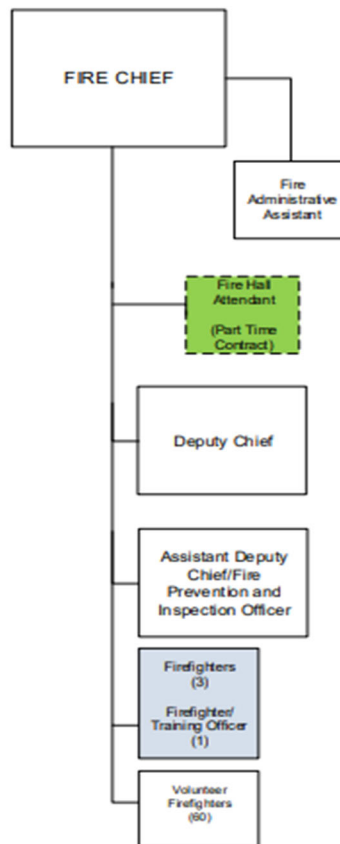


### A. Department Overview

#### Mission

The primary mission of the Amherstburg Fire Department 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 endeavor 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.



\*Highlighted in green is a staffing request for 2021



## Department Description

### Fire Department

The goal of the Amherstburg Fire Department Services is 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 goal 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. Budgeted Staffing Resources - Fire Services**

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

**Fire Services**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|------------------------|--------------------|----------------------|
| Full-Time FTE's        | 8.00               | 8.00                 |
| Part-Time FTE's        | 20.50              | 20.50                |
| <b>Total FTE</b>       | <b>28.50</b>       | <b>28.50</b>         |
| <b>Net Change</b>      | <b>0.00</b>        | <b>0.00</b>          |

**Staffing Complement Includes:**

| <b>Position Description</b>                                   | <b>Position Profile</b> | <b>Number of Staff</b> | <b>FTE</b> |
|---|-------------------------|------------------------|------------|
| 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       |
| Part-time Fire Assistant                                      | Non-Union               | 1.00                   | .50        |
| Volunteer Firefighters  | Non-Union               | 60.00                  | 20.00      |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Fire  
 Fire

|                                     | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base<br>Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|-------------------------------------|-------------------------|------------------|--------------------|-------------------|---------------------|-----------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
| <b>Revenue:</b>                     |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| Grant Revenue                       | 3,000                   | 3,000            | 3,000              | 28,000            | 3,000               | -                           | -                     | 3,000                | -                                 |                      |
| Fee Revenue                         | 23,392                  | 18,000           | 28,451             | 33,075            | 18,000              | -                           | -                     | 21,000               | -                                 |                      |
| Miscellaneous Revenue               | 69,565                  | 25,000           | 14,700             | 15,000            | 25,000              | -                           | -                     | 25,000               | -                                 |                      |
| <b>Total Revenues</b>               | <b>124,004</b>          | <b>46,000</b>    | <b>46,151</b>      | <b>76,075</b>     | <b>46,000</b>       | <b>-</b>                    | <b>-</b>              | <b>46,000</b>        | <b>-</b>                          |                      |
| <b>Expenses:</b>                    |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| <b>Salaries and Wages:</b>          |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| Salaries - Full Time                | 828,221                 | 832,163          | 621,782            | 868,022           | 832,163             | 50,234                      | 10,088                | 892,485              | 60,322                            | CORP STAFF           |
| Salaries - Overtime                 | 54,463                  | 49,525           | 64,581             | 100,000           | 49,525              | 60,000                      | -                     | 109,525              | 60,000                            | FIRE-1               |
| Salaries - Volunteer Training       | 171,362                 | 196,600          | 42,570             | 121,600           | 196,600             | 106,570                     | -                     | 303,170              | 106,570                           | CORP STAFF & FIRE 6  |
| Salaries - Volunteer Response       | 277,200                 | 313,418          | 134,537            | 274,000           | 313,418             | (72,034)                    | -                     | 241,384              | (72,034)                          | CORP STAFF           |
| Salaries - Part Time/Temporary      | 5,148                   | 18,171           | 3,524              | 26,671            | 18,171              | (18,171)                    | 18,495                | 18,495               | 324                               | FIRE-2               |
| <b>Total Salaries and Wages</b>     | <b>1,326,954</b>        | <b>1,409,877</b> | <b>866,993</b>     | <b>1,390,293</b>  | <b>1,409,877</b>    | <b>126,599</b>              | <b>28,583</b>         | <b>1,565,059</b>     | <b>155,182</b>                    |                      |
| <b>Benefits:</b>                    |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| <b>Total Benefits</b>               | <b>257,774</b>          | <b>244,655</b>   | <b>202,121</b>     | <b>257,039</b>    | <b>244,655</b>      | <b>41,265</b>               | <b>9,945</b>          | <b>295,865</b>       | <b>51,210</b>                     | CORP STAFF & FIRE-3  |
| <b>General Expenses:</b>            |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| Fire Prevention                     | 11,473                  | 12,000           | 2,671              | 12,000            | 12,000              | -                           | -                     | 12,000               | -                                 |                      |
| Uniforms                            | 16,347                  | 16,350           | 8,950              | 16,350            | 16,350              | 3,400                       | 200                   | 19,950               | 3,600                             | FIRE -2 & FIRE-4     |
| Training Supplies                   | 6,602                   | 7,000            | 4,550              | 7,000             | 7,000               | -                           | -                     | 7,000                | -                                 |                      |
| Office Supplies                     | 1,952                   | 1,500            | 2,164              | 1,500             | 1,500               | -                           | -                     | 1,500                | -                                 |                      |
| Operating Supplies                  | 13,908                  | 6,000            | 5,222              | 6,000             | 6,000               | -                           | -                     | 6,000                | -                                 |                      |
| Advertising                         | 5,600                   | 6,000            | 1,704              | 6,000             | 6,000               | -                           | -                     | 6,000                | -                                 |                      |
| Service Contract - Dispatching      | 40,582                  | 41,185           | 20,291             | 40,582            | 41,185              | -                           | -                     | 41,185               | -                                 |                      |
| Employee Recognition                | 3,935                   | 4,000            | 712                | 4,000             | 4,000               | 1,000                       | -                     | 5,000                | 1,000                             | FIRE-5               |
| Mobile Devices                      | 7,584                   | 9,300            | 5,385              | 9,300             | 9,300               | (300)                       | -                     | 9,000                | (300)                             | CSIT-8               |
| Memberships                         | 7,807                   | 10,000           | 932                | 10,000            | 10,000              | (8,000)                     | -                     | 2,000                | (8,000)                           | FIRE-6               |
| Training and Prof. Developmt        | 27,338                  | 26,800           | 19,625             | 26,800            | 26,800              | -                           | 10,000                | 36,800               | 10,000                            | FIRE-7               |
| Travel and Mileage                  | 2,089                   | 3,000            | 1,746              | 3,000             | 3,000               | -                           | -                     | 3,000                | -                                 |                      |
| Investigation expense               | 700                     | 700              | -                  | 700               | 700                 | -                           | -                     | 700                  | -                                 |                      |
| EOC Spending                        | 81,841                  | 40,000           | 71,748             | 90,000            | 40,000              | -                           | -                     | 40,000               | -                                 |                      |
| Professional Fees                   | 11,048                  | 1,500            | -                  | -                 | 1,500               | -                           | -                     | 1,500                | -                                 |                      |
| <b>Total General Expenses</b>       | <b>238,806</b>          | <b>185,335</b>   | <b>145,699</b>     | <b>233,232</b>    | <b>185,335</b>      | <b>(3,900)</b>              | <b>10,200</b>         | <b>191,635</b>       | <b>6,300</b>                      |                      |
| <b>Equipment and Vehicles:</b>      |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| Service Agrmnt - Radios and Pagers  | 45,602                  | 40,000           | 31,663             | 40,000            | 40,000              | 500                         | -                     | 40,500               | 500                               | FIRE-8               |
| Vehicle and Equipment Maintenance   | 106,795                 | 80,000           | 49,290             | 80,000            | 80,000              | -                           | -                     | 80,000               | -                                 |                      |
| Firefighting Equipment              | 61,882                  | 70,000           | 71,907             | 85,000            | 70,000              | -                           | -                     | 70,000               | -                                 |                      |
| Personal Protective Equipment       | 33,433                  | -                | 36,088             | 50,000            | -                   | 50,000                      | -                     | 50,000               | 50,000                            | FIRE-9               |
| Communication Equipment Mntce       | 11,017                  | 10,000           | 7,704              | 15,000            | 10,000              | 5,000                       | -                     | 15,000               | 5,000                             | FIRE-8               |
| <b>Total Equipment and Vehicles</b> | <b>271,164</b>          | <b>200,000</b>   | <b>196,653</b>     | <b>270,000</b>    | <b>200,000</b>      | <b>55,500</b>               | <b>-</b>              | <b>255,500</b>       | <b>55,500</b>                     |                      |
| <b>Total Expenses</b>               | <b>2,094,698</b>        | <b>2,039,867</b> | <b>1,411,466</b>   | <b>2,150,564</b>  | <b>2,039,867</b>    | <b>219,464</b>              | <b>48,728</b>         | <b>2,308,059</b>     | <b>268,192</b>                    |                      |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Fire  
 Fire

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base<br>Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|---|-------------------------|------------------|--------------------|-------------------|---------------------|-----------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
| <b>Transfer to (from) Reserves</b>            |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| Total Reserve Transfers                       | 72,614                  | 78,000           | 41,912             | 28,000            | 78,000              | (50,000)                    | -                     | 28,000               | (50,000)                          | FIRE-9               |
|   |                         |                  |                    |                   | -                   |                             |                       |                      |                                   |                      |
| <b>Total Operating Expenses and Transfers</b> | <b>2,171,008</b>        | <b>2,117,867</b> | <b>1,453,378</b>   | <b>2,178,564</b>  | <b>2,117,867</b>    | <b>169,464</b>              | <b>48,728</b>         | <b>2,336,059</b>     | <b>218,192</b>                    |                      |
|   |                         |                  |                    |                   | -                   |                             |                       |                      |                                   |                      |
| <b>Net Operating Budget</b>                   | <b>2,047,004</b>        | <b>2,071,867</b> | <b>1,407,227</b>   | <b>2,102,489</b>  | <b>2,071,867</b>    | <b>169,464</b>              | <b>48,728</b>         | <b>2,290,059</b>     | <b>218,192</b>                    |                      |
| <b>Capital Budget</b>                         |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                      |
| <b>Description</b>                            |                         | <b>Tax</b>       | <b>Tax</b>         | <b>Tax</b>        |                     | <b>Cost</b>                 | <b>Tax</b>            |                      |                                   |                      |
| Replace Equipment - SCBA (pre-committed)      |                         |                  |                    |                   |                     | 625,749                     | 11,703                |                      |                                   | FIRE-CAP-1           |
| Replace Equipment - Water and Ice Rescue      |                         |                  |                    |                   |                     | 25,000                      | 25,000                |                      |                                   | FIRE-CAP-2           |
| Replace Equipment - Auto Extrication          |                         |                  |                    |                   |                     | 35,000                      | 35,000                |                      |                                   | FIRE-CAP-3           |
| Replace Equipment - Pagers                    |                         |                  |                    |                   |                     | 20,000                      | 20,000                |                      |                                   | FIRE-CAP-4           |
| <b>Total Capital Request</b>                  |                         | <b>70,000</b>    | <b>81,436</b>      | <b>78,230</b>     |                     | <b>705,749</b>              | <b>91,703</b>         |                      |                                   |                      |
| <b>Total Requirement for Taxes for 2021</b>   |                         | <b>2,141,867</b> | <b>1,488,663</b>   | <b>2,180,719</b>  |                     |                             |                       | <b>2,381,762</b>     |                                   |                      |



## 2021 Operating Budget Request

|   |                   |
|---|-------------------|
| <b>Budget Issue Number:</b>                   | Fire -1           |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable    |
| <b>Budget Issue Classification:</b>           | Non-Discretionary |
| <b>Department:</b>                            | Fire              |
| <b>Budget Centre:</b>                         | Fire Services     |
| <b>Budget Impact:</b>                         | \$ 60,000         |

|                            |                   |
|----------------------------|-------------------|
| <b>Budget Issue Title:</b> | Salaries Overtime |
|----------------------------|-------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>As a result of a new Collective Agreement with the APFFA the budget has been adjusted to include the 2021 impacts of the negotiated settlement as it affects overtime pay, as follows:</p> <p>Fire Fighters receive overtime pay for response to calls and other activities outside the normal workweek of 42 hrs at time and one-half for all hours worked with a minimum of 2hrs paid per instance. Fire Fighters receive overtime at straight time for attendance at weekly training sessions held Monday, Wednesday and Thursday, and time and one-half for attendance at any other training activity resulting in \$35,000 in estimated additional costs.</p> <p>As a result of the new Collective Agreement a 42-hour workweek was implemented in 2020. This new workweek includes the need to cover 13 additional 24 hour shifts for vacation absence which will be covered by overtime resulting in \$25,000 in overtime.</p> <p>\$35,000 – increase overtime pay allowance for response and training<br/> <u>\$25,000</u> – increase overtime pay allowance to cover additional shifts<br/>         \$60,000 – total increase in overtime pay allowance</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Salaries - Overtime         | 10-5-2010000-0102     | \$ 60,000            |
| <b>Total Budget Impact:</b> |                       | <b>\$ 60,000</b>     |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | Fire-2             |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Enhancement |
| <b>Department:</b>                            | Fire               |
| <b>Budget Centre:</b>                         | Fire Services      |
| <b>Budget Impact:</b>                         | \$ 25,381          |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Staff - Fire Assistant Temporary Full-Time |
|----------------------------|--|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>In the 2020 Budget Council approved a Temporary Full-Time Fire Assistant position to be hired through Community Living, and directed that any future requests to fund the position be included in the budget request for Council's consideration on a year to year basis.</p> <p>This position contributes to overall fire service operations. With the ever increasing demands on the fire service, this position provides attention to station duties, facilities maintenance, tools &amp; equipment and vehicle maintenance. Within Administration many important functions including inventory, reconciliation and other critical tasks are often set aside as workload demand staff attention on other priorities.</p> <p>Failure to approve this request will negatively impact the department's opportunity to ensure all operational priorities are fulfilled.</p> <p>The Department is requesting the Fire Assistant Temporary Position be renewed in the 2021 Budget.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Salaries –Part Time (1X)    | 10-5-2010000-0121     | \$ 18,495            |
| Benefits (1X)               | Various               | 6,686                |
| Uniforms (1X)               | 10-5-20100000-0252    | 200                  |
| <b>Total Budget Impact:</b> |                       | <b>\$ 25,381</b>     |



## 2021 Operating Budget Request

|   |                   |
|---|-------------------|
| <b>Budget Issue Number:</b>                   | Fire-3            |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable    |
| <b>Budget Issue Classification:</b>           | Non-Discretionary |
| <b>Department:</b>                            | Fire              |
| <b>Budget Centre:</b>                         | Fire Services     |
| <b>Budget Impact:</b>                         | \$ 3,440          |

|                            |                |
|----------------------------|----------------|
| <b>Budget Issue Title:</b> | Auto Allowance |
|----------------------------|----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>In accordance with the terms and conditions of a hiring agreement between the Town and the Fire Chief, a vehicle allowance of \$9,440 is to be paid to the Fire Chief annually. The base budget allowance included in Benefits is only \$6,000 (in error); as such a budget increase of \$3,440 is included in the 2021 Budget to fund the full cost of this contractual obligation.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Benefits (Auto Allowance)   | 10-5-2010000-0216     | \$3,440              |
| <b>Total Budget Impact:</b> |                       | <b>\$3,440</b>       |





## 2021 Operating Budget Request

|   |                   |
|---|-------------------|
| <b>Budget Issue Number:</b>                   | Fire-4            |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable    |
| <b>Budget Issue Classification:</b>           | Non-Discretionary |
| <b>Department:</b>                            | Fire              |
| <b>Budget Centre:</b>                         | Fire Services     |
| <b>Budget Impact:</b>                         | \$ 3,400          |

|                            |          |
|----------------------------|----------|
| <b>Budget Issue Title:</b> | Uniforms |
|----------------------------|----------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>As a result of a new Work Agreement with the Volunteer fire fighters and a New Collective Agreement with APFFA a flat rate uniform spending account has been established. The 2021 Budget includes the request negotiated rates for the year.</p> <p>\$10,500 - 60 Volunteer Fire Fighters (VFFs) each receive \$175/year to purchase uniform items.<br/>           \$2,700 - VFFs who complete probation (ave. 5/yr) receive a full dress uniform costing \$540 each<br/> <u>\$2,000</u> - APFFA members (4) receive \$500 annually for the procurement of uniform items.<br/>           \$15,200 Sub-total<br/> <u>\$4,550</u> – Allowance for fire fighters leather fire fighter boots, received as required.<br/>           \$19,750 total 2021 request</p> <p>(16,350) base budget<br/>           \$ 3,400 Budget increase impact for 2021</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Uniforms                    | 10-5-2010000-0252     | \$ 3,400             |
| <b>Total Budget Impact:</b> |                       | <b>\$ 3,400</b>      |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | Fire - 5           |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Enhancement |
| <b>Department:</b>                            | Fire               |
| <b>Budget Centre:</b>                         | Fire Services      |
| <b>Budget Impact:</b>                         | \$1,000            |

|                            |                      |
|----------------------------|----------------------|
| <b>Budget Issue Title:</b> | Employee Recognition |
|----------------------------|----------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>In 2014 the Fire Department budget for employee recognition was raised to \$4,000 annually for costs associated with recognizing staff accomplishments, including special recognition for volunteers, retiring members and other annual awards. The majority of which was provided with an annual recognition Banquet partially paid for by the Town, and provided to members and retirees. Other attendees including family members, corporate guests and attending friends are required to pay for costs.</p> <p>Since 2014 no increase to the budget allocation to offset the inflationary costs associated with food, facilities and awards has occurred.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Employee Recognition        | 10-5-2010000-0340     | \$1,000              |
| <b>Total Budget Impact:</b> |                       | <b>\$1,000</b>       |



## 2021 Operating Budget Request

|   |                   |
|---|-------------------|
| <b>Budget Issue Number:</b>                   | Fire - 6          |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable    |
| <b>Budget Issue Classification:</b>           | Non-Discretionary |
| <b>Department:</b>                            | Fire              |
| <b>Budget Centre:</b>                         | Fire Services     |
| <b>Budget Impact:</b>                         | \$ 1,000          |

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Budget Issue Title:</b> | Memberships and Wellness Stipend |
|----------------------------|----------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>As a result of a new Work Agreement negotiated with the Volunteer Fire Fighters the former benefit of Gym Membership reimbursement, formerly allocated towards this benefit which would be paid to those who produced a receipt for joining a gym, has been removed and a fitness and wellbeing flat rate stipend is to be paid once annually in the amount of \$150 per Volunteer Fire Fighter to encourage an active lifestyle and mental health wellbeing. (60 fire fighters X \$150 = 9,000)</p> <p>(\$8,000) – adjustment to eliminate allowance for gym memberships.<br/> <u>\$9,000</u> – adjustment to reflect the fitness and well-being stipend under VFF salaries<br/>           \$1,000 Net budget impact</p> |

| <b>Budget Impact</b>          |                       |                      |
|-------------------------------|-----------------------|----------------------|
| <b>Account Name</b>           | <b>Account Number</b> | <b>Budget Change</b> |
| Memberships                   | 10-5-2010000-0350     | (\$ 8,000)           |
| Salaries – Volunteer Training | 10-5-2010000-0112     | \$ 9,000             |
| <b>Total Budget Impact:</b>   |                       | <b>\$ 1,000</b>      |



## 2021 Operating Budget Request

|   |                    |
|---|--------------------|
| <b>Budget Issue Number:</b>                   | Fire -7            |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable     |
| <b>Budget Issue Classification:</b>           | Budget Enhancement |
| <b>Department:</b>                            | Fire               |
| <b>Budget Centre:</b>                         | Fire Services      |
| <b>Budget Impact:</b>                         | \$ 10,000          |

|                            |                                       |
|----------------------------|---------------------------------------|
| <b>Budget Issue Title:</b> | Training and Professional Development |
|----------------------------|---------------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>As a result of a Ministry of Labour Inspection in 2015 that produced 21 Orders against the municipality, the Fire Service implemented an Incident Command System and program in 2016 through 2019. Blue Card Incident Command was the validated program that was selected and implemented for all Officers within the department.</p> <p>At this time and following the promotion of 4 new Captains in 2020 to replace retiring staff there is a need to certify these new officers to remain compliant with MOL orders. In addition, to provide a cost-effective means to recertify Officers on an ongoing basis and to create an in-house capacity to continue the program into the future, it is recommended that funding be approved for the Training Officer to be certified as a trainer for the program.</p> <p>Total costs for certification of the 5 Staff is \$10,000 on a one-time basis have been included in the 2021 Budget.</p> |

| <b>Budget Impact</b>           |                       |                      |
|--------------------------------|-----------------------|----------------------|
| <b>Account Name</b>            | <b>Account Number</b> | <b>Budget Change</b> |
| Training and Prof. Development | 10-5-2010000-0351     | \$ 10,000            |
| <b>Total Budget Impact:</b>    |                       | <b>\$ 10,000</b>     |



## 2021 Operating Budget Request

|   |                 |
|---|-----------------|
| <b>Budget Issue Number:</b>                   | Fire-8          |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable  |
| <b>Budget Issue Classification:</b>           | Budget Pressure |
| <b>Department:</b>                            | Fire            |
| <b>Budget Centre:</b>                         | Fire Services   |
| <b>Budget Impact:</b>                         | \$5,500         |

|                            |                         |
|----------------------------|-------------------------|
| <b>Budget Issue Title:</b> | Communication Equipment |
|----------------------------|-------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p><b>Service Agreement – Radios and Pagers – Increase \$500 (base budget)</b></p> <p>A radio was procured in year when the fire service level was increased for Boblo Island in 2019; however, the 2020 Budget did not include funding for the annual cost of that new unit. The 2021 Budget includes a \$500 base budget increase to fund the annual cost under the Town’s service agreement for radios.</p> <p><b>Communication Equipment Maintenance – Increase \$5,000 (base budget)</b></p> <p>The Town is experiencing increased repairs to pager and communication equipment and requires additional funding in this area as pager replacements are planned to take place over a period of 3 years.</p> |
|---|

|                                      |                       |                      |
|--------------------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>                 |                       |                      |
| <b>Account Name</b>                  | <b>Account Number</b> | <b>Budget Change</b> |
| Service Agreements Radios and Pagers | 10-5-20100000-0139    | \$ 500               |
| Communication Equipment Maintenance  | 10-5-2010000-0424     | \$ 5,000             |
| <b>Total Budget Impact:</b>          |                       | <b>\$ 5,500</b>      |



## 2021 Operating Budget Request

|   |                 |
|---|-----------------|
| <b>Budget Issue Number:</b>                   | Fire-9          |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable  |
| <b>Budget Issue Classification:</b>           | Budget Pressure |
| <b>Department:</b>                            | Fire            |
| <b>Budget Centre:</b>                         | Fire Services   |
| <b>Budget Impact:</b>                         | \$ Nil          |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Personal Protective Equipment and Reserve |
|----------------------------|---|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>In 2016 the Fire Reserve was created by adding a \$50,000 base budget transfer to reserve for personal protective equipment (PPE). Past practice has been to transfer funds from that reserve 'in year' to fund PPE related costs without explicit approval for the purchase or funding transactions through the budget process. The cost to purchase PPE and the transfer from reserve to fund that cost were not included in the 2020 Budget.</p> <p>The 2021 Budget includes an allowance of \$50,000 for the purchase of PPE and an offsetting transfer from the Fire Reserve of \$50,000 to fund that expense.</p> |
|--|

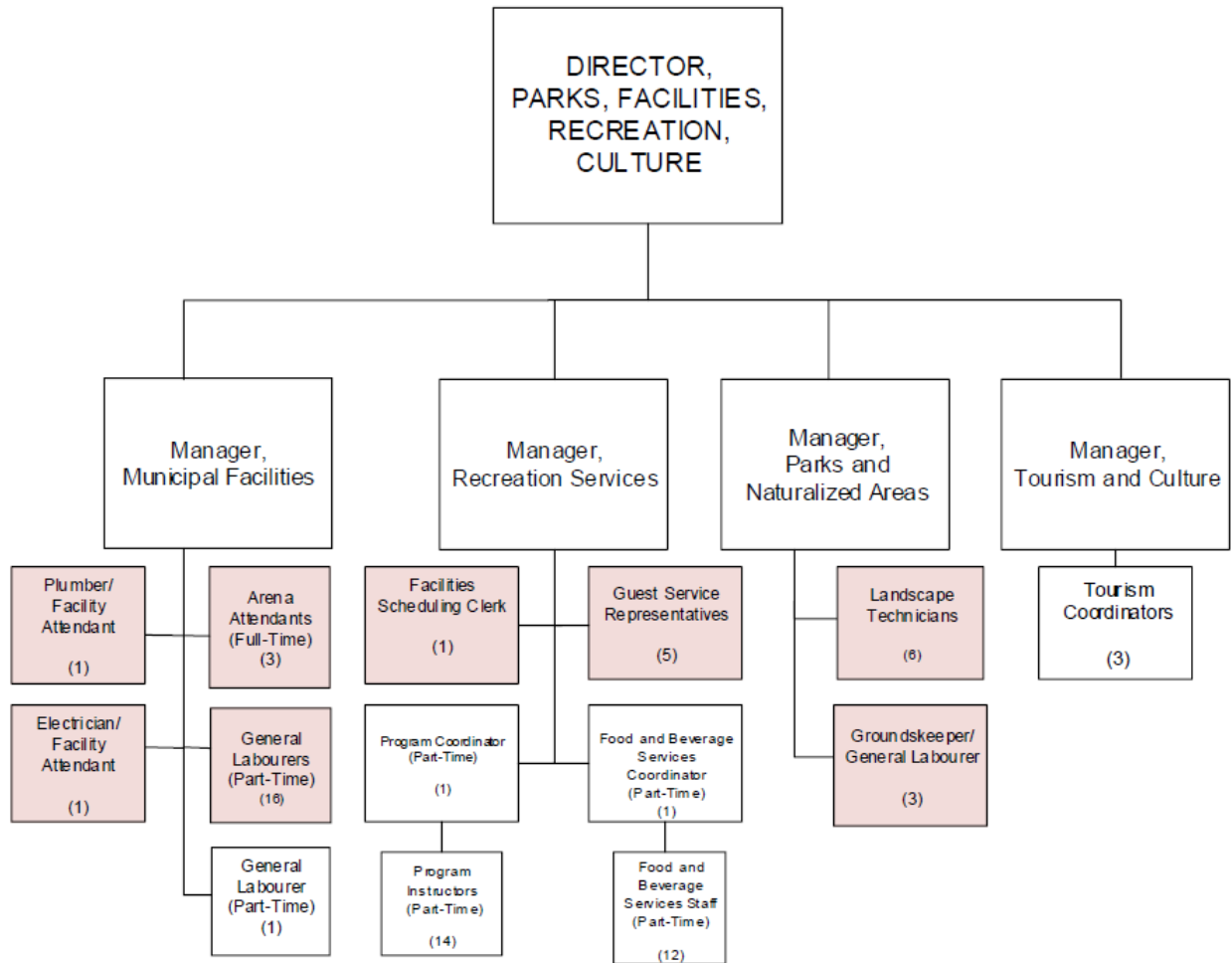
|                                       |                       |                      |
|---------------------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>                  |                       |                      |
| <b>Account Name</b>                   | <b>Account Number</b> | <b>Budget Change</b> |
| Personal Protective Equipment expense | 10-5-2010000-0423     | \$ 50,000            |
| Transfer from Reserve - Fire          | 10-4-2010000-3000     | \$(50,000)           |
| <b>Total Budget Impact:</b>           |                       | \$ Nil               |



### 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.



\*Highlighted in green is a staffing requests for 2021



### 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.

### Department Description

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#### **B. 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:

| <b>Parks and Naturalized Area's<br/>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|---|--------------------|----------------------|
| Full-Time FTE's   | 7.00               | 7.00                 |
| Part-Time FTE's   | 2.50               | 2.50                 |
| Total FTE   | 9.50               | 9.50                 |
| Net Change  | 0.00               | <b>0.00</b>          |

#### **Staffing Complement Includes:**

| <b>Position Description</b>             | <b>Position Profile</b> | <b>Number of Staff</b> | <b>FTE</b> |
|---|-------------------------|------------------------|------------|
| Manager of Parks and Naturalized Area's | Management              | 1.00                   | 1.00       |
| Landscape Technicians                   | Union                   | 6.00                   | 6.00       |
| Part-time General Labourer              | Union                   | 3.00                   | 2.50       |





**Facilities & Libro**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|------------------------|--------------------|----------------------|
| Full-Time FTE's        | 8.00               | 8.00                 |
| Part-Time FTE's        | 12.00              | 12.00                |
| <b>Total FTE</b>       | <b>19.00</b>       | <b>19.00</b>         |
| <b>Net Change</b>      | <b>0.00</b>        | <b>0.00</b>          |

**Staffing Complement Includes:**

| <b>Position Description</b>                              | <b>Position Profile</b>   | <b>Number of Staff</b> | <b>FTE</b> |
|--|---------------------------|------------------------|------------|
| Director of Parks, Facilities,<br>Recreation and Culture | Senior Management<br>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       |
| Arena Attendants   | Union                     | 3.00                   | 3.00       |
| General Labourer (Part Time)                             | Union                     | 16.00                  | 12.00      |



**Recreation**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|------------------------|--------------------|----------------------|
| 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:**

| <b>Position Description</b>           | <b>Position Profile</b> | <b>Number of Staff</b> | <b>FTE</b> |
|---------------------------------------|-------------------------|------------------------|------------|
| 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               | 14.00                  | 2.50       |

**Tourism & Culture**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 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:**

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

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Facilities**

|  | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020 Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|--|-------------------------|----------------|--------------------|----------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
| <b>Revenue:</b>                                |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Total Revenue</b>                           | <u>293,383</u>          | <u>384,763</u> | <u>243,683</u>     | <u>306,348</u> | <u>384,763</u>      | <u>(25,000)</u>          | <u>-</u>              | <u>359,763</u>       | <u>(25,000)</u>                   | POLICE-4             |
| <b>Expenses:</b>                               |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Salaries and Wages:</b>                     |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| Salaries - Full Time                           | 124,226                 | 125,589        | 95,523             | 125,589        | 125,589             | 14,686                   | -                     | 140,275              | 14,686                            | CORP STAFF           |
| Salaries-Temp                                  | 19,220                  | 8,000          | 4,316              | 8,000          | -                   | -                        | -                     | -                    | -                                 |                      |
| Salaries - Overtime                            | 8,789                   | 4,500          | 10,590             | 12,000         | 4,500               | -                        | -                     | 4,500                | -                                 |                      |
| <b>Total Salaries and Wage</b>                 | <u>152,235</u>          | <u>138,089</u> | <u>110,429</u>     | <u>145,589</u> | <u>130,089</u>      | <u>14,686</u>            | <u>-</u>              | <u>144,775</u>       | <u>14,686</u>                     |                      |
| <b>Benefits:</b>                               |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Total Benefits</b>                          | <u>47,113</u>           | <u>46,593</u>  | <u>37,179</u>      | <u>46,593</u>  | <u>46,594</u>       | <u>5,902</u>             | <u>-</u>              | <u>52,497</u>        | <u>5,902</u>                      | CORP STAFF           |
| <b>General Expenses:</b>                       |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| Mobile Devices                                 | 2,102                   | 1,400          | 498                | 1,000          | 1,400               | (100)                    | -                     | 1,300                | (100)                             | CSIT-8               |
| Uniforms                                       | 2,572                   | 3,000          | 1,991              | 3,000          | 3,000               | -                        | -                     | 3,000                | -                                 |                      |
| Training and Professional Development          | -                       | 1,000          | -                  | -              | 1,000               | -                        | -                     | 1,000                | -                                 |                      |
| Professional fees                              | -                       | -              | -                  | -              | -                   | -                        | 150,000               | 150,000              | 150,000                           | FAC-7                |
| Memberships                                    | -                       | 1,000          | -                  | -              | 1,000               | -                        | -                     | 1,000                | -                                 |                      |
|  | <u>4,674</u>            | <u>6,400</u>   | <u>2,489</u>       | <u>4,000</u>   | <u>6,400</u>        | <u>(100)</u>             | <u>150,000</u>        | <u>156,300</u>       | <u>149,900</u>                    |                      |
| <b>Facility Maintenance:</b>                   |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Total Facility Maintenance</b>              | <u>248,916</u>          | <u>241,500</u> | <u>235,826</u>     | <u>387,551</u> | <u>226,000</u>      | <u>16,500</u>            | <u>24,000</u>         | <u>266,500</u>       | <u>40,500</u>                     | FAC-1, 2,3,4,5       |
| <b>Utilities:</b>                              |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Total Utilities</b>                         | <u>212,462</u>          | <u>239,800</u> | <u>134,589</u>     | <u>217,500</u> | <u>239,800</u>      | <u>1,800</u>             | <u>-</u>              | <u>241,600</u>       | <u>1,800</u>                      | FAC-6                |
| <b>Total Expenses</b>                          | <u>665,894</u>          | <u>672,382</u> | <u>520,771</u>     | <u>805,233</u> | <u>648,884</u>      | <u>38,788</u>            | <u>174,000</u>        | <u>861,672</u>       | <u>212,788</u>                    |                      |
| <b>Transfer to (from) Reserves</b>             |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Total Reserve Transfers</b>                 | <u>(20,000)</u>         | <u>152,000</u> | <u>(8,000)</u>     | <u>73,585</u>  | <u>160,000</u>      | <u>-</u>                 | <u>(150,000)</u>      | <u>10,000</u>        | <u>(150,000)</u>                  | FAC-7                |
| <b>Total Operating Expenses and Transfers</b>  | <u>645,894</u>          | <u>824,382</u> | <u>512,771</u>     | <u>878,818</u> | <u>808,884</u>      | <u>38,788</u>            | <u>24,000</u>         | <u>871,672</u>       | <u>62,788</u>                     |                      |
| <b>Net Operating Budget</b>                    | <u>352,511</u>          | <u>439,619</u> | <u>269,087</u>     | <u>572,470</u> | <u>424,121</u>      | <u>63,788</u>            | <u>24,000</u>         | <u>511,909</u>       | <u>87,788</u>                     |                      |
| <b>Capital Budget</b>                          |                         |                |                    |                |                     |                          |                       |                      |                                   |                      |
| <b>Description</b>                             |                         | <b>Tax</b>     | <b>Tax</b>         | <b>Tax</b>     | <b>Cost</b>         | <b>Tax</b>               |                       |                      |                                   |                      |
| New - Install Ventilation System- Public Works |                         |                |                    |                | 55,000              | 55,000                   |                       |                      |                                   | FAC-CAP-1            |
| Demolish Structure - Massen building           |                         |                |                    |                | 75,000              | 75,000                   |                       |                      |                                   | FAC-CAP-2            |
| Remove Antenna Tower (Fire Stn 2)              |                         |                |                    |                | 25,000              | -                        |                       |                      |                                   | FAC-CAP-3            |
| Replace HVAC - 99 Thomas (Parks)               |                         |                |                    |                | 55,000              | -                        |                       |                      |                                   | FAC-CAP-4            |
| Replace Pavement- Station 2                    |                         |                |                    |                | 100,000             | -                        |                       |                      |                                   | FAC-CAP-5            |
| Replace Pavement- Station 3                    |                         |                |                    |                | 65,000              | -                        |                       |                      |                                   | FAC-CAP-6            |
| <b>Total Capital Request</b>                   |                         | <u>5,000</u>   | <u>-</u>           | <u>5,000</u>   | <u>375,000</u>      | <u>130,000</u>           |                       |                      |                                   |                      |
| <b>Total Requirement for Taxes for 2021</b>    |                         | <u>444,619</u> | <u>269,087</u>     | <u>577,470</u> |                     |                          |                       | <u>641,909</u>       |                                   |                      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-1                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$19,000                                  |

|                            |                                      |
|----------------------------|--------------------------------------|
| <b>Budget Issue Title:</b> | Replace Fire Alarm Panel – Town Hall |
|----------------------------|--------------------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| Budget Issue Detail  |
|--|
| <p>The current fire alarm panel for Town Hall is past its useful life expectancy, is not supported for parts and maintenance and currently does not have remote monitoring capability. The panel needs to be replaced to restore level of service.</p> |

| Budget Impact               |                        |                 |
|-----------------------------|------------------------|-----------------|
| Account Name                | Account Number         | Budget Change   |
| Facility Maintenance (1X)   | 10-5-7017002-0317-Town | \$19,000        |
| <b>Total Budget Impact:</b> |                        | <b>\$19,000</b> |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-2                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | (\$1,000)                                 |

|                            |                                   |
|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Facility Mntce - Massen Buildings |
|----------------------------|-----------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>With previous direction of Council to demolish and remove all above and below grade structures on the property locally identified as the Massen Farm (see 2021 Capital Budget Request FAC-1) an operating budget to maintain property elements will no longer be needed.</p> |

| Budget Impact               |                        |                  |
|-----------------------------|------------------------|------------------|
| Account Name                | Account Number         | Budget Change    |
| Facility Maintenance        | 10-5-7017002-0317-3381 | (\$1,000)        |
| <b>Total Budget Impact:</b> |                        | <b>(\$1,000)</b> |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-3                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$5,000                                   |

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Budget Issue Title:</b> | Facility Mntce – Cultural Kiosks |
|----------------------------|----------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The Town constructed five (5) cultural kiosks originally to support digital cultural and tourism information. These buildings were constructed in locations in the urban core of Amherstburg. The construction of these kiosks is substantial and they are in very good shape however they have not been maintained for preventative deterioration and basic aesthetics.</p> <p>The lower portion of the kiosks are stone masonry and the pillars and roofs are steel. This one-time request would support the periodic cleaning and painting of the kiosks. As the kiosks were constructed with electrical outlets to support an electronic display there is consideration to ensure this feature remains intact and safe. Ultimately these kiosks might support a need for recharging motorized wheel chairs, carts and scooters as a complete street component.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Facility Maintenance        | 10-5-7017002-0317     | \$5,000              |
| <b>Total Budget Impact:</b> |                       | <b>\$5,000</b>       |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-4                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$15,000                                  |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Facility Maintenance - Janitorial Supplies |
|----------------------------|--|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The increased service level required to maintain municipal facilities during the pandemic is resulting in increased costs to the Town. The enhanced cleaning service level includes sanitizing administrative and public spaces with more frequency, and impacts quantity and support products for advanced cleaning, including small equipment. Facilities provides service and product for all Town facilities and operations.</p> <p>In addition, the cost of janitorial supplies was already outpacing the approved budget allotment prior to the pandemic emergency in 2020.</p> <p>The 2021 Budget includes a base budget increase of \$15,000 in facility maintenance expense to provide a sufficient allowance for the estimated demands and cost for janitorial supplies.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Facility Maintenance        | 10-5-7017002-0318     | \$15,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$15,000</b>      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-5                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$2,000                                   |

|                            |                                 |
|----------------------------|---------------------------------|
| <b>Budget Issue Title:</b> | Facility Mntce - Gibson Gallery |
|----------------------------|---------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

Under the rental agreement for the Gibson Gallery, the Town pays the property taxes on the facility and tenant does property maintenance. A provision has been included in the 2021 Budget for this cost.

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Facility Maintenance        | 10-5-7017002-0317     | \$2,000              |
| <b>Total Budget Impact:</b> |                       | <b>\$2,000</b>       |





## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-6                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$1,800                                   |

|                            |                      |
|----------------------------|----------------------|
| <b>Budget Issue Title:</b> | Utilities allocation |
|----------------------------|----------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>Administration has conducted a review of utilities cost at all town facilities and the 2021 Budget has been adjusted based on actual usage trends. The net result is budget increase of \$1,800.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Utilities                   | Various               | \$1,800              |
| <b>Total Budget Impact:</b> |                       | <b>\$1,800</b>       |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-7                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$Nil                                     |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Facility Needs and Condition Assessment |
|----------------------------|---|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>The 2020 Budget (Libro budget centre) included an allocation for completion of a Facility Needs and Condition Assessment Study; however workload pressures during the pandemic emergency precluded Administration from having the Study completed.</p> <p>The Study is included in the 2021 Budget (Facilities budget centre) with an offsetting transfer from reserve.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Professional fees (1X)      |                       | \$150,000.00         |
| Transfer from Reserves      |                       | (\$150,000.00)       |
| <b>Total Budget Impact:</b> |                       | <b>\$Nil</b>         |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Libro Centre**

|                                       | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020 Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|---------------------------------------|-------------------------|----------------|--------------------|----------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Revenue:</b>                       |                         |                |                    |                |                     |                          |                       |                      |                                   |                         |
| Ice Rentals                           | 528,970                 | 549,000        | 179,544            | 296,917        | 549,000             | -                        | (221,000)             | 328,000              | (221,000)                         | LIBRO-1                 |
| Capital Surcharge                     | 40,083                  | 50,000         | 14,417             | 18,176         | 50,000              | -                        | (19,000)              | 31,000               | (19,000)                          | LIBRO-1                 |
| Lease Revenue                         | 9,383                   | 9,400          | 1,132              | 4,131          | 9,400               | 28,071                   | -                     | 37,471               | 28,071                            | LIBRO-2                 |
| Room Rentals                          | 33,096                  | 29,500         | 24,750             | 29,500         | 29,500              | -                        | (2,000)               | 27,500               | (2,000)                           | LIBRO-1                 |
| Diamond Rental                        | 10,700                  | 7,250          | -                  | -              | 7,250               | -                        | -                     | 7,250                | -                                 |                         |
| Libro - Miscellaneous                 | 5,990                   | 4,000          | 998                | 1,060          | 4,000               | -                        | -                     | 4,000                | -                                 |                         |
| Outdoor Turf Rental                   | 38,052                  | 8,800          | 218                | 218            | 8,800               | -                        | -                     | 8,800                | -                                 |                         |
| Indoor Turf Rental                    | 8,009                   | 73,000         | 22,474             | 30,000         | 60,000              | -                        | (30,000)              | 30,000               | (30,000)                          | LIBRO-1                 |
| Solar Panel Rental Revenue            | 9,888                   | 9,888          | 9,888              | 9,888          | 9,888               | -                        | -                     | 9,888                | -                                 |                         |
| Solar Panel Special Share Dividend    | 17,804                  | 17,112         | 17,763             | 17,763         | 17,112              | -                        | -                     | 17,112               | -                                 |                         |
| <b>Total Revenue</b>                  | <b>701,975</b>          | <b>757,950</b> | <b>271,183</b>     | <b>407,653</b> | <b>744,950</b>      | <b>28,071</b>            | <b>(272,000)</b>      | <b>501,021</b>       | <b>(243,929)</b>                  |                         |
| <b>Expenses:</b>                      |                         |                |                    |                |                     |                          |                       |                      |                                   |                         |
| <b>Salaries and Wages:</b>            |                         |                |                    |                |                     |                          |                       |                      |                                   |                         |
| Salaries - Full Time                  | 390,811                 | 428,434        | 301,117            | 382,000        | 428,434             | 21,230                   | 5,424                 | 455,088              | 26,654                            |                         |
| Salaries - Overtime                   | 8,805                   | 10,000         | 6,015              | 10,000         | 10,000              | -                        | -                     | 10,000               | -                                 |                         |
| Salaries - Part Time/Temporary        | 413,952                 | 526,392        | 330,489            | 529,370        | 526,392             | 69,114                   | -                     | 595,506              | 69,114                            |                         |
| <b>Total Salaries and Wages</b>       | <b>813,568</b>          | <b>964,826</b> | <b>637,621</b>     | <b>921,370</b> | <b>964,826</b>      | <b>90,344</b>            | <b>5,424</b>          | <b>1,060,594</b>     | <b>95,768</b>                     | <b>CORP STAFF</b>       |
| <b>Benefits:</b>                      |                         |                |                    |                |                     |                          |                       |                      |                                   |                         |
| <b>Total Benefits</b>                 | <b>160,640</b>          | <b>254,094</b> | <b>130,598</b>     | <b>243,230</b> | <b>254,094</b>      | <b>29,366</b>            | <b>-</b>              | <b>283,460</b>       | <b>29,366</b>                     | <b>CORP STAFF</b>       |
| <b>General Expenses:</b>              |                         |                |                    |                |                     |                          |                       |                      |                                   |                         |
| Clothing                              | 9,612                   | 10,000         | 2,463              | 10,000         | 10,000              | -                        | -                     | 10,000               | -                                 |                         |
| Health and Safety                     | 5,590                   | 5,000          | 1,245              | 5,000          | 5,000               | -                        | -                     | 5,000                | -                                 |                         |
| Refrigeration Maintenance             | 90,422                  | 50,000         | 82,059             | 95,000         | 50,000              | -                        | -                     | 50,000               | -                                 |                         |
| Contracted Services                   | 24,643                  | 40,000         | 30,136             | 40,000         | 40,000              | -                        | -                     | 40,000               | -                                 |                         |
| Mobile Devices                        | 1,455                   | 2,300          | 662                | 2,300          | 1,700               | -                        | -                     | 1,700                | -                                 |                         |
| Memberships                           | 1,446                   | 1,700          | -                  | 1,700          | 1,700               | -                        | -                     | 1,700                | -                                 |                         |
| Training and Professional Development | 2,656                   | 6,000          | -                  | -              | 6,000               | -                        | -                     | 6,000                | -                                 |                         |
| Travel and Mileage                    | -                       | 1,000          | 27                 | 1,000          | 1,000               | -                        | -                     | 1,000                | -                                 |                         |
| Credit Card Charges                   | 5,135                   | 5,000          | 2,210              | 5,000          | 5,000               | -                        | -                     | 5,000                | -                                 |                         |
| <b>Total General Expenses</b>         | <b>141,859</b>          | <b>271,000</b> | <b>118,801</b>     | <b>160,000</b> | <b>120,400</b>      | <b>-</b>                 | <b>-</b>              | <b>120,400</b>       | <b>-</b>                          |                         |
| <b>Facility Maintenance:</b>          |                         |                |                    |                |                     |                          |                       |                      |                                   |                         |
| Utilities                             | 699,709                 | 655,000        | 327,655            | 617,000        | 655,000             | 50,000                   | -                     | 705,000              | 50,000                            | LIBRO-3                 |
| Building Maintenance                  | 98,941                  | 110,000        | 62,303             | 110,000        | 110,000             | -                        | -                     | 110,000              | -                                 |                         |
| Parking Lot Maintenance               | 211                     | 11,000         | -                  | 12,000         | 11,000              | -                        | -                     | 11,000               | -                                 |                         |
| Outdoor Soccer (Nat Turf)             | 11,783                  | 5,000          | 136                | 136            | 5,000               | -                        | -                     | 5,000                | -                                 |                         |
| Outdoor/Football Field Turf           | -                       | 700            | -                  | -              | 700                 | -                        | -                     | 700                  | -                                 |                         |
| Premier Baseball Field                | 6,844                   | 8,000          | -                  | 1,000          | 8,000               | -                        | -                     | 8,000                | -                                 |                         |
| <b>Total Facility Maintenance</b>     | <b>817,534</b>          | <b>789,700</b> | <b>390,094</b>     | <b>740,136</b> | <b>789,700</b>      | <b>50,000</b>            | <b>-</b>              | <b>839,700</b>       | <b>50,000</b>                     |                         |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Libro Centre**

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|---|-------------------------|------------------|--------------------|------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Equipment and Vehicles:</b>                |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Propane                                       | 6,896                   | 7,000            | 2,727              | 7,000            | 7,000               | -                        | -                     | 7,000                | -                                 |                         |
| Vehicle and Equipment Maintenance             | 30,016                  | 10,000           | 10,115             | 16,000           | 10,000              | -                        | -                     | 10,000               | -                                 |                         |
| <b>Total Equipment and Vehicles</b>           | <b>36,912</b>           | <b>17,000</b>    | <b>12,841</b>      | <b>23,000</b>    | <b>17,000</b>       | <b>-</b>                 | <b>-</b>              | <b>17,000</b>        | <b>-</b>                          |                         |
| <b>Total Expenses</b>                         | <b>1,970,513</b>        | <b>2,296,620</b> | <b>1,289,955</b>   | <b>2,087,736</b> | <b>2,146,020</b>    | <b>169,710</b>           | <b>5,424</b>          | <b>2,321,154</b>     | <b>175,134</b>                    |                         |
| <b>Debt Charges</b>                           |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Total Debt Charges</b>                     | <b>395,025</b>          | <b>386,265</b>   | <b>289,699</b>     | <b>386,265</b>   | <b>386,265</b>      | <b>-</b>                 | <b>-</b>              | <b>386,265</b>       | <b>-</b>                          |                         |
| <b>Transfer to (from) Reserves</b>            |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Total Reserve Transfers</b>                | <b>40,083</b>           | <b>(100,000)</b> | <b>14,417</b>      | <b>63,176</b>    | <b>50,000</b>       | <b>-</b>                 | <b>(19,000)</b>       | <b>31,000</b>        | <b>(19,000)</b>                   | LIBRO-1                 |
| <b>Total Operating Expenses and Transfers</b> | <b>2,405,621</b>        | <b>2,582,885</b> | <b>1,594,071</b>   | <b>2,537,177</b> | <b>2,582,285</b>    | <b>169,710</b>           | <b>(13,576)</b>       | <b>2,738,419</b>     | <b>156,134</b>                    |                         |
| <b>Net Operating Budget</b>                   | <b>1,703,646</b>        | <b>1,824,936</b> | <b>1,322,888</b>   | <b>2,129,524</b> | <b>1,837,336</b>    | <b>141,639</b>           | <b>258,424</b>        | <b>2,237,398</b>     | <b>400,063</b>                    |                         |
| <b>Capital Budget</b>                         |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Description</b>                            |                         | <b>Tax</b>       | <b>Tax</b>         | <b>Tax</b>       |                     | <b>Cost</b>              | <b>Tax</b>            |                      |                                   |                         |
| Refrigeration System Upgrades                 |                         |                  |                    |                  |                     | \$ 15,000                | -                     |                      |                                   | LIBRO-CAP-1             |
| New - Construct baseball Diamond              |                         |                  |                    |                  |                     | \$ 75,000                | -                     |                      |                                   | LIBRO-CAP-2             |
| <b>Total Capital Request</b>                  |                         | <b>40,000</b>    | <b>12,790</b>      | <b>40,000</b>    |                     | <b>90,000</b>            | <b>-</b>              |                      |                                   |                         |
| <b>Total Requirement for Taxes for 2021</b>   |                         | <b>1,864,936</b> | <b>1,335,678</b>   | <b>2,169,524</b> |                     |                          |                       | <b>2,237,398</b>     |                                   |                         |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | LIBRO-1                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                     |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Libro Centre                              |
| <b>Budget Impact:</b>                         | (\$253,000)                               |

|                            |                             |
|----------------------------|-----------------------------|
| <b>Budget Issue Title:</b> | Ice Rental / Indoor Rentals |
|----------------------------|-----------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>Pandemic consideration. Uncertainty about ability to host indoor sports, events and public gatherings also influencing vendor and sponsor participation (fees) and event ticket sales.</p> <p>While we anticipate some uptake in available indoor space and ice, revenue will be compromised by reduced numbers of participants.</p> <p>Total estimated revenue reductions are \$272,000, which is offset by a reduction in transfer to reserve of \$19,000 related to lower estimated capital surcharge.</p> |
|--|

| <b>Budget Impact</b>                   |                       |                      |
|--|-----------------------|----------------------|
| <b>Account Name</b>                    | <b>Account Number</b> | <b>Budget Change</b> |
| Ice Rental                             | 10-4-7017300-1410     | (\$221,000)          |
| Capital Surcharge                      | 10-4-7017300-1413     | (\$19,000)           |
| Room Rentals                           | 10-4-7017300-1425     | (\$2,000)            |
| Indoor Turf Rental                     | 10-4-7017300-1466     | (\$30,000)           |
| Transfer to Reserves Capital Surcharge |                       | (\$19,000)           |
| <b>Total Budget Impact:</b>            |                       | <b>(\$253,000)</b>   |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | LIBRO-2                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                     |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                        |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Libro Centre                              |
| <b>Budget Impact:</b>                         | \$28,071                                  |

|                            |               |
|----------------------------|---------------|
| <b>Budget Issue Title:</b> | Lease Revenue |
|----------------------------|---------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>On January 27, 2020, Council approved a lease agreement to establish the E. Waters Physiotherapy Clinic in the Libro Centre.</p> <p>At the same meeting, Council approved establishing lease space for the LeBlanc Skate Shop (skate sharpening and associated retail) at the Libro Centre.</p> <p>The total lease revenue anticipated from the two agreements for 2021 is \$28,071.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Lease revenue               | 10-4-7017300-1420     | \$28,071             |
| <b>Total Budget Impact:</b> |                       | <b>\$28,071</b>      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Libro-3                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Libro                                     |
| <b>Budget Impact:</b>                         | \$50,000                                  |

|                            |           |
|----------------------------|-----------|
| <b>Budget Issue Title:</b> | Utilities |
|----------------------------|-----------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>Administration has conducted a review of utilities cost at all town facilities and an increased budget allocation of \$50,000 for the Libro centre is required.</p> |

| Budget Impact               |                |                 |
|-----------------------------|----------------|-----------------|
| Account Name                | Account Number | Budget Change   |
| Utilities                   |                | \$50,000        |
| <b>Total Budget Impact:</b> |                | <b>\$50,000</b> |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Parks**

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3 Actuals | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No.            |
|---|-------------------------|------------------|-----------------|------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|---------------------------------|
| <b>Revenue:</b>                               |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| <b>Total Revenue</b>                          | <b>4,118</b>            | <b>6,500</b>     | <b>3,306</b>    | <b>3,792</b>     | <b>6,500</b>        | <b>(6,500)</b>           | <b>-</b>              | <b>-</b>             | <b>(6,500)</b>                    | <b>PARKS -1 &amp; PARKS-2</b>   |
| <b>Expenses:</b>                              |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| <b>Salaries and Wages:</b>                    |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| Salaries - Full Time                          | 467,095                 | 481,621          | 341,419         | 481,621          | 481,621             | 10,315                   | -                     | 491,936              | 10,315                            |                                 |
| Salaries - Overtime                           | 16,142                  | 5,000            | 1,900           | 8,000            | 5,000               | 10,000                   | -                     | 15,000               | 10,000                            |                                 |
| Salaries - Part Time/Temporary                | 103,162                 | 174,714          | 112,816         | 172,000          | 167,714             | 12,001                   | 44,285                | 224,001              | 56,286                            |                                 |
| <b>Total Salaries and Wages</b>               | <b>586,399</b>          | <b>661,335</b>   | <b>456,135</b>  | <b>661,621</b>   | <b>654,335</b>      | <b>32,316</b>            | <b>44,285</b>         | <b>730,937</b>       | <b>76,601</b>                     | <b>CORP STAFF &amp; PARKS-6</b> |
| <b>Benefits:</b>                              |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| <b>Total Benefits</b>                         | <b>178,276</b>          | <b>211,573</b>   | <b>146,199</b>  | <b>211,573</b>   | <b>211,570</b>      | <b>11,984</b>            | <b>5,569</b>          | <b>229,123</b>       | <b>17,553</b>                     | <b>CORP STAFF &amp; PARKS-6</b> |
| <b>General Expenses:</b>                      |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| Clothing                                      | 6,471                   | 9,400            | 7,825           | 9,400            | 4,300               | -                        | -                     | 4,300                | -                                 |                                 |
| Office Supplies                               | 1,346                   | 2,000            | 162             | 2,000            | 2,000               | -                        | -                     | 2,000                | -                                 |                                 |
| Contracted Services                           | 56,703                  | 67,500           | 58,066          | 67,500           | 67,500              | -                        | -                     | 67,500               | -                                 |                                 |
| Mobile Devices                                | 361                     | 1,000            | 218             | 1,000            | 1,000               | (100)                    | -                     | 900                  | (100)                             | <b>CSIT-8</b>                   |
| Training and Professional Development         | 7,145                   | 6,700            | 36              | 6,700            | 6,700               | -                        | -                     | 6,700                | -                                 |                                 |
| Service Agreement - Radios                    | 3,291                   | 3,500            | 2,469           | 3,500            | 3,500               | -                        | -                     | 3,500                | -                                 |                                 |
| Special Events                                | 3,322                   | 3,500            | 191             | 3,500            | 3,500               | -                        | -                     | 3,500                | -                                 |                                 |
| <b>Total General Expenses</b>                 | <b>78,639</b>           | <b>93,600</b>    | <b>68,967</b>   | <b>93,600</b>    | <b>88,500</b>       | <b>(100)</b>             | <b>-</b>              | <b>88,400</b>        | <b>(100)</b>                      |                                 |
| <b>Other Expenses:</b>                        |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| Co-An Park                                    | 17,500                  | 17,500           | 20,000          | 20,000           | 17,500              | 2,500                    | -                     | 20,000               | 2,500                             | <b>PARKS-4</b>                  |
| Joint Use Agreements                          | 5,000                   | 5,000            | 5,000           | 5,000            | 5,000               | -                        | 20,000                | 25,000               | 20,000                            | <b>PARKS-3</b>                  |
| <b>Total Other Expenses</b>                   | <b>22,500</b>           | <b>22,500</b>    | <b>25,000</b>   | <b>25,000</b>    | <b>22,500</b>       | <b>2,500</b>             | <b>20,000</b>         | <b>45,000</b>        | <b>22,500</b>                     |                                 |
| <b>Maintenance:</b>                           |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| General Supplies                              | 89,749                  | 125,100          | 89,066          | 125,100          | 125,100             | -                        | -                     | 125,100              | -                                 |                                 |
| Vehicle and Equip. Maint.                     | 54,267                  | 30,000           | 58,095          | 65,000           | 30,000              | 20,000                   | -                     | 50,000               | 20,000                            | <b>PARKS-7</b>                  |
| Parks Tools and Equip.                        | 9,180                   | 9,000            | 5,442           | 9,000            | 9,000               | -                        | -                     | 9,000                | -                                 |                                 |
| Tree Maintenance                              | 11,092                  | 10,000           | -               | 10,000           | 10,000              | 44,500                   | -                     | 54,500               | 44,500                            | <b>PARKS-5</b>                  |
| <b>Total Maintenance</b>                      | <b>200,336</b>          | <b>174,100</b>   | <b>152,604</b>  | <b>209,100</b>   | <b>174,100</b>      | <b>64,500</b>            | <b>-</b>              | <b>238,600</b>       | <b>64,500</b>                     |                                 |
| <b>Total Expenses</b>                         | <b>1,134,118</b>        | <b>1,163,108</b> | <b>848,905</b>  | <b>1,200,894</b> | <b>1,151,006</b>    | <b>111,200</b>           | <b>69,854</b>         | <b>1,332,060</b>     | <b>181,054</b>                    |                                 |
| <b>Transfer to (from) Reserves</b>            |                         |                  |                 |                  |                     |                          |                       |                      |                                   |                                 |
| <b>Total Reserve Transfers</b>                | <b>-</b>                | <b>(7,000)</b>   | <b>(7,000)</b>  | <b>(7,000)</b>   | <b>-</b>            | <b>15,000</b>            | <b>-</b>              | <b>15,000</b>        | <b>15,000</b>                     | <b>PARKS-8</b>                  |
| <b>Total Operating Expenses and Transfers</b> | <b>1,134,118</b>        | <b>1,156,108</b> | <b>841,905</b>  | <b>1,193,894</b> | <b>1,151,006</b>    | <b>126,200</b>           | <b>69,854</b>         | <b>1,347,060</b>     | <b>196,054</b>                    |                                 |
| <b>Net Operating Budget</b>                   | <b>1,130,000</b>        | <b>1,149,608</b> | <b>838,599</b>  | <b>1,190,102</b> | <b>1,144,506</b>    | <b>132,700</b>           | <b>69,854</b>         | <b>1,347,060</b>     | <b>202,554</b>                    |                                 |



Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Parks**

| Yearend 2019<br>Actuals                         | 2020 Budget      | 2020 Q3 Actuals  | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|---|------------------|------------------|------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
| <b>Capital Budget</b>                           |                  |                  |                  |                     |                          |                       |                      |                                   |                      |
| <b>Description</b>                              | <b>Tax</b>       | <b>Tax</b>       | <b>Tax</b>       |                     |                          |                       | <b>Cost</b>          | <b>Tax</b>                        |                      |
| Splash pad upgrades                             |                  |                  |                  |                     |                          |                       | 50,000               | 50,000                            | PARKS-CAP-1          |
| Skate Park Relocation                           |                  |                  |                  |                     |                          |                       | 75,000               | -                                 | PARKS-CAP-2          |
| Refurbish Tennis Court                          |                  |                  |                  |                     |                          |                       | 25,000               | -                                 | PARKS-CAP-3          |
| New - KNYF Waterfront Extension                 |                  |                  |                  |                     |                          |                       | 300,000              | -                                 | PARKS-CAP-4          |
| Warren Michkle Park Improvements                |                  |                  |                  |                     |                          |                       | 75,000               | 75,000                            | PARKS-CAP-5          |
| Ranta Memorial Park Improvements                |                  |                  |                  |                     |                          |                       | 170,000              | -                                 | PARKS-CAP-6          |
| Co-An Park Capital                              |                  |                  |                  |                     |                          |                       | 15,000               | -                                 | PARKS-CAP-7          |
| BelleVue Improvements- <b>Council Directed</b>  |                  |                  |                  |                     |                          |                       | -                    | -                                 | PARKS-CAP-8          |
| Replace Vehicle (Unit 210 2006 Ford Ranger)     |                  |                  |                  |                     |                          |                       | 35,000               | -                                 | PARKS-CAP-9          |
| Replace Vehicle (Unit 710 2004 Chev Silverado)  |                  |                  |                  |                     |                          |                       | 40,000               | -                                 | PARKS-CAP-10         |
| Replace Vehicle (Unit RS-1 2009 Chev Silverado) |                  |                  |                  |                     |                          |                       | 35,000               | -                                 | PARKS-CAP-11         |
| <b>Total Capital Request</b>                    | <b>276,000</b>   | <b>187,745</b>   | <b>273,253</b>   |                     |                          |                       | <b>820,000</b>       | <b>125,000</b>                    |                      |
| <b>Total Requirement for Taxes for 2021</b>     | <b>1,425,608</b> | <b>1,026,344</b> | <b>1,463,355</b> |                     |                          |                       | <b>1,472,060</b>     |                                   |                      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-1                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | (\$3,000)                                 |

|                            |                          |
|----------------------------|--------------------------|
| <b>Budget Issue Title:</b> | Donation Hanging baskets |
|----------------------------|--------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>The Fort Malden Horticultural Society has discontinued providing donations towards the hanging basket program; budgeted donations for this purpose have not been received in 2019 or 2020.</p> <p>The Society is looking to implement a signature pollinator / butterfly garden at 320 Richmond; however, a 2021 donation commitment for that initiative has not been made at this time.</p> <p>A revenue reduction of \$3,000 is included in the budget to reflect that hanging basket donations are no longer expected to be received.</p> |

| Budget Impact               |                   |                  |
|-----------------------------|-------------------|------------------|
| Account Name                | Account Number    | Budget Change    |
| Revenue                     | 10-4-7017000-1080 | (\$3,000)        |
| <b>Total Budget Impact:</b> |                   | <b>(\$3,000)</b> |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-2                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | (\$3,500)                                 |

|                            |                                     |
|----------------------------|-------------------------------------|
| <b>Budget Issue Title:</b> | Reduce Revenue – Wyandotte Cemetery |
|----------------------------|-------------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>Parks has historically generated revenue from the maintenance and grass cutting of the historic Wyandotte Cemetery on Front Road and Middle Side Road as paid by the Ministry of Aboriginal Affairs and Northern Development Canada.</p> <p>The Ministry has transferred the maintenance of that cemetery to the Diocese of London through the Heavenly Rest Family of Catholic Cemeteries &amp; Crematorium.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Revenue                     | 10-4-7017000-1026     | (\$3,500)            |
| <b>Total Budget Impact:</b> |                       | <b>(\$3,500)</b>     |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-3                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$20,000                                  |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Joint Use Agreements - Courts at Villanova HS |
|----------------------------|---|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>Villanova Catholic High School has four (4) tennis courts which are out of repair. The Catholic School Board has investigated the cost of removing the courts and associated fencing and restoring to turf. The local tennis and pickleball groups have petitioned the Catholic School Board, Town of LaSalle and Town of Amherstburg to partner in a joint use agreement for the use of the courts by all three parties. The premise is to use the dollars required to demolish the courts by the School Board as leverage for a contribution from both municipalities to have the courts refurbished. It is realized that Villanova Catholic High School is in the Municipality of LaSalle and serves residents of Amherstburg attending that school.</p> <p>It is also recognized that typically with Joint Use Agreements the public is not allowed to use the facility when school is in session.</p> <p>The Parks Master Plan identifies the need for additional tennis and pickleball facilities.</p> <p>The total cost of refurbishment is estimated at \$80,000.</p> <p>The 2021 Budget includes a one-time allowance of \$20,000 under Joint Use Agreements expense for the estimated contribution from the Town under this potential partnership. Access to these facilities at Villanova HS would increase the opportunities for Amherstburg residents to participate in tennis and pickleball at a modest cost compared to constructing a new facility.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Joint Use Agreements (1X)   | 10-5-7017000-1310     | \$20,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$20,000</b>      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-4                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$2,500                                   |

|                            |                    |
|----------------------------|--------------------|
| <b>Budget Issue Title:</b> | Co-An Park Expense |
|----------------------------|--------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>The Town of Amherstburg and Town of Essex jointly fund operations at Co-An Park in McGregor. Under the Co-An Park By-laws and Agreements, the Co-An Park Board is required to bring recommendations to the Councils of each participating municipality (Amherstburg and Essex) to ensure that annual funding requirements for park operations are met. The Town does not have a record of the Board doing so in recent history.</p> <p>The Town of Essex administration has advised that a total allowance of \$40,000 is required for 2021 for Co-An Park operations. The budget increase of \$2,500 brings the Town's allowance for this purpose to the required \$20,000.</p> |

| Budget Impact               |                   |                |
|-----------------------------|-------------------|----------------|
| Account Name                | Account Number    | Budget Change  |
| Co-An Park                  | 10-5-7017000-1300 | \$2,500        |
| <b>Total Budget Impact:</b> |                   | <b>\$2,500</b> |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-5                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                        |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks Forestry                            |
| <b>Budget Impact:</b>                         | \$44,500                                  |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Tree Maintenance |
|----------------------------|------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>In 2017 the Town undertook an inventory of trees located both on the road right-of-way as well as in Municipal parks and owned properties.</p> <p>The inventory identified approximately 1500 trees within the Town's developed parks, gathering information on the tree species, location, size and condition. Based on the inventory, Administration developed a plan for maintenance and or removal and replanting of trees in Town parks. It is important to note that the plan does not include trees at Town-owned facilities.</p> <p>Currently the approach to tree maintenance has been more reactive than proactive due to funding constraints. A proactive approach would provide for a healthier and safer tree population within the Town.</p> <p>The base budget allowance for maintenance of Town-owned trees is \$10,000 per year. The estimated annual costs for implementation of the tree maintenance plan over the next 5 to 7 years, are as follows:</p> <ul style="list-style-type: none"> <li>• Tree and Stump Removal:         \$ 7,000</li> <li>• Tree Planting                         \$12,500</li> <li>• Tree Trimming                     <u>\$35,000</u></li> <li>• <b>Total</b>                                 <b>\$54,500</b></li> </ul> <p>Therefore, a base budget increase of \$44,500 is requested in the 2021 Budget for Tree Maintenance, to derive a total base budget allowance of \$54,500 for tree maintenance.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Parks – Tree Maintenance    | 10-5-70117000-0650    | \$44,500             |
| <b>Total Budget Impact:</b> |                       | <b>\$44,500</b>      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-6                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Marketing and Promotion                   |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                        |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$49,854                                  |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | Staff - Open Air Event |
|----------------------------|------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>The Open Air Weekend event was introduced in July 2020 to provide an economic stimulus in response to the COVID-19 pandemic impacts, and 30 downtown businesses participated. Businesses outside of the downtown footprint were contacted and supported by Administration with patio permits, space, design, marketing support through town social media advertising and signage.</p> <p>The following is the estimated cost for temporary staffing to support a similar program in 2021 is \$49,854.</p> |

| Budget Impact               |                |                 |
|-----------------------------|----------------|-----------------|
| Account Name                | Account Number | Budget Change   |
| Salaries                    |                | \$44,285        |
| Benefits                    |                | 5,569           |
| <b>Total Budget Impact:</b> |                | <b>\$49,854</b> |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-7                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Vehicle and Equipment - Maintenance       |
| <b>Budget Impact:</b>                         | \$20,000                                  |

|                            |                                   |
|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Vehicle and Equipment Maintenance |
|----------------------------|-----------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>An increase of the cost of vehicle and equipment maintenance is being experienced due to aging fleet and purchase of mechanic services due to high workload or absence of the in-house mechanic. An increase to the allowance for vehicle and equipment maintenance is included in the 2021 Budget based on cost trends.</p> |

| Budget Impact                       |                |                 |
|-------------------------------------|----------------|-----------------|
| Account Name                        | Account Number | Budget Change   |
| Vehicle and Equipment - Maintenance |                | \$20,000        |
| <b>Total Budget Impact:</b>         |                | <b>\$20,000</b> |





## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | Parks-8                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$15,000                                  |

|                            |                    |
|----------------------------|--------------------|
| <b>Budget Issue Title:</b> | Co-An Park Reserve |
|----------------------------|--------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The Town of Amherstburg and Town of Essex jointly fund operations at Co-An Park in McGregor.</p> <p>Each year the Town of Amherstburg allots \$15,000 towards capital funding for works at the Park. Historically, any unspent portion of those funds has been transferred to reserve; however, there was no explicit approval in the budget to do so.</p> <p>The amount for prior year unused capital funds for the Park was disclosed as part of the Town's equity in Co-An Park on Schedule 4 of the Financial Statements. The balance at the end of 2019 was \$4,946. Administration will bring a recommendation in the 2020 Q3 Variance Projection report for establishment of a Co-An Park Reserve and to transfer the unused funding allocation to that reserve from current cash and equity.</p> <p>This budget adjustment will support the transfer of the approved funds to the reserve. Use of the funds for capital works funding is reflected in the capital budget as a transfer from the reserve. This approach will ensure and more clearly disclose that the funds are dedicated and used for their intended purpose.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Co-An Park- Reserve         |                       | \$15,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$15,000</b>      |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Recreation Services**

|                                      | Yearend<br>2019 Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No.             |
|--------------------------------------|-------------------------|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|----------------------------------|
| <b>Revenue:</b>                      |                         |                |                    |                   |                     |                          |                       |                      |                                   |                                  |
| Birthday Party (UCCU)                | 8,875                   | 10,000         | 593                | 593               | 10,000              | -                        | (1,300)               | 8,700                | (1,300)                           | REC-01                           |
| Public Skating Program               | 8,826                   | 10,000         | 4,522              | 4,522             | 10,000              | -                        | (5,000)               | 5,000                | (5,000)                           | REC-01                           |
| Lions' Pool Registration             | 360                     | -              | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |                                  |
| Preschool Programming                | 16,232                  | 13,000         | 2,425              | 2,425             | 13,000              | -                        | (1,400)               | 11,600               | (1,400)                           | REC-01                           |
| Youth Programming                    | 27,673                  | 27,500         | 4,006              | 4,006             | 27,500              | -                        | 4,600                 | 32,100               | 4,600                             | REC-01                           |
| Adult Programming                    | 16,167                  | 21,000         | 1,885              | 1,885             | 21,000              | -                        | 900                   | 21,900               | 900                               | REC-01                           |
| Activity Guide Revenue               | 2,550                   | 4,000          | (642)              | (642)             | 4,000               | -                        | -                     | 4,000                | -                                 |                                  |
| Drop In Programming                  | 10,131                  | 11,000         | 4,267              | 7,267             | 11,000              | -                        | 900                   | 11,900               | 900                               | REC-01                           |
| Day Camp                             | 34,919                  | 35,000         | 341                | 342               | 35,000              | -                        | -                     | 35,000               | -                                 |                                  |
| Special Events                       | 16,603                  | 12,000         | 750                | 750               | 12,000              | -                        | -                     | 12,000               | -                                 |                                  |
| Ancillary Complex Income             | 24,000                  | 25,000         | 18,800             | 25,000            | 25,000              | -                        | -                     | 25,000               | -                                 |                                  |
| Canteen Sales (Indoor)               | 144,000                 | 160,000        | 39,561             | 39,361            | 160,000             | -                        | (160,000)             | -                    | (160,000)                         | REC-02                           |
| Vending Machine Sales                | 13,906                  | 8,000          | 6,601              | 6,601             | 8,000               | -                        | -                     | 8,000                | -                                 |                                  |
| Income from Memorials (Benches)      | 1,699                   | -              | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |                                  |
| Essex Power Youth in Comm Fund Grant | 10,000                  | 10,000         | 10,000             | 10,000            | 10,000              | -                        | -                     | 10,000               | -                                 |                                  |
| Per Player Registration Fees         | -                       | 12,000         | 3,605              | -                 | 12,000              | -                        | -                     | 12,000               | -                                 |                                  |
| Pavilion Rentals                     | -                       | 3,000          | -                  | -                 | 3,000               | -                        | -                     | 3,000                | -                                 |                                  |
| Tennis Court Rentals                 | -                       | 500            | -                  | -                 | 500                 | -                        | -                     | 500                  | -                                 |                                  |
| Provincial Grants                    | -                       | 10,000         | -                  | -                 | 10,000              | (10,000)                 | -                     | -                    | (10,000)                          | REC-01                           |
| <b>Total Revenue</b>                 | <b>335,941</b>          | <b>372,000</b> | <b>96,713</b>      | <b>102,110</b>    | <b>372,000</b>      | <b>(10,000)</b>          | <b>(161,300)</b>      | <b>200,700</b>       | <b>(171,300)</b>                  |                                  |
| <b>Expenses:</b>                     |                         |                |                    |                   |                     |                          |                       |                      |                                   |                                  |
| <b>Salaries and Wages:</b>           |                         |                |                    |                   |                     |                          |                       |                      |                                   |                                  |
| Salaries - Full Time                 | 155,798                 | 156,549        | 98,824             | 127,209           | 156,549             | 3,081                    | -                     | 159,631              | 3,081                             |                                  |
| Salaries - Overtime                  | 3,040                   | 2,500          | 1,098              | 1,098             | 2,500               | -                        | -                     | 2,500                | -                                 |                                  |
| Salaries - Part Time/Temporary       | 300,468                 | 282,793        | 131,632            | 195,850           | 282,793             | 6,207                    | (98,989)              | 190,011              | (92,782)                          |                                  |
| <b>Total Salaries and Wages</b>      | <b>459,306</b>          | <b>441,842</b> | <b>231,554</b>     | <b>324,157</b>    | <b>441,842</b>      | <b>9,288</b>             | <b>(98,989)</b>       | <b>352,141</b>       | <b>(89,701)</b>                   | <b>CORP STAFFING &amp; REC 2</b> |
| <b>Benefits:</b>                     |                         |                |                    |                   |                     |                          |                       |                      |                                   |                                  |
| <b>Total Benefits</b>                | <b>90,718</b>           | <b>107,976</b> | <b>52,880</b>      | <b>79,124</b>     | <b>107,976</b>      | <b>3,748</b>             | <b>(12,459)</b>       | <b>99,265</b>        | <b>(8,711)</b>                    | <b>CORP STAFFING &amp; REC 2</b> |
| <b>General Expenses:</b>             |                         |                |                    |                   |                     |                          |                       |                      |                                   |                                  |
| Uniforms                             | 580                     | 1,500          | 1,617              | 2,000             | 1,500               | -                        | -                     | 1,500                | -                                 |                                  |
| Office Supplies                      | 5,580                   | 6,500          | 2,388              | 4,000             | 6,500               | -                        | -                     | 6,500                | -                                 |                                  |
| Advertising                          | 18,765                  | 17,500         | 687                | 2,000             | 17,500              | -                        | -                     | 17,500               | -                                 |                                  |
| Mobile Devices                       | 805                     | 900            | 594                | 900               | 900                 | (100)                    | 550                   | 1,350                | 450                               | CSIT-8                           |
| Marketing                            | 13,547                  | 20,000         | 5,821              | 9,000             | 20,000              | -                        | -                     | 20,000               | -                                 |                                  |
| Memberships                          | 2,849                   | 3,000          | 2,820              | 3,000             | 3,000               | -                        | -                     | 3,000                | -                                 |                                  |
| Training and Conferences             | 2,826                   | 7,000          | 1,050              | 4,500             | 7,000               | (500)                    | -                     | 6,500                | (500)                             | REC-01                           |
| Travel and Mileage                   | -                       | -              | -                  | -                 | -                   | 500                      | -                     | 500                  | 500                               | REC-01                           |
| Recreation Equipment & Supplies      | 28,216                  | 29,750         | 11,301             | 20,000            | 29,750              | -                        | 1,000                 | 30,750               | 1,000                             | REC-01                           |
| Concession Product                   | 76,729                  | 95,000         | 211                | 3,000             | 95,000              | -                        | (95,000)              | -                    | (95,000)                          | REC-02                           |
| Concession Equipment                 | 8,623                   | 8,000          | 132                | 2,500             | 8,000               | (4,000)                  | -                     | 4,000                | (4,000)                           | REC-02                           |
| Concession Equipment Maintenance     | 1,596                   | 5,000          | 25,662             | 25,662            | 5,000               | -                        | -                     | 5,000                | -                                 |                                  |
| Signage Maintenance                  | 916                     | 2,000          | 3,816              | 6,000             | 2,000               | -                        | -                     | 2,000                | -                                 |                                  |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Recreation Services**

|   | Yearend<br>2019 Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|---|-------------------------|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
| Special Events                                | 11,465                  | 8,000          | -                  | -                 | 8,000               | -                        | -                     | 8,000                | -                                 |                      |
| Swim Program                                  | 9,904                   | 20,000         | -                  | -                 | 20,000              | -                        | (20,000)              | -                    | (20,000)                          | REC-01               |
| Essex Power Youth in Comm Fund Exp            | 4,495                   | 10,000         | -                  | -                 | 10,000              | -                        | -                     | 10,000               | -                                 |                      |
| <b>Total General Expenses</b>                 | <b>186,896</b>          | <b>234,150</b> | <b>56,099</b>      | <b>82,562</b>     | <b>234,150</b>      | <b>(4,100)</b>           | <b>(113,450)</b>      | <b>116,600</b>       | <b>(117,550)</b>                  |                      |
| <b>Total Expenses</b>                         | <b>736,920</b>          | <b>783,968</b> | <b>340,533</b>     | <b>485,843</b>    | <b>783,968</b>      | <b>8,936</b>             | <b>(224,898)</b>      | <b>568,007</b>       | <b>(215,962)</b>                  |                      |
| <b>Transfer to (from) Reserves</b>            |                         |                |                    |                   |                     |                          |                       |                      |                                   |                      |
| <b>Total Reserve Transfers</b>                | <b>-</b>                | <b>-</b>       | <b>10,000</b>      | <b>10,000</b>     | <b>-</b>            | <b>-</b>                 | <b>-</b>              | <b>-</b>             | <b>-</b>                          |                      |
| <b>Total Operating Expenses and Transfers</b> | <b>736,920</b>          | <b>783,968</b> | <b>350,533</b>     | <b>495,843</b>    | <b>783,968</b>      | <b>8,936</b>             | <b>(224,898)</b>      | <b>568,007</b>       | <b>(215,962)</b>                  |                      |
| <b>Net Operating Budget</b>                   | <b>400,979</b>          | <b>411,968</b> | <b>253,820</b>     | <b>393,733</b>    | <b>411,968</b>      | <b>18,936</b>            | <b>(63,598)</b>       | <b>367,307</b>       | <b>(44,662)</b>                   |                      |
| <b>Total Capital Request</b>                  |                         | <b>-</b>       | <b>-</b>           | <b>-</b>          |                     |                          | <b>-</b>              | <b>-</b>             |                                   |                      |
| <b>Total Requirement for Taxes for 2021</b>   |                         | <b>411,968</b> | <b>253,820</b>     | <b>393,733</b>    |                     |                          |                       | <b>367,307</b>       |                                   |                      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | REC-1                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Recreation Services                       |
| <b>Budget Impact:</b>                         | (\$ 7,700)                                |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | Recreation Programming |
|----------------------------|------------------------|

|                                       |          |             |
|---------------------------------------|----------|-------------|
| <b>Budget Request Classification:</b> | One-Time | Base Budget |
|---------------------------------------|----------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>Recreation Programming throughout the province is experiencing a fundamental shift in delivery due to participant retention and COVID-19. Prior to the pandemic shutting down all recreation activities, programming was trending towards shorter organized classes and drop in sessions rather than the normal 10-week programs.</p> <p>Presently, COVID-19 has forced recreation departments to look to other delivery methods that could continue to service their respective populations. Many communities, including Amherstburg, created Virtual Recreation Pages as part of their websites. In addition to this, recreation departments are looking for alternative program delivery methods that would generate non-tax revenue for municipalities.</p> <p>Through the online platform, Zoom, Recreation Services can deliver programs that do not require a physicality component, such as cooking classes, art classes, yoga classes etc. This will require a Zoom account that allows for more robust technical options than what is available on their FREE platform.</p> <p>Pairing online programming with a reduced session length from 10 weeks to 7 weeks will allow Recreation Services to create more opportunities for residents to participate. Generally, a program that is 10 weeks long is offered 3 times a year (usually no summer programming is available except for Summer Camp Program). This equates to approximately 38-39 weeks of programming available in a calendar year, including Summer Camp. Shifting to 7-week programs provides approximately 43-44 weeks of programming in a calendar year.</p> <p><b>IMPACTS</b></p> <p>Preschool Programming will experience a negative impact as programs will have lower max levels due to the need for physical distancing. This is shown to be a difficult concept for the young participants to understand. Therefore, Recreation Services is expecting to lower maximum capacity levels so that we can provide a safe environment for the participants to enjoy.</p> <p>Youth and Adult Programming will experience a positive impact due to shifting from 10-week programs to 7-week programs.</p> <p>Drop In Programming will experience a positive impact due to increase in user fees.</p> |
|--|

Recreation Equipment & Supplies would see an increase in expenses to cover the cost of registering as a Zoom client for online programming opportunities.

Recreation Services is suggesting a one-time decrease in expenses for the swim program as it is expected 2021 programming will be canceled. Currently, the program utilizes the LaSalle Outdoor Pool for Swim Team, lessons and public swims, and Movati Athletic Pool for lessons.

Public skating delivery will need to be modified if offered and administration is recommending a decrease of 50% in revenue.

It is also anticipated that provincial grants will not be realized in 2021.

| <b>Budget Impact</b>                          |                       |                      |
|---|-----------------------|----------------------|
| <b>Account Name</b>                           | <b>Account Number</b> | <b>Budget Change</b> |
| Birthday Party Packages Revenue (1X)          | 10-4-7010000-1306     | (\$1,300)            |
| Public Skating Program Revenue (1X)           | 10-4-7010000-1415     | (5,000)              |
| Preschool Programming Revenue (1X)            | 10-4-7010000-1462     | (1,400)              |
| Youth Programming Revenue (1X)                | 10-4-7010000-1463     | 4,600                |
| Adult Programming Revenue (1X)                | 10-4-7010000-1464     | 900                  |
| Drop-in Programming Revenue (1X)              | 10-4-7010000-1465     | 900                  |
| Provincial Grants                             | 10-4-7010000-0626     | (10,000)             |
| <b>TOTAL REVENUE</b>                          |                       | <b>(\$11,300)</b>    |
| Training & Conferences (reallocate to Travel) |                       | (500)                |
| Travel and Mileage (reallocate from Training) |                       | 500                  |
| Recreation Equipment & Supplies (1X)          | 10-5-7010000-0420     | \$1,000              |
| Swim Program                                  | 10-5-7010000-0773     | (20,000)             |
| <b>TOTAL EXPENSES</b>                         |                       | <b>(\$19,000)</b>    |
| <b>Total Budget Impact:</b>                   |                       | <b>(\$ 7,700)</b>    |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | REC-2                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Recreation Services                       |
| <b>Budget Impact:</b>                         | (\$ 50,448)                               |

|                            |                     |
|----------------------------|---------------------|
| <b>Budget Issue Title:</b> | Concession Services |
|----------------------------|---------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

**Budget Issue Detail**

The concession services business model at the onset of the Libro Credit Union Centre was more service based rather than financial based. This was a service provided to the residents and users groups that utilized the Libro Centre. Initially, the concession only serviced weekday evenings and all day on the weekends.

Over time, the service expanded to include a catering component for the user groups and outside organizations, with competitive pricing for banquets. The Libro Centre has hosted several large banquets including the AMHA Travel Team Banquet with over 500 people in attendance. The catering component expanded to include interdepartmental requests such as Health and Safety Committee Breakfast, CAO Luncheon and various other meeting food and beverage requests.

With the increased role for concession services, the main focus still remained servicing of the user groups/residents while trying to remain sensitive to competing businesses in Town. This often resulted in a negative variance at the end of the fiscal year, averaging a cost to the taxpayer of \$50,000 per year over the last 4 years. Council has directed Administration to issue a request for a community group to delivery concession services; however COVID-19 has impacted this work plan.

The 2021 Budget includes adjustments based on the assumption that concession services will remain closed due to the pandemic, the impacts of which are shown below.

The based budget adjustment to Concession Equipment Expense reflects spending trends, unrelated to the pandemic related adjustments.

| <b>Budget Impact</b>                |                       |                      |
|-------------------------------------|-----------------------|----------------------|
| <b>Account Name</b>                 | <b>Account Number</b> | <b>Budget Change</b> |
| Canteen Sales - Indoor Revenue (1X) | 10-4-7010000-1405     | (\$160,000)          |
| <b>TOTAL REVENUE</b>                |                       | <b>\$160,000</b>     |
| Salaries – Food & Beverage (1X)     | 10-5-7010000-0122     | \$(98,989)           |
| Benefits (1X)                       | Various               | (\$12,459)           |
| Concession Product Expense (1X)     | 10-5-7010000-0384     | (\$95,000)           |
| Concession Equipment Expense        | 10-5-7010000-0421     | (\$4,000)            |
| <b>TOTAL EXPENSES</b>               |                       | <b>(\$210,448)</b>   |
| <b>Total Budget Impact:</b>         |                       | <b>(\$50,448)</b>    |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Parks, Facilities, Recreation & Culture  
 Tourism and Culture**

|   | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No.         |
|---|-------------------------|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|------------------------------|
| <b>Revenue:</b>                               |                         |                |                    |                   |                     |                          |                       |                      |                                   |                              |
| Retail Sales - Tourism Info. Centre           | 12,275                  | 10,000         | 262                | 500               | 10,000              | -                        | (5,000)               | 5,000                | (5,000)                           | TC-1                         |
| Event Revenue                                 | 37,119                  | 35,000         | 11,293             | 11,500            | 35,000              | -                        | (25,000)              | 10,000               | (25,000)                          | TC-2                         |
| Provincial Grants and Donation                | 68,328                  | 45,000         | 304,764            | 294,643           | 45,000              | -                        | 15,000                | 60,000               | 15,000                            | TC-3                         |
| <b>Total Revenue</b>                          | <b>117,722</b>          | <b>90,000</b>  | <b>316,319</b>     | <b>306,643</b>    | <b>90,000</b>       | <b>-</b>                 | <b>(15,000)</b>       | <b>75,000</b>        | <b>(15,000)</b>                   |                              |
| <b>Expenses:</b>                              |                         |                |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Salaries and Wages:</b>                    |                         |                |                    |                   |                     |                          |                       |                      |                                   |                              |
| Salaries - Full Time                          | 227,480                 | 272,534        | 198,129            | 272,534           | 272,534             | 9,832                    | -                     | 282,366              | 9,832                             | CORP STAFF                   |
| Salaries - Overtime                           | 1,340                   | -              | 2,178              | -                 | -                   | -                        | -                     | -                    | -                                 |                              |
| Salaries - Part Time/Temporary                | 28,167                  | 19,143         | 173                | 550               | 19,143              | -                        | (19,143)              | (0)                  | (19,143)                          | TC-4                         |
| <b>Total Salaries and Wages</b>               | <b>256,987</b>          | <b>291,676</b> | <b>200,479</b>     | <b>273,084</b>    | <b>291,676</b>      | <b>9,832</b>             | <b>(19,143)</b>       | <b>282,366</b>       | <b>(9,311)</b>                    | <b>CORP STAFF &amp; TC-4</b> |
| <b>Benefits:</b>                              |                         |                |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Total Benefits</b>                         | <b>81,943</b>           | <b>95,643</b>  | <b>71,992</b>      | <b>93,729</b>     | <b>95,643</b>       | <b>6,014</b>             | <b>(2,213)</b>        | <b>99,444</b>        | <b>3,801</b>                      | <b>CORP STAFF &amp; TC-4</b> |
| <b>General Expenses</b>                       |                         |                |                    |                   |                     |                          |                       |                      |                                   |                              |
| Clothing                                      | -                       | -              | -                  | -                 | -                   | 1000                     | -                     | 1,000                | 1,000                             | TC-5                         |
| Office Supplies                               | 2,536                   | 1,000          | 46                 | 500               | 1,000               | 1,000                    | -                     | 2,000                | 1,000                             | TC-6                         |
| Advertising                                   | 46,139                  | 45,000         | 8,672              | 25,000            | 45,000              | (15,000)                 | -                     | 30,000               | (15,000)                          | TC-7                         |
| Community Events                              | 109,069                 | 110,000        | 47,560             | 110,000           | 110,000             | -                        | (30,000)              | 80,000               | (30,000)                          | TC-8                         |
| Mobile Devices                                | 3,035                   | 3,500          | 1,846              | 3,500             | 3,500               | (300)                    | -                     | 3,200                | (300)                             | CSIT-8                       |
| Memberships                                   | 650                     | 1,000          | -                  | 1,000             | 1,000               | -                        | -                     | 1,000                | -                                 |                              |
| Training and Conferences                      | 3,330                   | 3,000          | 1,565              | 2,000             | 3,000               | -                        | (1,000)               | 2,000                | (1,000)                           | TC-9                         |
| Travel and Mileage                            | 544                     | 2,000          | 629                | 1,000             | 2,000               | (1,000)                  | -                     | 1,000                | (1,000)                           | TC-10                        |
| Promotions                                    | 82,330                  | 20,000         | 2,088              | 20,000            | 20,000              | (10,000)                 | -                     | 10,000               | (10,000)                          | TC-11                        |
| Bank Charges - Special Events                 | 507                     | 500            | 412                | 500               | 500                 | -                        | -                     | 500                  | -                                 |                              |
| <b>Total General Expenses</b>                 | <b>248,140</b>          | <b>186,000</b> | <b>62,816</b>      | <b>163,500</b>    | <b>186,000</b>      | <b>(24,300)</b>          | <b>(31,000)</b>       | <b>130,700</b>       | <b>(55,300)</b>                   |                              |
| <b>Debt Charges</b>                           |                         |                |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Total Debt Charges</b>                     | <b>10,427</b>           | <b>4,361</b>   | <b>3,271</b>       | <b>4,361</b>      | <b>4,361</b>        | <b>0</b>                 | <b>-</b>              | <b>4,361</b>         | <b>0</b>                          |                              |
| <b>Transfer to (from) Reserves</b>            |                         |                |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Total Reserve Transfers</b>                | <b>(53,297)</b>         | <b>-</b>       | <b>195,460</b>     | <b>234,900</b>    | <b>-</b>            | <b>-</b>                 | <b>-</b>              | <b>-</b>             | <b>-</b>                          |                              |
| <b>Total Operating Expenses and Transfers</b> | <b>544,200</b>          | <b>577,680</b> | <b>534,019</b>     | <b>769,574</b>    | <b>577,680</b>      | <b>(8,454)</b>           | <b>(52,356)</b>       | <b>516,871</b>       | <b>(60,809)</b>                   |                              |
| <b>Net Operating Budget</b>                   | <b>426,478</b>          | <b>487,680</b> | <b>217,700</b>     | <b>462,931</b>    | <b>487,680</b>      | <b>(8,454)</b>           | <b>(37,356)</b>       | <b>441,871</b>       | <b>(45,809)</b>                   |                              |
| <b>Total Capital Request</b>                  |                         | <b>-</b>       | <b>-</b>           | <b>-</b>          |                     |                          | <b>-</b>              | <b>-</b>             |                                   |                              |
| <b>Total Requirement for Taxes for 2021</b>   |                         | <b>487,680</b> | <b>217,700</b>     | <b>462,931</b>    |                     |                          |                       | <b>441,871</b>       |                                   |                              |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-01                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | (\$5,000)                                 |

|                            |                            |
|----------------------------|----------------------------|
| <b>Budget Issue Title:</b> | Retail Sales and Promotion |
|----------------------------|----------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>Given the ongoing impacts and uncertainty surrounding the pandemic emergency, the expectation is for reduced number of people entering gift shop and events retail sales with less expendable income for purchase of Town branded products in 2021. This will be offset with less merchandise purchased for resale.</p> <p>The following adjustments are included in the 2021 Budget:</p> <p>(\$5,000) – Retail Sales Revenue</p> <p>(\$10,000) – Promotion Expense</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Retail Sales Revenue        | 10-4-8020000-1840     | (\$ 5,000)           |
| Promotion Expense           |                       | (10,000)             |
| <b>Total Budget Impact:</b> |                       | <b>(\$5,000)</b>     |





## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-2                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                     |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | (\$25,000)                                |

|                            |               |
|----------------------------|---------------|
| <b>Budget Issue Title:</b> | Event Revenue |
|----------------------------|---------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>Given the uncertainty about the Town's ability to host events and public gatherings due to the pandemic emergency and related impacts on vendor and sponsor participation (fees) and event ticket sales, a reduction in estimated event revenue is expected for 2021.</p> <p>Regulations for public safety may require the Town to host more virtual events, which may not generate historical levels of revenue.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Event Revenue               | 10-4-8020000-1306     | (\$25,000)           |
| <b>Total Budget Impact:</b> |                       | <b>(\$25,000)</b>    |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-3                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Economic Development                      |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                        |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | \$15,000                                  |

|                            |                |
|----------------------------|----------------|
| <b>Budget Issue Title:</b> | Grants revenue |
|----------------------------|----------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The Town has been directly or indirectly involved in submitting over 60 million dollars in grant and sponsorship requests in 2020.</p> <p>There is a general feeling that corporate, foundation and private sponsorships will decrease in 2021 as businesses redirect resources into their own recovery.</p> <p>Conversely there appears to be an increase in grant and funding opportunities through all levels of government which the Municipality may be eligible for.</p> <p>The Town routinely is successful in obtaining greater grant funding, and related expenditure requirements, than has been budgeted for when estimating intake at the time of budget submission and in year reports are brought forward to Council to seek approval to accept the funding and to make expenditures to deliver the programs in relation to the funding.</p> |

| <b>Budget Impact</b>            |                       |                      |
|---------------------------------|-----------------------|----------------------|
| <b>Account Name</b>             | <b>Account Number</b> | <b>Budget Change</b> |
| Provincial Grants and Donations | 10-4-8020000-0626     | \$15,000             |
| <b>Total Budget Impact:</b>     |                       | <b>\$15,000</b>      |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-4                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                     |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | (\$21,356)                                |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Staff – Students |
|----------------------------|------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| Budget Issue Detail  |
|--|
| <p>Given pandemic considerations. Tourism staff will support the operation of the Gordon House, Tourism Centre and events &amp; festivals without students for 2021, resulting in a one-time budget reduction.</p> |

| Budget Impact                    |                   |                   |
|----------------------------------|-------------------|-------------------|
| Account Name                     | Account Number    | Budget Change     |
| Part-time / Temporary Staff (1X) | 10-5-8020000-0109 | (\$19,143)        |
| Benefits (1X)                    | Various           | (2,213)           |
| <b>Total Budget Impact:</b>      |                   | <b>(\$21,356)</b> |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-5                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Marketing and Promotion                   |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                        |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | \$1,000                                   |

|                            |          |
|----------------------------|----------|
| <b>Budget Issue Title:</b> | Clothing |
|----------------------------|----------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The Tourism staff actively participate in event program setup and tear down, in the public right of way and in all manners of weather. A clothing allowance of \$250 per staff person for the purchase of appropriate safety wear, rain gear and winter wear for the four staff. Renewals of issued items will be on an as needed basis.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Clothing                    | NEW                   | \$1,000              |
| <b>Total Budget Impact:</b> |                       | <b>\$1,000</b>       |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-6                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Pressure                           |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | \$1,000                                   |

|                            |                 |
|----------------------------|-----------------|
| <b>Budget Issue Title:</b> | Office Supplies |
|----------------------------|-----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>This adjustment to the office supplies allowance more realistically reflects spending requirements. Office supplies includes the production of print material, in-house signage, laminated materials as it relates to tourism, Town functions and the operation of the museum.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Office Supplies             | 10-5-8020000-0301     | \$1,000              |
| <b>Total Budget Impact:</b> |                       | <b>\$1,000</b>       |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-7                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | (\$15,000)                                |

|                            |             |
|----------------------------|-------------|
| <b>Budget Issue Title:</b> | Advertising |
|----------------------------|-------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>With increased attention and effort to the Town's social media and on-line presence, which is partly due to a response to the pandemic and disseminating information, more advertising platforms will be built within that framework. This approach provides for a reduction to the allowance for advertising in the base budget.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Advertising                 | 10-5-8020000-0307     | (\$15,000)           |
| <b>Total Budget Impact:</b> |                       | <b>(\$15,000)</b>    |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-8                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Economic Development                      |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | (\$30,000)                                |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Community Events |
|----------------------------|------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>Given the impacts of the pandemic emergency, modified events will be planned for in accordance with government regulations, public safety, public confidence and the direction of Council. These programs will not likely be as robust as pre-COVID-19 events and may have virtual components, thereby affording a savings in delivery.</p> <p>Community events are expected to include:</p> <ul style="list-style-type: none"> <li>• Canada Day</li> <li>• River Lights Winter Festival</li> <li>• True Festival</li> <li>• Garden Tour</li> <li>• (A Little) Uncommon Festival</li> </ul> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Community Events (1X)       | 10-5-8020000-0340     | (\$30,000)           |
| <b>Total Budget Impact:</b> |                       | <b>(\$30,000)</b>    |



## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-9                                      |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                     |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | (\$1,000)                                 |

|                            |                          |
|----------------------------|--------------------------|
| <b>Budget Issue Title:</b> | Training and Conferences |
|----------------------------|--------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>Much of the training and conference offerings have moved to on-line or e-training platforms during the pandemic.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Training and Conferences    | 10-5-8020000-0351     | (\$1,000)            |
| <b>Total Budget Impact:</b> |                       | (\$1,000)            |





## 2021 Operating Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | TC-10                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                     |
| <b>Budget Issue Classification:</b>           | Budget Reduction                          |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Tourism / Culture                         |
| <b>Budget Impact:</b>                         | (\$1,000)                                 |

|                            |                                      |
|----------------------------|--------------------------------------|
| <b>Budget Issue Title:</b> | Travel and Mileage expense reduction |
|----------------------------|--------------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>This adjustment to the travel and mileage general ledger more realistically reflects what the spending requirements as staff participates in more on-line conferences and networking platforms.</p> |

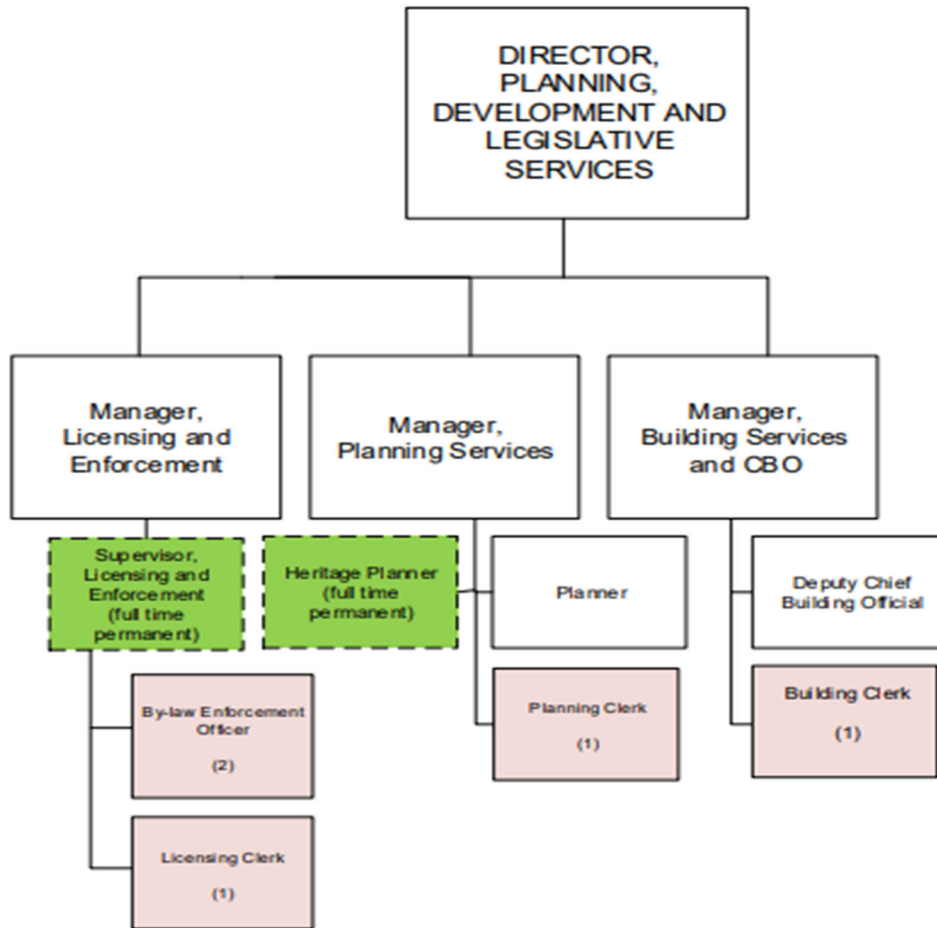
| <b>Budget Impact</b>        |                   |               |
|-----------------------------|-------------------|---------------|
| Account Name                | Account Number    | Budget Change |
| Travel and Mileage          | 10-5-8020000-0352 | (\$1,000)     |
| <b>Total Budget Impact:</b> |                   | (\$1,000)     |



### A. Department Overview

#### Mission

The Mission of the Planning Development and Legislative Services Department 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 2021



## Department Description

### Planning Division

The Amherstburg Planning Division 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 Division 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 Division

The Building Division 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 Division

Licensing and By-Law Enforcement Division is our responsibility to enforce the Town By-laws in addition to administering the issuance of various Licences and Permits.

Below is a list of various applications, licences, and permits offered by the Municipality.

- Business and Taxi Licences
- Lottery Licences
- Marriage Licenses
- Liquor Licences
- Death Certificate
- Dog Licences
- Portable Sign Permit
- Public Event Permit
- Noise By-law Exemption

### B. 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 |             |               |
|-----------------------------------|-------------|---------------|
| Permanent FTE's                   | 2020 Budget | 2021 Proposed |
| Full-Time FTE's                   | 4.00        | 5.00          |
| Full-Time Contract FTE's          | 0.00        | 0.00          |
| <b>Total FTE</b>                  | <b>4.00</b> | <b>5.00</b>   |
| Net Change                        | 0.00        | <b>1.00*</b>  |

#### 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 |
| Planner   | Non- Union             | 1.00            | 1.00 |
| Heritage Planner*   | Non- Union             | 1.00            | 1.00 |

**\*Proposed:** To create the Heritage Planner position as a full time staffing addition in 2021.



**Building Division**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|------------------------|--------------------|----------------------|
| Full-Time FTE's        | 3.00               | 4.00                 |
| Part-Time FTE's        | 0.00               | 0.00                 |
| <b>Total FTE</b>       | <b>3.00</b>        | <b>4.00</b>          |
| Net Change             | 0.00               | <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 Building Services/<br>Chief Building Official | Management              | 1.00                   | 1.00       |
| Deputy Chief Building Official                           | Non-Union               | 1.00                   | 1.00       |
| Building Clerk   | Union                   | 1.00                   | 1.00       |

**Licensing and Enforcement Division**

| <b>Permanent FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|------------------------|--------------------|----------------------|
| Full-Time FTE's        | 4.00               | 5.00                 |
| Part-Time FTE's        | 0.00               | 0.00                 |
| <b>Total FTE</b>       | <b>4.00</b>        | <b>5.00</b>          |
| Net Change             | 0.00               | <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 Licensing and<br>Enforcement     | Management              | 1.00                   | 1.00       |
| Supervisor of Licensing and<br>Enforcement* | Management              | 1.00                   | 1.00       |
| Licensing Clerk                             | Union                   | 1.00                   | 1.00       |
| By-Law Enforcement Officers                 | Union                   | 2.00                   | 2.00       |
| Licensing Officer                           | Union                   | 1.00                   | 1.00       |

**\*Proposed:** To create a Supervisor of Licensing and Enforcement position as a full time staffing addition in 2021.

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Planning, Development and Legislative Services  
 Building Services

|  | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|--|-------------------------|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Revenue:</b>  |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| <b>Total Revenue</b>                                   | <b>478,205</b>          | <b>520,090</b> | <b>440,082</b>     | <b>700,000</b>    | <b>520,090</b>      | <b>18,270</b>            | <b>-</b>              | <b>538,360</b>       | <b>18,270</b>                     | <b>BUILD-1</b>          |
| <b>Expenses:</b>                                       |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| <b>Salaries and Wages:</b>                             |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| Salaries - Full Time                                   | 272,048                 | 279,237        | 206,100            | 279,237           | 279,237             | 11,609                   | -                     | 290,846              | 11,609                            | CORP STAFF              |
| Salaries - Overtime                                    | 545                     | -              | -                  | 2,000             | -                   | -                        | -                     | -                    | -                                 |                         |
| <b>Total Salaries and Wages</b>                        | <b>272,593</b>          | <b>279,237</b> | <b>206,100</b>     | <b>281,237</b>    | <b>279,237</b>      | <b>11,609</b>            | <b>-</b>              | <b>290,846</b>       | <b>11,609</b>                     | <b>CORP STAFF</b>       |
| <b>Benefits:</b>                                       |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| <b>Total Benefits</b>                                  | <b>109,319</b>          | <b>112,785</b> | <b>85,615</b>      | <b>112,785</b>    | <b>112,785</b>      | <b>6,936</b>             | <b>-</b>              | <b>119,721</b>       | <b>6,936</b>                      | <b>CORP STAFF</b>       |
| <b>General Expenses:</b>                               |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| Uniforms   | 1,456                   | 2,000          | 387                | 2,000             | 2,000               | -                        | -                     | 2,000                | -                                 |                         |
| Office Supplies  | 1,553                   | 3,000          | 1,350              | 3,600             | 2,000               | 2,000                    | -                     | 4,000                | 2,000                             | BUILD-2                 |
| Mobile Devices   | 1,913                   | 2,220          | 1,076              | 2,220             | 1,620               | (120)                    | -                     | 1,500                | (120)                             | CSIT-8                  |
| Memberships  | 1,821                   | 1,400          | 302                | 1,400             | 1,400               | -                        | -                     | 1,400                | -                                 |                         |
| Training and Professional Development                  | 4,168                   | 6,450          | 302                | 2,000             | 6,450               | -                        | -                     | 6,450                | -                                 |                         |
| Travel and Mileage                                     | 297                     | 500            | 117                | 300               | 500                 | -                        | -                     | 500                  | -                                 |                         |
| Professional Fees                                      | 785                     | 1,000          | 458                | 1,000             | 1,000               | 3,000                    | -                     | 4,000                | 3,000                             | BUILD-3                 |
| Contracted Services                                    | -                       | -              | -                  | -                 | -                   | 10,000                   | -                     | 10,000               | 10,000                            | BUILD-3                 |
| Cost Allocation - Overhead                             | -                       | -              | -                  | -                 | -                   | 81,874                   | -                     | 81,874               | 81,874                            | CSGL-1                  |
| <b>Total General Expenses</b>                          | <b>11,993</b>           | <b>16,570</b>  | <b>3,992</b>       | <b>12,520</b>     | <b>14,970</b>       | <b>96,754</b>            | <b>-</b>              | <b>111,724</b>       | <b>96,754</b>                     |                         |
| <b>Equipment and Vehicle:</b>                          |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| Gasoline   | 1,436                   | -              | -                  | 1,000             | -                   | -                        | -                     | -                    | -                                 |                         |
| Vehicle & Equipment Maintenance                        | 426                     | 1,000          | 11                 | 1,000             | 1,000               | -                        | -                     | 1,000                | -                                 |                         |
| <b>Total Equipment and Vehicle</b>                     | <b>1,862</b>            | <b>1,000</b>   | <b>11</b>          | <b>2,000</b>      | <b>1,000</b>        | <b>-</b>                 | <b>-</b>              | <b>1,000</b>         | <b>-</b>                          |                         |
| <b>Total Expenses</b>                                  | <b>395,767</b>          | <b>409,592</b> | <b>295,719</b>     | <b>408,542</b>    | <b>407,992</b>      | <b>115,299</b>           | <b>-</b>              | <b>523,291</b>       | <b>115,299</b>                    |                         |
| <b>Transfers to/(from) Reserves &amp; Funds:</b>       |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| <b>Total Reserve Transfers</b>                         | <b>2,388</b>            | <b>110,498</b> | <b>-</b>           | <b>209,458</b>    | <b>25,069</b>       | <b>-</b>                 | <b>(10,000)</b>       | <b>15,069</b>        | <b>(10,000)</b>                   |                         |
| <b>Total Operating Expenses and Transfer:</b>          | <b>398,155</b>          | <b>520,090</b> | <b>295,719</b>     | <b>618,000</b>    | <b>433,061</b>      | <b>115,299</b>           | <b>(10,000)</b>       | <b>538,360</b>       | <b>105,299</b>                    |                         |
| <b>Net Operating Budget</b>                            | <b>(80,050)</b>         | <b>-</b>       | <b>(144,364)</b>   | <b>(82,000)</b>   | <b>(87,029)</b>     | <b>97,029</b>            | <b>(10,000)</b>       | <b>(0)</b>           | <b>87,029</b>                     |                         |
| <b>Capital Budget</b>                                  |                         |                |                    |                   |                     |                          |                       |                      |                                   |                         |
| <b>Description</b>                                     |                         | <b>Tax</b>     | <b>Tax</b>         | <b>Tax</b>        |                     | <b>Cost</b>              | <b>Tax</b>            |                      |                                   |                         |
| Replace Vehicle (Unit BP-02 - 2008 Ford Ranger pickup) |                         |                |                    |                   |                     | <b>35,000</b>            | <b>-</b>              |                      |                                   |                         |
| <b>Total Capital Request</b>                           |                         | <b>-</b>       | <b>9,815</b>       | <b>-</b>          |                     | <b>35,000</b>            | <b>-</b>              |                      |                                   |                         |
| <b>Total Requirement for Taxes for 2021</b>            |                         | <b>-</b>       | <b>(134,549)</b>   | <b>(82,000)</b>   |                     |                          |                       | <b>(0)</b>           |                                   |                         |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | <b>BUILD-1</b>                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                             |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | <b>Revenue</b>                                 |
| <b>Budget Impact:</b>                         | <b>\$18,270</b>                                |

|                            |                     |
|----------------------------|---------------------|
| <b>Budget Issue Title:</b> | Increase in Revenue |
|----------------------------|---------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>It is estimated that the revenue for 2021 will be increased by approximately \$18,270. It is estimated to have approximately 120 housing starts, with the average permit revenue amount increased to \$2300 per unit. This plumbing revenue will also increase.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Revenue                     | 10-4-204-3010-2115    | \$18,270             |
| <b>Total Budget Impact:</b> |                       | <b>\$18,270</b>      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | <b>BUILD-02</b>                                |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | <b>Office Supplies</b>                         |
| <b>Budget Impact:</b>                         | \$2000   |

|                            |                 |
|----------------------------|-----------------|
| <b>Budget Issue Title:</b> | Office Supplies |
|----------------------------|-----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>With the purchase of the new scanner and plotter in 2020, it will require special ink cartridges and paper on a go forward basis.</p> <p>Purchase of a shelving unit for drawings, applications and books</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Office supplies             | 10-4-204-3010-0301    | \$2000               |
| <b>Total Budget Impact:</b> |                       | <b>\$2000</b>        |





## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | <b>Build-3</b>                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | <b>Professional Fees</b>                       |
| <b>Budget Impact:</b>                         | \$13,000                                       |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Professional Fees – Consulting; Contract Services |
|----------------------------|---|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>This request is two-fold:</p> <ul style="list-style-type: none"> <li>• <b><u>Increase of \$3,000 – Professional Fees</u></b> - There are times where complicated applications are submitted that may require more expertise during review. The use of a consultant is beneficial to ensure that proper review is conducted and to reduce the liability of the Town.</li> <li>• <b><u>Increase of \$10,000 - Contracted Services:</u></b> This is a request to purchase contract inspection services when necessary during times of staff leaves for vacation or illness and during high volume workload. The Amherstburg Building Division is a very small team consisting a CBO, DCBO and clerk. Meeting service demands for permit processing during staff vacation becomes an issue as there are approx. 8 weeks to cover between the CBO and DCBO. Without this allowance, permits may not be able to be issued on a timely basis during CBO or DCBO vacation leave as one or the other will have to cover for the mandatory inspections. It will be virtually impossible for anyone to take a 2-week vacation. The purchase of contracted inspection services will allow for some flexibility throughout the year and assist with some large projects commencing in 2020 expected to continue into 2021.</li> </ul> |
|---|

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Contracted Services         | <b>New</b>            | \$10,000             |
| Professional Fees           | 10-4-204-3010-0327    | 3,000                |
| <b>Total Budget Impact:</b> |                       | <b>\$13,000</b>      |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Planning, Development and Legislative Services  
 Licencing and Enforcement

|   | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No.          |
|---|-------------------------|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------------|
| <b>Revenue:</b>                               |                         |                |                    |                   |                     |                          |                       |                      |                                   |                               |
| <b>Total Revenue</b>                          | <b>122,497</b>          | <b>76,100</b>  | <b>39,748</b>      | <b>47,450</b>     | <b>76,100</b>       | <b>(4,500)</b>           | <b>(3,500)</b>        | <b>68,100</b>        | <b>(8,000)</b>                    | LIC-1, LIC-6, LIC-8, CSGL-5   |
| <b>Expenses:</b>                              |                         |                |                    |                   |                     |                          |                       |                      |                                   |                               |
| <b>Salaries and Wages:</b>                    |                         |                |                    |                   |                     |                          |                       |                      |                                   |                               |
| Salaries - Full Time                          | 227,200                 | 283,844        | 201,000            | 283,844           | 283,844             | 97,376                   | (22,113)              | 359,107              | 75,263                            | CORP STAFF & LIC-9            |
| Salaries - Overtime                           | 852                     | 1,000          | 2,049              | 3,000             | 1,000               | -                        | -                     | 1,000                | -                                 |                               |
| Salaries - Part Time/Temporary                | -                       | -              | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |                               |
| <b>Total Salaries and Wages</b>               | <b>228,052</b>          | <b>284,844</b> | <b>203,049</b>     | <b>286,844</b>    | <b>284,844</b>      | <b>97,376</b>            | <b>(22,113)</b>       | <b>360,107</b>       | <b>75,263</b>                     | <b>CORP STAFF &amp; LIC-9</b> |
| <b>Benefits:</b>                              |                         |                |                    |                   |                     |                          |                       |                      |                                   |                               |
| <b>Total Benefits</b>                         | <b>76,490</b>           | <b>96,019</b>  | <b>69,341</b>      | <b>96,019</b>     | <b>96,019</b>       | <b>35,705</b>            | <b>(7,458)</b>        | <b>124,266</b>       | <b>28,247</b>                     | <b>CORP STAFF &amp; LIC-9</b> |
| <b>General Expenses:</b>                      |                         |                |                    |                   |                     |                          |                       |                      |                                   |                               |
| Uniforms                                      | 1,560                   | 2,700          | 1,807              | 2,000             | 2,700               | 1,000                    | -                     | 3,700                | 1,000                             | LIC-9                         |
| Office Supplies                               | 1,628                   | 1,500          | 1,276              | 1,500             | 1,500               | -                        | -                     | 1,500                | -                                 |                               |
| Mobile Devices                                | 2,274                   | 3,500          | 1,343              | 2,300             | 3,500               | 200                      | 1,100                 | 4,800                | 1,300                             | CSIT-8 & LIC 9                |
| Professional Fees                             | 6,711                   | -              | 7,995              | 3,010             | -                   | 1,500                    | -                     | 1,500                | 1,500                             | LIC-5                         |
| Memberships                                   | 507                     | 650            | -                  | 650               | 650                 | 500                      | -                     | 1,150                | 500                               | LIC-3                         |
| Training and Professional Development         | 2,828                   | 8,550          | 3,147              | 5,000             | 8,550               | -                        | -                     | 8,550                | -                                 |                               |
| Travel & Mileage                              | 141                     | 500            | 151                | 500               | 500                 | -                        | -                     | 500                  | -                                 |                               |
| Vehicle and Equipment Maintenance             | 5,536                   | 1,800          | 278                | 1,800             | 1,800               | -                        | -                     | 1,800                | -                                 |                               |
| Service Agreement - Radios                    | 1,877                   | 1,300          | 972                | 1,300             | 1,300               | -                        | -                     | 1,300                | -                                 |                               |
| Legal Fees                                    | 5,007                   | -              | -                  | 10,000            | -                   | -                        | 10,000                | 10,000               | 10,000                            | LIC-7                         |
| Animal Control - Tags                         | 410                     | 600            | -                  | 600               | 600                 | -                        | -                     | 600                  | -                                 |                               |
| Animal Control - Contract                     | 30,000                  | 30,000         | 22,993             | 31,000            | 30,000              | 2,000                    | -                     | 32,000               | 2,000                             | LIC-4                         |
| Animal Control - Other                        | 4,550                   | 10,750         | 2,240              | 5,000             | 10,750              | (3,000)                  | -                     | 7,750                | (3,000)                           | LIC-10                        |
| Marriage Licences                             | 7,200                   | 7,200          | -                  | -                 | 7,200               | -                        | (4,800)               | 2,400                | (4,800)                           | LIC-2                         |
| <b>Total General Expenses</b>                 | <b>70,229</b>           | <b>69,050</b>  | <b>42,202</b>      | <b>64,660</b>     | <b>69,050</b>       | <b>2,200</b>             | <b>6,300</b>          | <b>77,550</b>        | <b>8,500</b>                      |                               |
| <b>Other Expenses:</b>                        |                         |                |                    |                   |                     |                          |                       |                      |                                   |                               |
| Livestock Compensation Expense                | -                       | 250            | -                  | 250               | 250                 | -                        | -                     | 250                  | -                                 |                               |
| <b>Total Other Expenses</b>                   | <b>-</b>                | <b>250</b>     | <b>-</b>           | <b>250</b>        | <b>250</b>          | <b>-</b>                 | <b>-</b>              | <b>250</b>           | <b>-</b>                          |                               |
| <b>Total Expenses</b>                         | <b>374,771</b>          | <b>450,163</b> | <b>314,592</b>     | <b>447,773</b>    | <b>450,163</b>      | <b>135,281</b>           | <b>(23,270)</b>       | <b>562,173</b>       | <b>112,011</b>                    |                               |
| <b>Transfer to (from) Reserves</b>            |                         |                |                    |                   |                     |                          |                       |                      |                                   |                               |
| <b>Total Reserve Transfers</b>                | <b>-</b>                | <b>-</b>       | <b>(7,995)</b>     | <b>(10,000)</b>   | <b>-</b>            | <b>-</b>                 | <b>(10,000)</b>       | <b>(10,000)</b>      | <b>(10,000)</b>                   | LIC-7                         |
| <b>Total Operating Expenses and Transfers</b> | <b>374,771</b>          | <b>450,163</b> | <b>306,597</b>     | <b>437,773</b>    | <b>450,163</b>      | <b>135,281</b>           | <b>(33,270)</b>       | <b>552,173</b>       | <b>102,011</b>                    |                               |
| <b>Net Operating Budget</b>                   | <b>252,274</b>          | <b>374,063</b> | <b>266,849</b>     | <b>390,323</b>    | <b>374,063</b>      | <b>139,781</b>           | <b>(29,770)</b>       | <b>484,073</b>       | <b>110,011</b>                    |                               |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Planning, Development and Legislative Services  
 Licencing and Enforcement**

| Yearend 2019<br>Actuals                     | 2020 Budget    | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No. |
|---|----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|----------------------|
|   | <u>Tax</u>     | <u>Tax</u>         | <u>Tax</u>        |                     |                          | <u>Cost</u>           | <u>Tax</u>           |                                   |                      |
| <b>Capital Budget</b>                       |                |                    |                   |                     |                          |                       |                      |                                   |                      |
| Description                                 |                |                    |                   |                     |                          |                       |                      |                                   |                      |
| Computer Equipment - New Staff              |                |                    |                   |                     |                          | 4,575                 | 4,575                |                                   | LIC-9                |
| Furniture/Fixtures - New Staff              |                |                    |                   |                     |                          | 3,650                 | 3,650                |                                   | LIC-9                |
| <b>Total Capital Request</b>                | <u>-</u>       | <u>-</u>           | <u>-</u>          |                     |                          | <u>8,225</u>          | <u>8,225</u>         |                                   |                      |
| <b>Total Requirement for Taxes for 2021</b> | <u>374,063</u> | <u>266,849</u>     | <u>390,323</u>    |                     |                          |                       | <u>492,298</u>       |                                   |                      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-1  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Reduction                               |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | (\$3,500)                                      |

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Budget Issue Title:</b> | Lottery License Revenue Decrease |
|----------------------------|----------------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Order-in-Council 1413/08 provides that the Registrar of Alcohol, Gaming and Racing and municipal councils may issue lottery licences to charitable organizations. The AGCO and municipalities work together to ensure that the legal requirements, including terms and conditions of the licences, are complied with by lottery licensees and any gaming suppliers used by the charities.</p> <p>The Licensing Department is anticipating a revenue decrease in lottery licensing in 2021, as the long-term impacts of COVID-19 are unknown at this time.</p> <p>Examining activity in 2019 over 2020 in Period 7, lottery licensing revenue is currently half of what it was in 2019 as is seen in the quarterly variance reports. This impact is more significant currently due to the situation with the pandemic over the last several months. Stage 3 limits indoor gatherings to 50 people, with no known timeline of when that will be increased.</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Lottery Licensing           | 10-4-2043015-2145     | (\$3,500)            |
| <b>Total Budget Impact:</b> |                       | (\$3,500)            |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-2  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Reduction                               |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | (\$4,800)                                      |

|                            |                                   |
|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Marriage License Expense Decrease |
|----------------------------|-----------------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>A one-time budget reduction for marriage licence expenses in the amount of \$4,800. This impact is more significant currently due to the situation with the pandemic (COVID-19). Due to public gathering regulations, many marriages were cancelled and rescheduled for a later date, therefore decreasing the need for marriage licenses. Due to this, a limited number of licences will need to be purchased from the province in 2021 with the stock on hand.</p> |
|---|

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Wedding License Expense     | 10-5-2043015-2156     | (\$4,800)            |
| <b>Total Budget Impact:</b> |                       | <b>(\$4,800)</b>     |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-3  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | \$500  |

|                            |                            |
|----------------------------|----------------------------|
| <b>Budget Issue Title:</b> | Membership Budget Increase |
|----------------------------|----------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

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|--|
| <p><b>Budget Issue Detail</b></p> <p>The increase in the Membership budget will account for the Licensing Officer's Membership to AMCTO and the Certified Planning Technician Designation. The AMCTO membership is for the purpose of accessing discounted rates for training, as well as for accessing discounted rates for courses. The AMCTO membership will be for a full member, as per membership requirements. The Licensing Officer will be completing the Parliamentary Process Course and moving on to obtaining the Accredited Municipal Professional (AMP) designations, which requires a membership to assist in continued professional development for the organization.</p> |
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|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Memberships                 | 10-5-2043015-0350     | \$500                |
| <b>Total Budget Impact:</b> |                       | <b>\$500</b>         |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-4  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | \$2000   |

|                            |                           |
|----------------------------|---------------------------|
| <b>Budget Issue Title:</b> | Animal Control – Contract |
|----------------------------|---------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

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| <p><b>Budget Issue Detail</b></p> <p>The Town entered into a (2) two year agreement with the Windsor Essex County Humane Society WECHS to provide dog control officer services and pound facility for the Town of Amherstburg for the period beginning <u>January 1<sup>st</sup>, 2020</u> and ending <u>December 31, 2021</u>.</p> <p>The tender price for year 2 of the agreement is \$32,000.00. The payment of HST is not applicable to this Agreement.</p> <p>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 to 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.</p> |
|--|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Animal Control – Contract   | 10-5-2043015-0903     | \$2000               |
| <b>Total Budget Impact:</b> |                       | <b>\$2000</b>        |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-5  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | \$1500   |

|                            |                   |
|----------------------------|-------------------|
| <b>Budget Issue Title:</b> | Professional Fees |
|----------------------------|-------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>This allowance would be used to fund professional fees related to initiatives that arise in the normal course of operating the municipality within the Licensing and Enforcement Division.</p> <p>\$1500 is being requested for professional fees, includes but not limited to Surveyor's cost, Engineering services, and/or title searches that may be required.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Professional Fees           | 10-5-2043015-0327     | \$1500               |
| <b>Total Budget Impact:</b> |                       | <b>\$1500</b>        |





## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-6  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | (\$4,000)                                      |

|                            |                     |
|----------------------------|---------------------|
| <b>Budget Issue Title:</b> | Pool Permit Revenue |
|----------------------------|---------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

Pool Permit Revenue was moved and added to the Building Budget Centre in the 2020 budget year. The revenue was not removed from the Licensing and Enforcement budget centre.

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Pool Permit Revenue         | 10-4-2043015-2119     | (\$4,000)            |
| <b>Total Budget Impact:</b> |                       | <b>(\$4,000)</b>     |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-7  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | \$Nil  |

|                            |                          |
|----------------------------|--------------------------|
| <b>Budget Issue Title:</b> | Legal Expense – Cannabis |
|----------------------------|--------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>This allowance would be used for expenses that arise from the legalization of Cannabis.</p> <p>Due to the Town’s decision to opt in to host cannabis retail stores, the Town has received approximately \$50,500 in funding from the Provincial government and County of Essex to assist with the implementation costs of recreational cannabis legalization.</p> <p>Municipalities must use the money they receive from the Fund solely for the purpose of paying for implementation costs directly related to the legalization of cannabis. Examples of permitted costs include:</p> <ul style="list-style-type: none"> <li>• Increased enforcement (e.g., police, public health and by-law enforcement, court administration, litigation)</li> <li>• Increased response to public inquiries (e.g., 311 calls, correspondence)</li> <li>• Increased paramedic services</li> <li>• Increased fire services</li> <li>• By-law / policy development (e.g., police, public health, workplace safety policy)</li> </ul> <p>There is currently approximately \$38,900 that is in the Ontario Grant Reserve Fund – from Cannabis Legalization funding. Administration is requesting \$10,000 from the Reserve to offset any costs the Town may incur from the legalization of cannabis in 2021.</p> |

| <b>Budget Impact</b>              |                       |                      |
|-----------------------------------|-----------------------|----------------------|
| <b>Account Name</b>               | <b>Account Number</b> | <b>Budget Change</b> |
| Cannabis Legal Implementation Fee | 10-5-2043015-0586     | \$10,000             |
| Transfer from Reserve             | 10-4-2043015-3000     | (\$10,000)           |
| <b>Total Budget Impact:</b>       |                       | <b>\$0</b>           |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-8  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                             |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | \$5,500  |

|                            |                                      |
|----------------------------|--------------------------------------|
| <b>Budget Issue Title:</b> | Parking Tickets- Collection of Fines |
|----------------------------|--------------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

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| <p><b>Budget Issue Detail</b></p> <p>The parking enforcement program has seen an increase in both tickets issued for parking infractions and fees collected by keeping a consistent program of ticket review timelines and notices for collection issued. A second By-law Enforcement Officer was hired in October 2019 which has allowed more focus on enforcement of parking infractions, which has increased the annual parking ticket fines collected in just the last quarter of 2019. The average fines collected from October through December 2019 was approximately \$830/month. The first 6.5 months of 2020 has not seen the same average increase in parking tickets issued or collected due to the pandemic and the temporary freeze on issuing parking tickets through April to June. The monthly average for the first 6.5 months of 2020 was approximately \$440/month.</p> <p>The estimate of an annual collection of \$7000 is anticipated to be seen for parking infractions tickets issued and fees collected in 2021.</p> |
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|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Parking Tickets Revenue     | 10-4-2043015-5800     | \$5,500              |
| <b>Total Budget Impact:</b> |                       | <b>\$5,500</b>       |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-9  |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                             |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Licensing and Enforcement                      |
| <b>Budget Impact:</b>                         | \$ 100,174                                     |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Supervisor of Licensing and Enforcement |
|----------------------------|---|

|                                       |             |          |
|---------------------------------------|-------------|----------|
| <b>Budget Request Classification:</b> | Base Budget | One-time |
|---------------------------------------|-------------|----------|

### Budget Issue Detail

Currently, the organizational structure of the Licensing and Enforcement Division contains one full-time non-union employee (Manager of Licensing and Enforcement) to oversee the Licensing and Enforcement division. Administration is recommending a Supervisor of Licensing and Enforcement to assist in this function.

Time has demonstrated that aspects of the Licensing and Enforcement division are not being addressed as required, due to the lack of resources to oversee these functions. Although the Manager of Licensing and Enforcement 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. While Administration has been working diligently to complete the required tasks, given the limited resources and staff time required for these initiatives there are a number of projects that are delayed year over year. Impacts such as the recent legalization of recreational cannabis and the pandemic (COVID-19) affect the Municipality and has impacted staff resourcing. The introduction of a Supervisor of Licensing and Enforcement would allow for an improved level of service on many levels.

The Supervisor would be responsible for the day-to-day operations of the Licensing and Enforcement division including licensing of businesses, marriages, lottery, events and taxi licenses, and day-to-day operations of enforcement of by-laws, provincial legislation including responding to resident concerns and inquiries. The Supervisor will establish shift schedules for special projects/events and review enforcement reports and prepare work assignments. The Supervisor would also be responsible to analyze conditions and ensure compliance to development agreements and site plan agreements. 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 by-laws, preparing agreements they can also begin to spend more time on other tasks that are often delayed or not accomplished such as:

- Creating, maintaining and updating bylaws, policies and procedures for service delivery goals and objectives
- Working on programs that will improve operational functions such as a Administrative Monetary Penalty Program
- Making the connection between front line objectives and organizational objectives

In 2019, Administration identified that numerous Amherstburg By-laws predate 2008 and require updating. By-laws should be reviewed and amended to ensure they are enacted within the express or implied powers of the municipal Council, that the relationship of the By-law to public interest is upheld and that the By-laws do not control actions beyond the legislative competence and jurisdiction of the municipal Council which could leave them *ultra vires*.

By-laws must also be kept up-to-date so that any charges laid are consistent with the By-law, the Municipal Act, Provincial Offences Act and other relevant legislation. The ability to enforce and secure fines and penalties for violations must be in keeping with the By-laws of the Town of Amherstburg. By-laws that do not properly reflect the new or changing legislation pose credibility risk to Council, Enforcement Officers, the By-law Department and Police Services.

The request to introduce a Supervisor of Licensing position is sought in an effort to allocate the appropriate time and resources to the Licensing and Enforcement Division. The lack of resources in this area has led to extended periods in the development of Bylaws, and the Town's ability to deal with the needs of the community as required exposing the Town to resident complaints. The addition of this position will improve the response time of the division in addressing the current and evolving workload.

The cost impact for this position in 2021 includes \$90,789 in base budget and \$9,385 in one-time costs, as follows:

\$88,450 – Salary – Full Time – base  
 ( 22,113) – Salary – Full Time – 1x reduction, estimate hire date of April 1, 2021  
66,337- Budget Impact - Salary Full Time

29,830 – Benefits – Full Time  
 ( 7,458) Benefits – Full Time – 1x reduction, estimate hire date of April 1, 2021  
22,372 - Budget Impact – Benefits Full Time

\$ 8,775 Other Costs – 1x (furniture, fixtures, equipment)  
 \$ 2,690 Other Costs – Base budget (software licenses, mobile phone service)

| <b>Budget Impact</b>                          |                       |                      |
|---|-----------------------|----------------------|
| <b>Account Name</b>                           | <b>Account Number</b> | <b>Budget Change</b> |
| Salary  | 10-5-2043015-0101     | \$66,337             |
| Benefits                                      | Various               | \$22,372             |
| Uniforms                                      | 10-5-2043015-0252     | \$1,000              |
| Mobile Devices (incl.\$550 1X phone purchase) | 10-5-2043015-0345     | \$1,050              |
| Computer Maintenance                          |                       | \$1,190              |
| Capital - Furniture and Equipment ( 1X)       | 10-5-2043015-0301     | \$3,650              |
| Capital – Computer Equipment (1X)             |                       | \$4,575              |
| <b>Total Budget Impact:</b>                   |                       | <b>\$100,174</b>     |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | LIC-10   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Reduction                               |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | (By-Law and Licensing)                         |
| <b>Budget Impact:</b>                         | (\$3,000)                                      |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Animal Control – Other (Spay and Neuter Program) |
|----------------------------|--|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

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| <p><b>Budget Issue Detail</b></p> <p>The Animal Control-Other account is utilized for the Cat Spay and Neuter Program as well as the Humane Society Cat Intake Program for stray cats. The current allocations for these programs is:</p> <ul style="list-style-type: none"> <li>• Cat Intake Program: \$2000 annually (\$25 per stray)</li> <li>• Spay and Neuter Program: \$8000 annually (\$50 per voucher, including 10 vouchers for low income families, total 160 vouchers).</li> </ul> <p>It is proposed to leave the allocated amount for the Cat Intake Program at \$2000 as it has seen a 100% usage in both 2018 and 2019.</p> <p>It is proposed to reduce the allocation for the Cat Spay and Neuter Program to \$5000, as reviewing voucher usage in 2018 and 2019 only 36% and 45%, respectively, were used. Reviewing the usage numbers, if the number of annual vouchers available is reduced from 160 to 100 (\$8000 to \$5000), it better reflects the demand and usage within the community.</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Animal Control-Other        | 10-5-2043015-0904     | (\$3,000)            |
| <b>Total Budget Impact:</b> |                       | (\$3,000)            |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Planning, Development and Legislative Services**  
**Planning and Legislative Services**

|   | Yearend 2019<br>Actuals | 2020<br>Budget  | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref. No.         |
|---|-------------------------|-----------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|------------------------------|
| <b>Revenue:</b>                               |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Total Revenue</b>                          | <b>81,382</b>           | <b>79,725</b>   | <b>61,000</b>      | <b>88,000</b>     | <b>79,725</b>       | -                        | -                     | <b>79,725</b>        | -                                 |                              |
| <b>Expenses:</b>                              |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Salaries and Wages:</b>                    |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| Salaries - Full Time                          | 314,558                 | 395,777         | 170,654            | 211,000           | 395,777             | 63,187                   | (72,700)              | 386,264              | (9,513)                           | CORP STAFF AND PLAN-2        |
| Salaries Overtime                             | -                       | -               | 7                  | 7                 | -                   | -                        | -                     | -                    | -                                 |                              |
| Salaries - Part Time/Temporary                | 45,933                  | -               | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |                              |
| <b>Total Salaries and Wages</b>               | <b>360,491</b>          | <b>395,777</b>  | <b>170,661</b>     | <b>211,007</b>    | <b>395,777</b>      | <b>63,187</b>            | <b>(72,700)</b>       | <b>386,264</b>       | <b>(9,513)</b>                    | <b>CORP STAFF AND PLAN-2</b> |
| <b>Benefits:</b>                              |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Total Benefits</b>                         | <b>92,586</b>           | <b>121,987</b>  | <b>54,205</b>      | <b>66,555</b>     | <b>121,987</b>      | <b>29,674</b>            | <b>(23,764)</b>       | <b>127,897</b>       | <b>5,910</b>                      | <b>CORP STAFF AND PLAN-2</b> |
| <b>General Expenses:</b>                      |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| Office Supplies                               | 3,085                   | 3,000           | 1,210              | 3,000             | 3,000               | -                        | -                     | 3,000                | -                                 |                              |
| Mobile Devices                                | 1,208                   | 1,600           | 528                | 800               | 1,600               | 400                      | 1,100                 | 3,100                | 1,500                             | CSIT-8 & PLAN-2              |
| Memberships                                   | 1,452                   | 5,115           | 215                | 1,915             | 5,115               | (2,500)                  | -                     | 2,615                | (2,500)                           | CAO-3                        |
| Training and Professional Development         | 1,080                   | 8,500           | -                  | 6,000             | 8,500               | (3,000)                  | -                     | 5,500                | (3,000)                           | CAO-3                        |
| Travel and Mileage                            | 2,786                   | 2,000           | 239                | 2,000             | 2,000               | (500)                    | -                     | 1,500                | (500)                             | CAO-3                        |
| Meeting Expenses                              | 160                     | 1,000           | -                  | 1,000             | 1,000               | -                        | -                     | 1,000                | -                                 |                              |
| Legal Fees                                    | 86,938                  | 105,000         | 80,417             | 105,000           | 105,000             | (105,000)                | -                     | -                    | (105,000)                         | CAO-3                        |
| Professional Fees                             | 71,171                  | 125,000         | 12,526             | 75,000            | 25,000              | 10,000                   | 225,000               | 260,000              | 235,000                           | PLAN-3, 4, 5                 |
| <b>Total General Expenses</b>                 | <b>167,720</b>          | <b>251,215</b>  | <b>95,135</b>      | <b>194,715</b>    | <b>151,215</b>      | <b>(100,600)</b>         | <b>226,100</b>        | <b>276,715</b>       | <b>125,500</b>                    |                              |
| <b>Other Expenses:</b>                        |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| LPAT Expenses                                 | 24,454                  | -               | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |                              |
| ERCA Fee Remittance                           | 13,530                  | -               | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |                              |
| CIP Incentive Program                         | 14,869                  | 100,000         | -                  | -                 | 100,000             | -                        | -                     | 100,000              | -                                 |                              |
| <b>Total Other Expenses</b>                   | <b>52,853</b>           | <b>100,000</b>  | <b>-</b>           | <b>-</b>          | <b>100,000</b>      | <b>-</b>                 | <b>-</b>              | <b>100,000</b>       | <b>-</b>                          |                              |
| <b>Total Expenses</b>                         | <b>673,650</b>          | <b>868,978</b>  | <b>320,001</b>     | <b>472,277</b>    | <b>768,978</b>      | <b>(7,739)</b>           | <b>129,636</b>        | <b>890,875</b>       | <b>121,897</b>                    |                              |
| <b>Transfer to (from) Reserves</b>            |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Total Reserve Transfers</b>                | <b>170,262</b>          | <b>(50,000)</b> | <b>112,474</b>     | <b>100,000</b>    | <b>25,000</b>       | <b>-</b>                 | <b>(225,000)</b>      | <b>(200,000)</b>     | <b>(225,000)</b>                  | <b>PLAN -6</b>               |
| <b>Total Operating Expenses and Transfers</b> | <b>843,912</b>          | <b>818,978</b>  | <b>432,475</b>     | <b>572,277</b>    | <b>793,978</b>      | <b>(7,739)</b>           | <b>(95,364)</b>       | <b>690,875</b>       | <b>(103,103)</b>                  |                              |
| <b>Net Operating Budget</b>                   | <b>762,530</b>          | <b>739,253</b>  | <b>371,475</b>     | <b>484,277</b>    | <b>714,253</b>      | <b>(7,739)</b>           | <b>(95,364)</b>       | <b>611,150</b>       | <b>(103,103)</b>                  |                              |
| <b>Capital Budget</b>                         |                         |                 |                    |                   |                     |                          |                       |                      |                                   |                              |
| <b>Description</b>                            |                         | <b>Tax</b>      | <b>Tax</b>         | <b>Tax</b>        |                     | <b>Cost</b>              | <b>Tax</b>            |                      |                                   |                              |
| Computer Equipment - New Staff                |                         |                 |                    |                   |                     | 4,575                    | 4,575                 |                      |                                   | PLAN-2                       |
| Furniture/Fixtures - New Staff                |                         |                 |                    |                   |                     | 3,650                    | 3,650                 |                      |                                   | PLAN-2                       |
| <b>Total Capital Request</b>                  |                         | <b>-</b>        | <b>-</b>           | <b>-</b>          |                     | <b>8,225</b>             | <b>8,225</b>          |                      |                                   |                              |
| <b>Total Requirement for Taxes for 2021</b>   |                         | <b>739,253</b>  | <b>371,475</b>     | <b>484,277</b>    |                     |                          |                       | <b>619,375</b>       |                                   |                              |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PLAN-1   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                             |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Planning and Legislative Services              |
| <b>Budget Impact:</b>                         | \$25,000                                       |

|                            |                     |
|----------------------------|---------------------|
| <b>Budget Issue Title:</b> | Legal Fees Expenses |
|----------------------------|---------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

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| <p><b>Budget Issue Detail</b></p> <p>The Local Planning Appeal Tribunal (LPAT) is an adjudicative tribunal that hears cases in relation to a range of land use matters, heritage conservation and municipal governance. Appeals that come before LPAT are identified through policies found in the Planning Act, Aggregate Act, Heritage Act, Municipal Act, Development Charges Act and Expropriations Act.</p> <p>The LPAT process has recently been amended thorough Bill 108. It is anticipated that the Town will incur additional costs. The Town has recently undergone several LPAT hearings and it is anticipated that this will continue for the foreseeable future.</p> <p>Bill 108 has also shortened timelines for making Planning Act decisions. It is anticipated that this will increase the amount of appeals and LPAT expenses.</p> <p>Legal fees expense has been re-profiled under the CAO's Office budget centre to be administered by the new in-house Legal Counsel position.</p> |
|--|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Legal Fees Expenses         | 10-5-8010000-0373     | \$25,000             |
| <b>Total Budget Impact:</b> |                       | \$25,000             |





## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PLAN-2   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Planning and Legislative Services              |
| <b>Budget Impact:</b>                         | \$62,859                                       |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Heritage Planner |
|----------------------------|------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

This is a request for a full-time Heritage Planner position. The Town of Amherstburg includes hundreds of properties of designated heritage interest. The last several years have included Council resolutions to complete a Heritage Conservation District and implement ongoing administrative duties in regards to Heritage preservation. Furthermore several other committees have been formed which require extensive administrative work to bring forward Planning Act applications in a timely manner.

The Ontario Heritage Act provides a legal framework to be used by municipalities to protect and conserve properties of significant heritage value or interest. The Heritage Planner position can be utilized to be pro-active on working with the Heritage Committee on the increasing demands for heritage issues. There is a need for additional administration to continue to implement ongoing program costs associated with the implementation of Heritage matters including the Heritage Conservation District, Urban Design Guidelines, and any Heritage Conservation incentive programs.

The reactive nature of the current Heritage Program is due to a constraint on resources provided to assist in the administration of the program. Investment in the program is essential to its success and to the protection of the cultural heritage property. Heritage is our community's principal foundation for a fulfilling lifestyle and a primary source for economic development.

A Heritage Planner on staff would allow the Town to:

- Assist in Planning matters related to Heritage zoning provisions in our Official Plan, such as the Residential – Heritage classification.
- Assist in the completion, execution and management of the Town's progressive planning tools such as Urban Design Guidelines and the Community Improvement Plan.
- Review existing Heritage Designation By-laws for amendments to properly identify and protect Heritage features in accordance with the Heritage Act Amendment's expected to be proclaimed January 1, 2021.
- Conduct Municipal-wide heritage study's to identify and add property of interest to the Heritage Register or designate, as appropriate, those areas of the municipality which have been neglected by investments in the Heritage Program to date.
- Research and draft By-laws for those properties recommended for designation.
- Review incentive programs for designated property owners' heritage conservation practices such as that proposed in Council Resolution 20190812-417, a review of the existing heritage tax rebate program.

- Conduct a study of the proposed Heritage Conservation District in downtown Amherstburg and review additional areas of significance for further consideration in the future
- Identify those properties of interest on the Heritage Register which do not warrant designation so that they may be removed from further consideration.
- Explore opportunities to recognize the successful adaptive reuse of heritage assets, as recommended by the Economic Development Advisory Committee and endorsed by Council.

Additionally, there are 120 existing properties of interest in the Heritage Register which are awaiting further study to determine if they warrant designation and an additional 119 to be considered for addition at a future meeting of Council. The interim protections afforded to properties of interest do not protect against partial demolition of heritage attributes, as these are not designated features protected under Part IV of the Heritage Act.

Further, there is a need for the Heritage Program to become proactive in its consideration of Heritage assets for future designation. All too often, a reactive approach to Heritage ensures that the Town is ill-prepared to address a potential alteration to a property of interest which might eliminate its heritage features and that comes with a timeline that does not allow for this work to be done. A proactive Heritage Program administration would allow the Town to set priorities and achieve them, instead of awaiting action to threaten the property or its features. A reactive approach also necessitates that unbudgeted expenses related to the administration of the Heritage Program can result in considerable additional expense due to legal fees arising from designations and appeals to designations and consultant fees.

The cost impact in 2021 for this position includes \$53,474 in base budget and \$9,385 in one-time costs, as follows:

\$77,783 – Salary – Full Time – base  
 ( 38,891) – Salary – Full Time – 1x reduction, estimate hire date of July 1, 2021  
38,891 - Budget Impact - Salary Full Time

27,007 – Benefits – Full Time  
 (13,503) Benefits – Full Time – 1x reduction, estimate hire date of July 1, 2021  
13,503 - Budget Impact – Benefits Full Time

\$ 9,385 Other Costs – 1x (furniture, fixtures, equipment)  
 \$ 1,080 Other Costs – Base budget (software licenses, mobile phone service)

| <b>Budget Impact</b>                         |                       |                      |
|--|-----------------------|----------------------|
| <b>Account Name</b>                          | <b>Account Number</b> | <b>Budget Change</b> |
| Salary                                       | 10-5-8010000-0112     | \$38,891             |
| Benefits                                     |                       | 13,503               |
| Mobile Devices (incl. \$550 1X for phone)    |                       | 1,050                |
| IT Equipment and Software Licenses –one time |                       | 1,190                |
| Capital - Computer Equipment (1X)            |                       | 4,575                |
| Capital - Furniture/Fixtures – New (1X)      |                       | 3,650                |
| <b>Total Budget Impact:</b>                  |                       | <b>\$62,859</b>      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PLAN-3   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                             |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Planning and Legislative Services              |
| <b>Budget Impact:</b>                         | \$50,000                                       |

|                            |                                      |
|----------------------------|--------------------------------------|
| <b>Budget Issue Title:</b> | Professional Fees - Planning Studies |
|----------------------------|--------------------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

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| <p><b>Budget Issue Detail</b></p> <p>The Planning Act regulates requirements for Municipalities to complete Official Plans and Zoning By-Law Reviews. It is anticipated that the Official Plan review will continue to be finalized in 2021. It is imperative that the Zoning by-law be updated in a timely manner following the OP update to ensure consistency in land use designations.</p> <p>For 2021, one-time funding is requested for completion of:</p> <p>\$50,000*-Official Plan (OP) Review, initiated in 2019<br/>         \$50,000 – Zoning by-law Review – following OP update<br/>         \$25,000 – *Heritage Conservation District<br/> <u>\$25,000</u> - * Seniors Master Plan<br/>         \$150,000 Total Expense</p> <p>(\$50,000) transfer from reserves *- Official Plan funds levied in 2020<br/>         (\$25,000) transfer from reserves* - Heritage conservation district funds levied in 2020<br/> <u>(\$25,000)</u> transfer from reserves* - Seniors Master Plan<br/>         \$100,000 Total Transfers from Reserves</p> |
|--|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Professional fees (1X)      | 10-5-8010000-0327     | \$150,000            |
| Transfer from Reserves (1X) |                       | 100,000              |
| <b>Total Budget Impact:</b> |                       | <b>\$50,000</b>      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PLAN-4   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                             |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Planning                                       |
| <b>Budget Impact:</b>                         | \$10,000                                       |

|                            |                   |
|----------------------------|-------------------|
| <b>Budget Issue Title:</b> | Professional Fees |
|----------------------------|-------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>The base budget for professional fees used for completion of ad hoc planning studies is \$25,000. Recent amendments to the Planning Act have shortened the timelines to make decisions on Planning Act applications. Furthermore Bill 108 has recently made amendments to the Planning Act processes which now shorten the timelines for Municipalities to make decisions. Furthermore the Planning Act application requirements include further technical information and administrative reviews. Furthermore administrative cost will be incurred to bring Planning Act applications to Committees of Council.</p> <p>For 2021, an increase of the base budget to \$35,000 is being requested.</p> <p>\$35,000 – Base budget for Planning Act amendments. This is an increase of \$10,000 from previous budgets due to the increase costs and timelines for completing Planning Act applications.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Professional Fees           | 10-5-8010000-0327     | \$10,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$10,000</b>      |



# 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PLAN-5   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Pressure                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Planning                                       |
| <b>Budget Impact:</b>                         | \$75,000                                       |

|                            |                                   |
|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Professional Fees – Parking Study |
|----------------------------|-----------------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

## Budget Issue Detail

This allowance would be used to complete a Downtown Parking Study. Through the past 10 years Council and Administration has heard from visitors, residents and business owners that there is a lack of parking in the downtown core, as a result the following motions have recently been passed:

At the February 12, 2018 Council meeting Council passed the following motion:

*A downtown core parking study, with funding to be allocated in a future year budget, after the completion of the development of the former Duffy lands **BE SUPPORTED.***

At the April 8, 2019 Council meeting Council passed the following motion:

*“Administration **BE DIRECTED** to prepare a report regarding angled parking on the west side of Dalhousie Street from Richmond Street to Gore Street with the possibility of one-way traffic going south bound.”*

At the February 24, 2020 Council meeting Council passed the following motion:

*That Administration **BE DIRECTED** to meet with businesses in the downtown core to assist them with locations for staff parking and to look into the feasibility of staff permit parking, including overnight parking, and to educate businesses and the community on downtown parking.*

Administration recognizes that adequate parking and accessibility to downtown merchants promotes a healthy and vibrant downtown. Adequate parking levels also promote an increase in visitor traffic to the downtown supporting local merchants and promoting a “shop local” culture.

Adequate parking levels promote new business development encouraging diversity and variety in our downtown area. The numerous events and festivals have proven to encourage and attract tourists and visitors to the downtown area. These events help to support the downtown businesses while utilizing town owned assets such as the King’s Navy Yard Park and various amenities.

Given the development plans in the downtown area, a proper parking study will be required in the future to ensure there is adequate parking for businesses, residents and visitors. The initial scope of work includes a study area that is bounded by Sandwich Street South in the east, Park Street in the south, Dalhousie Street in the west, and Alma Street in the north, future demand analysis and an analysis on the feasibility of angled parking on the west side of Dalhousie Street from Richmond Street to Gore Street with the possibility of one-way traffic going south bound.

Quotes for a Downtown Parking Study range from \$50,000 - \$105,500 depending on the scope of work. If approved a RFP will be issued.

A full parking study is required and recommended for Administration to acquire the necessary adequate data to recommend any further parking changes in the downtown area. Administration is recommending that the parking study be completed in 2021.

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Professional Fees           | 10-5-2043015-0327     | \$75,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$75,000</b>      |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PLAN-6   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Enhancement                             |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Planning and Legislative Services              |
| <b>Budget Impact:</b>                         | (\$125,000)                                    |

|                            |                      |
|----------------------------|----------------------|
| <b>Budget Issue Title:</b> | Transfer to Reserves |
|----------------------------|----------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>The Town of Amherstburg has been developing a CIP program and has set aside funds to launch the program. The current funds in the CIP Reserve are expected to be adequate to fund at least 2021 applications. A one-time reduction of \$100,000 to forego the 2021 transfer to the CIP Reserve is included in the 2021 Budget.</p> <p>Also the Town has established a Litigation Reserve to offset unforeseen legal costs that may be incurred from time to time. The current funds in the reserve are expected to be adequate to fund any foreseen legal costs variances for 2021. A one-time reduction of \$25,000 to forego the 2021 transfer to the Legal Reserve is included in the 2021 Budget.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Transfer to Reserves        |                       | \$(125,000)          |
| <b>Total Budget Impact:</b> |                       | <b>\$(125,000)</b>   |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Planning, Development and Legislative Services  
 Police

|                                    | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|------------------------------------|-------------------------|------------------|--------------------|------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Revenue:</b>                    |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Total Revenues</b>              | <b>702,436</b>          | <b>70,000</b>    | <b>-</b>           | <b>-</b>         | <b>(70,000)</b>     | <b>(70,000)</b>          | <b>-</b>              | <b>-</b>             | <b>(70,000)</b>                   | <b>POLICE-2</b>         |
| <b>Expenses:</b>                   |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Salaries and Wages</b>          |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Salaries - Full Time               | 154,401                 | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Salaries - Overtime                | 4,666                   | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| <b>Total Salaries and Wages</b>    | <b>159,067</b>          | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>            | <b>-</b>                 | <b>-</b>              | <b>-</b>             | <b>-</b>                          |                         |
| <b>Benefits</b>                    |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Total Benefits</b>              | <b>135,059</b>          | <b>-</b>         | <b>8,513</b>       | <b>13,430</b>    | <b>-</b>            | <b>-</b>                 | <b>-</b>              | <b>-</b>             | <b>-</b>                          |                         |
| <b>General Expenses</b>            |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Service Contract                   | 4,761,708               | 5,013,902        | 3,760,425          | 5,013,902        | 5,013,902           | 104,679                  | -                     | 5,118,581            | 104,679                           | <b>POLICE-1</b>         |
| Uniforms                           | 2,783                   | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Police Training                    | (285)                   | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Photocopier Supplies               | 140                     | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Forensic Identification Expense    | 450                     | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Internet Access                    | (3)                     | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Transitional Cost                  | 774,289                 | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Credit Card Charges                | 99                      | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Legal Fees                         | 641                     | 50,000           | 24,399             | 50,000           | 50,000              | (25,000)                 | -                     | 25,000               | (25,000)                          | <b>POLICE-3</b>         |
| <b>Total General Expenses</b>      | <b>5,539,822</b>        | <b>5,063,902</b> | <b>3,784,824</b>   | <b>5,063,902</b> | <b>5,063,902</b>    | <b>79,679</b>            | <b>-</b>              | <b>5,143,581</b>     | <b>79,679</b>                     |                         |
| <b>Building</b>                    |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| General Insurance                  | -                       | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| Telephone                          | 5,820                   | 6,000            | 4,405              | 6,900            | 6,000               | -                        | -                     | 6,000                | -                                 |                         |
| Utilities                          | 18,191                  | 28,000           | 13,122             | 20,000           | 28,000              | -                        | -                     | 28,000               | -                                 |                         |
| Building Maintenance               | 13,656                  | 15,000           | 4,500              | 15,000           | 15,000              | -                        | -                     | 15,000               | -                                 |                         |
| Janitorial                         | 25,552                  | 25,000           | 25,144             | 26,000           | 25,000              | (25,000)                 | -                     | -                    | (25,000)                          | <b>POLICE-4</b>         |
| Miscellaneous expense              | 16,766                  | 8,000            | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| <b>Total Building</b>              | <b>79,985</b>           | <b>82,000</b>    | <b>47,171</b>      | <b>67,900</b>    | <b>74,000</b>       | <b>(25,000)</b>          | <b>-</b>              | <b>49,000</b>        | <b>(25,000)</b>                   |                         |
| <b>Other Expenses:</b>             |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Dispatching                        | 72,334                  | 77,000           | 71,500             | 73,000           | 77,000              | -                        | -                     | 77,000               | -                                 |                         |
| <b>Total Other Expenses</b>        | <b>72,334</b>           | <b>77,000</b>    | <b>71,500</b>      | <b>73,000</b>    | <b>77,000</b>       | <b>-</b>                 | <b>-</b>              | <b>77,000</b>        | <b>-</b>                          |                         |
| <b>Equipment and Vehicle</b>       |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Radio Maintenance                  | 25,320                  | 31,000           | 24,894             | 34,000           | 31,000              | -                        | -                     | 31,000               | -                                 |                         |
| Vehicle and Equipment Maintenance  | 631                     | -                | -                  | -                | -                   | -                        | -                     | -                    | -                                 |                         |
| <b>Total Equipment and Vehicle</b> | <b>25,951</b>           | <b>31,000</b>    | <b>24,894</b>      | <b>34,000</b>    | <b>31,000</b>       | <b>-</b>                 | <b>-</b>              | <b>31,000</b>        | <b>-</b>                          |                         |



Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Planning, Development and Legislative Services  
 Police**

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|---|-------------------------|------------------|--------------------|------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Debt Charges</b>                           |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Total Debt Charges                            | 11,351                  | 11,351           | 8,513              | 11,351           | 11,351              | (0)                      | -                     | 11,351               | (0)                               |                         |
| <b>Reserve Transfers</b>                      |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Total Reserve Transfers                       | 200,000                 | 100,000          | 100,000            | 100,000          | 100,000             | -                        | -                     | 100,000              | -                                 |                         |
| <b>Total Operating Expenses and Transfers</b> | <b>6,223,569</b>        | <b>5,365,253</b> | <b>4,045,415</b>   | <b>5,363,583</b> | <b>5,357,253</b>    | <b>54,679</b>            | <b>-</b>              | <b>5,411,932</b>     | <b>54,679</b>                     |                         |
| <b>Net Operating Budget</b>                   | <b>5,521,133</b>        | <b>5,295,253</b> | <b>4,045,415</b>   | <b>5,363,583</b> | <b>5,287,253</b>    | <b>124,679</b>           | <b>-</b>              | <b>5,411,932</b>     | <b>124,679</b>                    |                         |
| <b>Capital Budget</b>                         |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Description                                   |                         | Tax              | Tax                | Tax              |                     |                          | Cost                  | Tax                  |                                   |                         |
| Replace Equipment - Radio System              |                         |                  |                    |                  |                     |                          | 600,000               | -                    |                                   |                         |
| <b>Total Capital Request</b>                  |                         | <b>-</b>         | <b>-</b>           | <b>-</b>         |                     |                          | <b>600,000</b>        | <b>-</b>             |                                   |                         |
| <b>Total Requirement for Taxes for 2021</b>   |                         | <b>5,295,253</b> | <b>4,045,415</b>   | <b>5,363,583</b> |                     |                          |                       | <b>5,411,932</b>     |                                   |                         |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | POLICE-1                                       |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Non-Discretionary                              |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Police   |
| <b>Budget Impact:</b>                         | \$104,679                                      |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Service Contract |
|----------------------------|------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>Budget increase of \$104,679 related to the indexing of the contract with WPS. This was forecasted, expected, and in accordance with the terms and conditions approved by Council.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Service Contract            | 10-5-2020000-0605     | \$104,679.           |
| <b>Total Budget Impact:</b> |                       | <b>\$104,679.</b>    |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | POLICE-2                                       |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Non-Discretionary                              |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Police   |
| <b>Budget Impact:</b>                         | (\$70,000)                                     |

|                            |                     |
|----------------------------|---------------------|
| <b>Budget Issue Title:</b> | Revenue - POA Fines |
|----------------------------|---------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>Due to COVID-19 and the fire at the Court Offices in Windsor, the revenue from Provincial Offences Act (POA) fines has been reduced to a nominal amount. This is expected to continue into 2021 and possibly beyond as POA fine revenue had already been trending down significantly in recent years.</p> |

| Budget Impact               |                |                   |
|-----------------------------|----------------|-------------------|
| Account Name                | Account Number | Budget Change     |
| Revenue – POA Fines         |                | (\$70,000)        |
| <b>Total Budget Impact:</b> |                | <b>(\$70,000)</b> |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | POLICE-3                                       |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Budget Reduction                               |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Police   |
| <b>Budget Impact:</b>                         | (\$25,000)                                     |

|                            |            |
|----------------------------|------------|
| <b>Budget Issue Title:</b> | Legal Fees |
|----------------------------|------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>In year 3 after the transition of police services to a service delivery contract, a reduction of \$25,000 for legal fees is reflected in the 2021 Budget. This leaves a balance of \$25,000 for legal matters that are ongoing and that may arise from time to time related to matters of the former Amherstburg Police Service.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Legal fees                  |                       | (\$25,000)           |
| <b>Total Budget Impact:</b> |                       | (\$25,000)           |



## 2021 Operating Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | POLICE-4                                       |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Choose an item.                                |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Police   |
| <b>Budget Impact:</b>                         | Nil  |

|                            |                            |
|----------------------------|----------------------------|
| <b>Budget Issue Title:</b> | Cleaning Services Recovery |
|----------------------------|----------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>The 2021 Budget removes the internal cost allocation for cleaning services (non-cash) between the facilities and police budget centres. This adjustment has no net impact to the budget or levy, and both areas of operation are taxation funded.</p> |

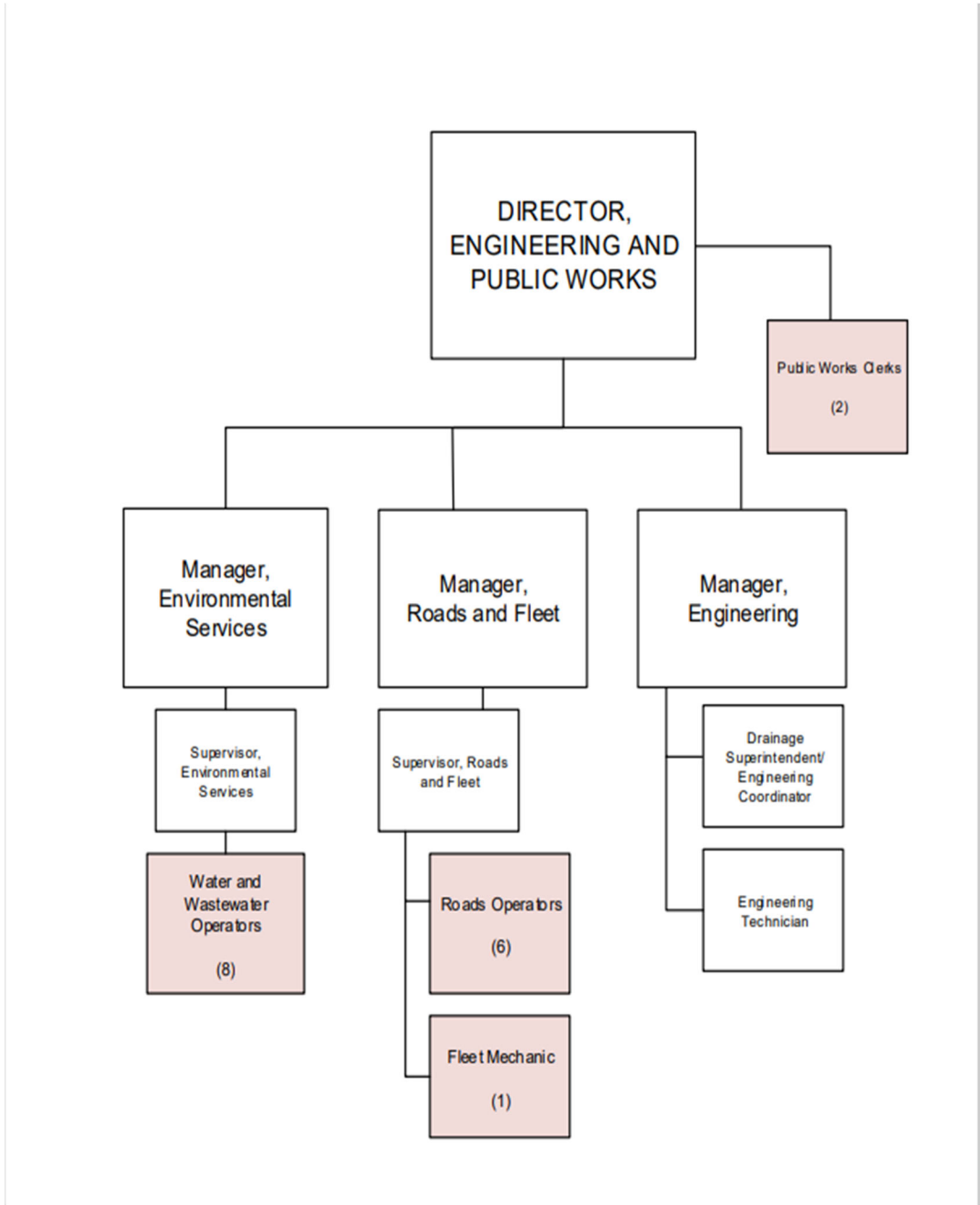
| Budget Impact                       |                |               |
|-------------------------------------|----------------|---------------|
| Account Name                        | Account Number | Budget Change |
| Janitorial Expense (Police)         |                | (\$25,000)    |
| Revenue - Other Income (Facilities) |                | (\$25,000)    |
| <b>Total Budget Impact:</b>         |                | Nil           |



### 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 use.



\*Highlighted in green is a staffing request for 2021



## 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 – Infrastructure and Drainage

Included in these services, the Engineering and Public Works Department is responsible for:

- Provision of safe drinking water
- Maintenance of sanitary collection system
- Maintenance of storm collection system
- Road maintenance and patching
- Gravel resurfacing
- Grading and dust control
- 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
- Fleet management
- Drainage



**B. - 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**

| <b>Permeant FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|-----------------------|--------------------|----------------------|
| Full-Time FTE's       | 14.00              | 14.00                |
| Part-Time FTE's       | .14                | .14                  |
| <b>Total FTE</b>      | <b>14.14</b>       | <b>14.14</b>         |
| Net Change            |                    |                      |

**Staffing Complement Includes:**

| <b>Position Description</b>              | <b>Position Profile</b> | <b>Number of Staff</b> | <b>FTE</b> |
|--|-------------------------|------------------------|------------|
| 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       |
| Supervisor of Roads and Fleet            | Management              | 1.00                   | 1.00       |
| Drainage Superintendent                  | Non-Union               | 1.00                   | 1.00       |
| Engineering Technologist                 | 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       |
| Part Time Arborist                       | Non-Union               | 1.00                   | .14        |

**Engineering and Public Works- Water and Wastewater Rate**

| <b>Permeant FTE's</b> | <b>2020 Budget</b> | <b>2021 Proposed</b> |
|-----------------------|--------------------|----------------------|
| Full-Time FTE's       | 11.00              | 11.00                |
| Part-Time FTE's       | 0.00               | 0.00                 |
| <b>Total FTE</b>      | <b>11.00</b>       | <b>11.00</b>         |
| Net Change            |                    |                      |





**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     | Management              | 1.00                   | 1.00       |
| Water and Wastewater Equipment Operators | Union                   | 8.00                   | 8.00       |
| Environmental Services Clerk             | Union                   | 1.00                   | 1.00       |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Engineering and Public Works  
 Drainage**

|  | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper<br>Ref. No. |
|--|-------------------------|------------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Revenue:</b>                            |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Recoveries - Landowners                    | 865,134                 | 1,031,000        | 422,313            | 633,000           | 1,031,000           | 234,000                  | -                     | 1,265,000            | 234,000                           | <b>DRAIN-1</b>          |
| <b>Grants</b>                              |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Provincial Grant - Drainage Superintending | 46,476                  | 54,700           | 97,649             | 54,700            | 54,700              | 3,300                    | -                     | 58,000               | 3,300                             | <b>DRAIN-1</b>          |
| Provincial Grant - Drain Maintenance       | 68,499                  | 48,000           |                    | 48,000            | 48,000              | (11,000)                 | -                     | 37,000               | (11,000)                          | <b>DRAIN-1</b>          |
| Provincial Grant - Drainage Construction   | 112,682                 | 121,000          |                    | 115,000           | 121,000             | (21,000)                 | -                     | 100,000              | (21,000)                          | <b>DRAIN-1</b>          |
| <b>Recoveries</b>                          |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Recoveries - Debenture Repayment           | 2,304                   | 2,304            | 2,305              | 2,304             | 2,304               | (1,152)                  | -                     | 1,152                | (1,152)                           | <b>DRAIN-4</b>          |
| Tile Loans                                 | 8,736                   | 8,736            | 5,068              | 8,736             | 8,736               | (3,668)                  | -                     | 5,068                | (3,668)                           | <b>DRAIN-4</b>          |
| <b>Other</b>                               |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Drainage Apportionments                    | 10,589                  | 2,500            | 1,500              | 2,500             | 2,500               | -                        | -                     | 2,500                | -                                 |                         |
| <b>Total Revenue</b>                       | <b>1,114,420</b>        | <b>1,268,240</b> | <b>528,834</b>     | <b>864,240</b>    | <b>1,268,240</b>    | <b>200,480</b>           | <b>-</b>              | <b>1,468,720</b>     | <b>200,480</b>                    |                         |
| <b>Expenses:</b>                           |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| <b>Salaries and Wages:</b>                 |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Salaries - Full Time                       | 94,296                  | 96,351           | 68,014             | 96,351            | 96,351              | 1,927                    | -                     | 98,278               | 1,927                             | <b>CORP STAFF</b>       |
| Salaries - Overtime                        | 6,582                   | 6,500            | 3,508              | 6,500             | 6,500               | -                        | -                     | 6,500                | -                                 |                         |
| <b>Total Salaries and Wages</b>            | <b>100,878</b>          | <b>102,851</b>   | <b>71,522</b>      | <b>102,851</b>    | <b>102,851</b>      | <b>1,927</b>             | <b>-</b>              | <b>104,778</b>       | <b>1,927</b>                      | <b>CORP STAFF</b>       |
| <b>Benefits:</b>                           |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| <b>Total Benefits</b>                      | <b>29,991</b>           | <b>30,541</b>    | <b>24,291</b>      | <b>30,542</b>     | <b>30,541</b>       | <b>1,890</b>             | <b>-</b>              | <b>32,431</b>        | <b>1,890</b>                      | <b>CORP STAFF</b>       |
| <b>General Expenses:</b>                   |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Clothing                                   | 200                     | 500              | -                  | 500               | 500                 | -                        | -                     | 500                  | -                                 |                         |
| Professional and Engineering Fees          | 224                     | -                | -                  | -                 | -                   | -                        | -                     | -                    | -                                 |                         |
| Mobile Devices                             | 563                     | 1,500            | 738                | 1,500             | 900                 | (100)                    | -                     | 800                  | (100)                             | <b>CSIT-8</b>           |
| Memberships                                | 175                     | 425              | 1,186              | 425               | 425                 | -                        | -                     | 425                  | -                                 |                         |
| Training and Professional Development      | 930                     | 1,500            | -                  | 1,500             | 1,500               | -                        | -                     | 1,500                | -                                 |                         |
| Write-offs                                 | -                       | 5,000            | -                  | 5,000             | 5,000               | -                        | -                     | 5,000                | -                                 |                         |
| <b>Total General Expenses</b>              | <b>2,092</b>            | <b>8,925</b>     | <b>1,924</b>       | <b>8,925</b>      | <b>8,325</b>        | <b>(100)</b>             | <b>-</b>              | <b>8,225</b>         | <b>(100)</b>                      |                         |
| <b>Equipment and Vehicles:</b>             |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Gasoline                                   | 805                     | 4,500            | -                  | 4,500             | 4,500               | (2,500)                  | -                     | 2,000                | (2,500)                           | <b>DRAIN-2</b>          |
| Vehicle and Equipment Maintenance          | 388                     | 1,000            | 42                 | 1,000             | 1,000               | -                        | -                     | 1,000                | -                                 |                         |
| Small Equipment                            | 856                     | 1,000            | 713                | 1,000             | 1,000               | -                        | -                     | 1,000                | -                                 |                         |
| Vehicle Licences                           | -                       | 150              | -                  | 150               | 150                 | -                        | -                     | 150                  | -                                 |                         |
| <b>Total Equipment and Vehicles</b>        | <b>2,049</b>            | <b>6,650</b>     | <b>755</b>         | <b>6,650</b>      | <b>6,650</b>        | <b>(2,500)</b>           | <b>-</b>              | <b>4,150</b>         | <b>(2,500)</b>                    |                         |
| <b>Other Expenses</b>                      |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Drain Construction                         | 818,982                 | 934,000          | 257,175            | 530,000           | 934,000             | 219,000                  | -                     | 1,153,000            | 219,000                           | <b>DRAIN-3</b>          |
| Drain Maintenance                          | 227,333                 | 266,000          | 48,790             | 266,000           | 266,000             | (17,000)                 | -                     | 249,000              | (17,000)                          | <b>DRAIN-3</b>          |
| <b>Total Other Expenses</b>                | <b>1,046,315</b>        | <b>1,200,000</b> | <b>305,965</b>     | <b>796,000</b>    | <b>1,200,000</b>    | <b>202,000</b>           | <b>-</b>              | <b>1,402,000</b>     | <b>202,000</b>                    |                         |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Engineering and Public Works  
 Drainage**

|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper<br>Ref. No. |
|---|-------------------------|------------------|--------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Debt Repayment</b>                         |                         |                  |                    |                   |                     |                          |                       |                      |                                   |                         |
| Total Debt Charges                            | 16,247                  | 16,247           | 5,529              | 7,372             | 16,247              | (10,027)                 | -                     | 6,220                | (10,027)                          | DRAIN-4                 |
| <b>Total Expenses</b>                         | <u>1,197,572</u>        | <u>1,365,214</u> | <u>409,985</u>     | <u>952,340</u>    | <u>1,364,614</u>    | <u>193,190</u>           | <u>-</u>              | <u>1,557,804</u>     | <u>193,190</u>                    |                         |
| <b>Total Reserve Transfers</b>                | <u>-</u>                | <u>-</u>         | <u>-</u>           | <u>-</u>          | <u>-</u>            | <u>-</u>                 | <u>-</u>              | <u>-</u>             | <u>-</u>                          |                         |
| <b>Total Operating Expenses and Transfers</b> | <u>1,197,572</u>        | <u>1,365,214</u> | <u>409,985</u>     | <u>952,340</u>    | <u>1,364,614</u>    | <u>193,190</u>           | <u>-</u>              | <u>1,557,804</u>     | <u>193,190</u>                    |                         |
| <b>Net Operating Budget</b>                   | <u>83,152</u>           | <u>96,974</u>    | <u>(118,849)</u>   | <u>88,100</u>     | <u>96,374</u>       | <u>(7,290)</u>           | <u>-</u>              | <u>89,084</u>        | <u>(7,290)</u>                    |                         |
| <b>Total Capital Request</b>                  |                         | <u>-</u>         | <u>-</u>           | <u>-</u>          |                     |                          | <u>-</u>              | <u>-</u>             |                                   |                         |
| <b>Total Requirement from Taxes</b>           |                         | <u>96,974</u>    | <u>(118,849)</u>   | <u>88,100</u>     |                     |                          |                       | <u>89,084</u>        |                                   |                         |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | Drain-1                      |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable               |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Drainage                     |
| <b>Budget Impact:</b>                         | \$205,300                    |

|                            |                             |
|----------------------------|-----------------------------|
| <b>Budget Issue Title:</b> | Increase Revenue - Drainage |
|----------------------------|-----------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

The Ontario Ministry of Food and Rural Affairs (OMAFRA) provides grants to landowners to encourage the development of agricultural land in an environmentally responsible manner. These grants help to offset the cost of municipal drain construction, improvement, maintenance, repair and operations. The provision of these grants for activities under the Drainage Act is called the Agricultural Drainage Infrastructure Program (ADIP). Also, under the ADIP, the Ministry provides grant to the Municipality for the cost of employing a Drainage Superintendent. The application for each of these grants is submitted to OMAFRA annually, with the value of the grants varying depending on the volume of work performed. From year to year, the scope of drain maintenance and construction work fluctuates. With this fluctuation, so too will the value of the ADIP maintenance and construction grants. Likewise, the grant for the cost of employing a Drainage Superintendent also varies, depending on the yearly hours spent by the Superintendent performing the duties that the Ministry considers eligible for grant under the Drainage Act.

It should be noted that the Drain Maintenance and Drain Construction grants are applied for by the Municipality on behalf of the eligible landowners to offset their assessments, the combination of grants and recoveries from landowners provides funding for the cost of the works that benefit the landowners. The estimated cost of works to be assessed as benefitting the Town (road share) is included as an expense under the Public Works budget centre.

For the year 2021, the estimated grants are as follows:

\$ 37,000 - Drain Maintenance

\$100,000 - Drain Construction

\$ 58,000 - Drainage Superintending

\$195,000 Total - a net decrease of \$28,700 in revenue from the base budget.

Recoveries from landowners for drainage costs are estimated a \$1,265,000, a budget increase of \$234,000 based on the projects planned for the year (see IP Drain-3).

### Budget Impact

| Account Name                               | Account Number          | Budget Change    |
|--|-------------------------|------------------|
| Recoveries from Landowners                 | 10-4-1008030-1050       | \$234,000        |
| Provincial Grant – Drainage Superintending | 10-4-1008030-0626-DR001 | \$3,300          |
| Provincial Grant – Drain Maintenance       | 10-4-1008030-0626-DR002 | (\$11,000)       |
| Provincial Grant – Drain Construction      | 10-4-1008030-0626-DR003 | (\$21,000)       |
| <b>Total Budget Impact:</b>                |                         | <b>\$205,300</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | Drain-2                      |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable               |
| <b>Budget Issue Classification:</b>           | Budget Reduction             |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Drainage                     |
| <b>Budget Impact:</b>                         | (\$2,500)                    |

|                            |                           |
|----------------------------|---------------------------|
| <b>Budget Issue Title:</b> | Decrease Gasoline Expense |
|----------------------------|---------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>Under the 2020 Drainage Budget Centre, \$4,500 was allotted to pay for gasoline for a single pickup truck. Based on electronically tracked gasoline consumption for 2019 and 2020, the volume of gasoline estimated for 2021 has been reduced. Consequently, a budget reduction of \$2,500 to the Gasoline account is shown under the 2021 Drainage Budget Centre.</p> |

| Budget Impact               |                   |                  |
|-----------------------------|-------------------|------------------|
| Account Name                | Account Number    | Budget Change    |
| Gasoline                    | 10-5-3010000-0401 | (\$2,500)        |
| <b>Total Budget Impact:</b> |                   | <b>(\$2,500)</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | Drain-3                      |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability        |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Drainage                     |
| <b>Budget Impact:</b>                         | \$202,000                    |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Increase Drain Construction and Drain Maintenance Expense |
|----------------------------|---|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Under the provisions of the Drainage Act, the cost to complete works of Maintenance and Construction on a Municipal Drain is paid for by lands that use the drain according to a schedule of assessment that is prepared by an engineer and adopted under municipal by-law. From year to year, the scope of drain maintenance and construction work varies, depending largely on the number of requests received from landowners. Other factors, such as environmental restrictions, the timing of farming activities, and the processes by which new works of drainage are required to follow under the Drainage Act, affect the volume of work that may be completed on a yearly basis.</p> <p>Expenses for 2021 drainage works are estimated as follows:</p> <p>\$ 249,000 - Drain Maintenance (to finalize twenty (20) projects) – budget reduction of \$17,000<br/> <u>\$1,153,000</u> - Drain Construction (for fifteen (15) projects) – budget increase of \$219,000<br/> <b>\$1,402,000 – Total – a net increase of \$202,000 over base budget</b></p> <p>Funding for 2021 Drainage maintenance and construction is estimated as follows, adjustments are reflected in Issue Paper Drain-1:</p> <p>\$1,265,000 – recoveries from landowners – budget increase of \$234,000<br/> <u>\$ 137,000</u> – Provincial Grants – budget reduction of \$32,000<br/> <b>\$1,402,000 – Total – a net increase of \$202,000 over base budget</b></p> <p>Assessments for Town Lands and Roads noted above will be funded under the Municipal Drain Expense item in the Public Works Budget Centre and are addressed under an Issue Paper for that budget centre.</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Drain Construction Expense  | 10-5-1008030-0764     | \$219,000            |
| Drain Maintenance Expense   | 10-5-1008030-0765     | (\$17,000)           |
| <b>Total Budget Impact:</b> |                       | <b>\$202,000</b>     |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | Drain-4                      |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability        |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Drainage                     |
| <b>Budget Impact:</b>                         | \$(5,207)                    |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Debt payment and recoveries adjustment |
|----------------------------|--|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p><b>Debt Repayment- Reduction of \$10,027</b></p> <p>A downward adjustment to long term debt repayments can be made for 10,027 of debt taken to fund drainage work and tile loans in prior years.</p> <p><b>Recoveries from Land Owners Revenue- Reduction of \$4,820</b></p> <p>The above Debt repayments where funded by recoveries from the effective land owners reduction of this revenue is expected to be \$4,820</p> |
|--|

| <b>Budget Impact</b>           |                       |                      |
|--------------------------------|-----------------------|----------------------|
| <b>Account Name</b>            | <b>Account Number</b> | <b>Budget Change</b> |
| Recoveries Debenture Repayment |                       | \$1,152              |
| Recoveries Tile Loans          |                       | \$3,668              |
| Debt Charges                   |                       | (\$10,027)           |
| <b>Total Budget Impact:</b>    |                       | <b>\$(5,207)</b>     |

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|   | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base<br>Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|---|-------------------------|------------------|--------------------|-------------------|---------------------|-----------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Revenue:</b>                         |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Recoveries - Wastewater expenses        | 528,700                 | 539,300          | 404,475            | 539,300           | 539,300             | (22,900)                    | -                     | 516,400              | (22,900)                          | CSGL-1                  |
| Recoveries - Water expenses             | 80,000                  | 81,600           | 61,200             | 81,600            | 81,600              | (1,300)                     | -                     | 80,300               | (1,300)                           | CSGL-1                  |
| Recoveries - Pelee Drainage Superintend | 35,150                  | 42,000           | 14,220             | 30,000            | 42,000              | (7,000)                     | -                     | 35,000               | (7,000)                           | EPW-1                   |
| Fee Revenue                             | 39,175                  | 36,000           | 32,056             | 40,450            | 36,000              | (500)                       | -                     | 35,500               | (500)                             |                         |
| Service Charges                         | 5,476                   | 5,000            | 5,586              | 5,587             | 5,000               | -                           | -                     | 5,000                | -                                 |                         |
| Proceeds on Sale of Assets              | 20,619                  | -                | 2,475              | -                 | -                   | -                           | -                     | -                    | -                                 |                         |
| Proceeds on Sale of Materials           | 2,780                   | -                | 877                | -                 | -                   | -                           | -                     | -                    | -                                 |                         |
| <b>Total Revenue</b>                    | <b>711,900</b>          | <b>703,900</b>   | <b>520,889</b>     | <b>696,937</b>    | <b>703,900</b>      | <b>(31,700)</b>             | <b>-</b>              | <b>672,200</b>       | <b>(31,700)</b>                   |                         |
| <b>Expenses:</b>                        |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| <b>Salaries and Wages:</b>              |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Salaries - Full Time                    | 1,027,988               | 1,073,238        | 756,713            | 1,073,238         | 1,073,238           | 25,574                      | -                     | 1,098,813            | 25,574                            | CORP STAFF              |
| Salaries - Overtime                     | 49,496                  | 50,000           | 47,392             | 60,000            | 50,000              | -                           | -                     | 50,000               | -                                 |                         |
| Salaries - Part Time/Temporary          | 122,686                 | 73,872           | 63,030             | 73,873            | 73,872              | 1,559                       | -                     | 75,431               | 1,559                             | CORP STAFF              |
| <b>Total Salaries and Wages</b>         | <b>1,143,075</b>        | <b>1,197,111</b> | <b>867,135</b>     | <b>1,207,111</b>  | <b>1,197,111</b>    | <b>27,133</b>               | <b>-</b>              | <b>1,224,244</b>     | <b>27,133</b>                     |                         |
| <b>Benefits:</b>                        |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| <b>Total Benefits</b>                   | <b>345,625</b>          | <b>359,610</b>   | <b>272,738</b>     | <b>359,610</b>    | <b>359,610</b>      | <b>22,553</b>               | <b>-</b>              | <b>382,163</b>       | <b>22,553</b>                     | CORP STAFF              |
| <b>General Expenses:</b>                |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Clothing                                | 6,180                   | 7,500            | 7,369              | 7,500             | 7,500               | -                           | -                     | 7,500                | -                                 |                         |
| Health and Safety                       | 115                     | -                | -                  | -                 | -                   | -                           | -                     | -                    | -                                 |                         |
| Office Supplies                         | 6,712                   | 5,000            | 4,482              | 6,500             | 5,000               | -                           | -                     | 5,000                | -                                 |                         |
| Mobile Devices                          | 4,439                   | 5,500            | 1,800              | 4,500             | 5,500               | (300)                       | -                     | 5,200                | (300)                             | CSIT-8                  |
| Memberships                             | 2,104                   | 3,000            | 1,988              | 3,000             | 3,000               | -                           | -                     | 3,000                | -                                 |                         |
| Training and Conferences                | 9,513                   | 20,500           | 5,914              | 10,000            | 20,500              | -                           | -                     | 20,500               | -                                 |                         |
| Professional Fees                       | 23,353                  | 97,000           | 29,731             | 22,000            | 22,000              | -                           | -                     | 22,000               | -                                 |                         |
| Property Taxes                          | 3,639                   | 3,500            | 3,657              | 3,500             | 3,500               | 500                         | -                     | 4,000                | 500                               | EPW-2                   |
| <b>Total General Expenses</b>           | <b>56,055</b>           | <b>142,000</b>   | <b>54,941</b>      | <b>57,000</b>     | <b>67,000</b>       | <b>200</b>                  | <b>-</b>              | <b>67,200</b>        | <b>200</b>                        |                         |
| <b>Equipment and Vehicles:</b>          |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Vehicle and Equipment - Fuel            | 136,893                 | 161,000          | 95,698             | 140,000           | 161,000             | (31,000)                    | -                     | 130,000              | (31,000)                          | EPW-3                   |
| Vehicle and Equipment - Maintenance     | 241,031                 | 110,000          | 114,362            | 175,000           | 110,000             | 30,000                      | -                     | 140,000              | 30,000                            | EPW-4                   |
| Vehicle Licences                        | 13,289                  | 15,000           | 931                | 15,000            | 15,000              | -                           | -                     | 15,000               | -                                 |                         |
| Service Agreement - Radios              | 9,842                   | 9,400            | 6,217              | 9,400             | 9,400               | -                           | -                     | 9,400                | -                                 |                         |
| Small Equipment                         | 17,480                  | 16,500           | 12,767             | 16,500            | 16,500              | -                           | -                     | 16,500               | -                                 |                         |
| Equipment Rental                        | -                       | 5,000            | -                  | 5,000             | 5,000               | -                           | -                     | 5,000                | -                                 |                         |
| <b>Total Equipment and Vehicles</b>     | <b>418,535</b>          | <b>316,900</b>   | <b>229,976</b>     | <b>360,900</b>    | <b>316,900</b>      | <b>(1,000)</b>              | <b>-</b>              | <b>315,900</b>       | <b>(1,000)</b>                    |                         |



Town of Amherstburg  
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|  | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base<br>Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|--|-------------------------|------------------|--------------------|-------------------|---------------------|-----------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Road Maintenance:</b>                         |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Weedcutting and Spraying                         | 33,583                  | 35,000           | 49,304             | 55,000            | 35,000              | -                           | -                     | 35,000               | -                                 |                         |
| West Nile Virus Prevention                       | 5,538                   | 7,000            | 2,842              | 7,000             | 7,000               | -                           | -                     | 7,000                | -                                 |                         |
| Municipal Drain Expense                          | 20,474                  | 165,000          | 31,008             | 165,000           | 165,000             | -                           | 235,000               | 400,000              | 235,000                           | EPW-5                   |
| Road Maintenance                                 | 418,825                 | 457,000          | 518,531            | 459,000           | 457,000             | 28,000                      | 85,000                | 570,000              | 113,000                           | EPW-6 & EPW-7           |
| Railway Crossings                                | 3,591                   | 3,700            | 2,762              | 3,700             | 3,700               | -                           | -                     | 3,700                | -                                 |                         |
| Culverts and Bridges                             | 25,810                  | 25,000           | 22,490             | 25,000            | 25,000              | -                           | -                     | 25,000               | -                                 |                         |
| Cleaning and Grading of Ditches                  | 20,706                  | 10,000           | 20,352             | 10,000            | 10,000              | -                           | -                     | 10,000               | -                                 |                         |
| Storm and Sewer Drains                           | 67,511                  | 45,000           | 50,260             | 55,000            | 45,000              | 55,000                      | -                     | 100,000              | 55,000                            | EPW-8                   |
| Weed Control                                     | -                       | 10,000           | 8,852              | 10,000            | 10,000              | 10,000                      | -                     | 20,000               | 10,000                            | EPW-9                   |
| Winter Control                                   | 184,210                 | 201,050          | 169,759            | 201,050           | 201,050             | -                           | -                     | 201,050              | -                                 |                         |
| Sidewalk Maintenance and Repairs                 | 22,796                  | 60,000           | 67,614             | 70,000            | 60,000              | -                           | -                     | 60,000               | -                                 |                         |
| <b>Total Road Maintenance</b>                    | <b>803,044</b>          | <b>1,018,750</b> | <b>943,774</b>     | <b>1,060,750</b>  | <b>1,018,750</b>    | <b>93,000</b>               | <b>320,000</b>        | <b>1,431,750</b>     | <b>413,000</b>                    |                         |
| <b>Traffic Signal Maintenance:</b>               |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Traffic Signal Maintenance                       | 27,290                  | 15,000           | 13,648             | 15,000            | 15,000              | -                           | -                     | 15,000               | -                                 |                         |
| Traffic Signs and Devices                        | 41,431                  | 40,000           | 22,778             | 40,000            | 40,000              | -                           | -                     | 40,000               | -                                 |                         |
| Utilities for Traffic Control                    | 11,299                  | 15,000           | 7,418              | 15,000            | 15,000              | -                           | -                     | 15,000               | -                                 |                         |
| <b>Total Traffic Signal Maintenance - Public</b> | <b>80,020</b>           | <b>70,000</b>    | <b>43,845</b>      | <b>70,000</b>     | <b>70,000</b>       | <b>-</b>                    | <b>-</b>              | <b>70,000</b>        | <b>-</b>                          |                         |
| <b>Traffic Street Light Maintenance:</b>         |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Streetlights - Utilities                         | 188,416                 | 110,000          | 71,556             | 110,000           | 110,000             | -                           | -                     | 110,000              | -                                 |                         |
| General Maintenance                              | 38,931                  | 50,000           | 15,969             | 50,000            | 50,000              | -                           | -                     | 50,000               | -                                 |                         |
| Streetlights - Rural Intersection                | 1,090                   | -                | -                  | -                 | -                   | -                           | -                     | -                    | -                                 |                         |
| <b>Total Street Light Maintenance</b>            | <b>228,437</b>          | <b>160,000</b>   | <b>87,525</b>      | <b>160,000</b>    | <b>160,000</b>      | <b>-</b>                    | <b>-</b>              | <b>160,000</b>       | <b>-</b>                          |                         |
| <b>Total Tree Maintenance</b>                    | <b>200,323</b>          | <b>135,000</b>   | <b>65,551</b>      | <b>135,000</b>    | <b>135,000</b>      | <b>-</b>                    | <b>-</b>              | <b>135,000</b>       | <b>-</b>                          |                         |
| <b>Other Expenses</b>                            |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| Mosquito Control Program                         | 31,597                  | 55,000           | 45,616             | 55,000            | 55,000              | -                           | -                     | 55,000               | -                                 |                         |
| Transit expense                                  | -                       | -                | -                  | -                 | -                   | -                           | 200,000               | 200,000              | 200,000                           | EPW-10                  |
| <b>Total Other Expenses</b>                      | <b>31,597</b>           | <b>55,000</b>    | <b>45,616</b>      | <b>55,000</b>     | <b>55,000</b>       | <b>-</b>                    | <b>200,000</b>        | <b>255,000</b>       | <b>200,000</b>                    |                         |
| <b>Total Solid Waste</b>                         | <b>1,403,148</b>        | <b>1,363,900</b> | <b>1,114,372</b>   | <b>1,486,000</b>  | <b>1,363,900</b>    | <b>102,800</b>              | <b>-</b>              | <b>1,466,700</b>     | <b>102,800</b>                    | EPW-11                  |
| <b>Total Expenses</b>                            | <b>4,709,859</b>        | <b>4,818,270</b> | <b>3,725,474</b>   | <b>4,951,371</b>  | <b>4,743,270</b>    | <b>244,687</b>              | <b>520,000</b>        | <b>5,507,957</b>     | <b>764,687</b>                    |                         |
| <b>Debt Charges</b>                              |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| <b>Total Debt Charges</b>                        | <b>664,258</b>          | <b>371,623</b>   | <b>278,642</b>     | <b>371,623</b>    | <b>371,623</b>      | <b>(101)</b>                | <b>-</b>              | <b>371,522</b>       | <b>(101)</b>                      |                         |
| <b>Transfer to (from) Reserves</b>               |                         |                  |                    |                   |                     |                             |                       |                      |                                   |                         |
| <b>Total Reserve Transfers</b>                   | <b>1,428,959</b>        | <b>257,000</b>   | <b>259,475</b>     | <b>257,000</b>    | <b>257,000</b>      | <b>100,000</b>              | <b>(235,000)</b>      | <b>122,000</b>       | <b>(135,000)</b>                  | EPW-5, EPW-12           |
| <b>Total Operating Expenses and Transfers</b>    | <b>6,803,076</b>        | <b>5,446,893</b> | <b>4,263,591</b>   | <b>5,579,994</b>  | <b>5,371,893</b>    | <b>344,586</b>              | <b>285,000</b>        | <b>6,001,479</b>     | <b>629,586</b>                    |                         |
| <b>Net Operating Budget</b>                      | <b>6,091,176</b>        | <b>4,742,993</b> | <b>3,742,702</b>   | <b>4,883,057</b>  | <b>4,667,993</b>    | <b>376,286</b>              | <b>285,000</b>        | <b>5,329,279</b>     | <b>661,286</b>                    |                         |

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| Yearend 2019<br>Actuals | 2020 Budget | 2020 Q3<br>Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base<br>Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|-------------------------|-------------|--------------------|-------------------|---------------------|-----------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
|-------------------------|-------------|--------------------|-------------------|---------------------|-----------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|

**Capital Budget**

| Description   | Tax              | Tax              | Tax              | Cost             | Tax              | Issue Paper Ref. No. |
|---|------------------|------------------|------------------|------------------|------------------|----------------------|
| Engineering - Geotechnical investigations   |                  |                  |                  | 25,000           | 25000            | EPW- CAP-1           |
| <b>Project Closeout</b> - Rehabilitation of Pacific Avenue (Simcoe to Richmond)   |                  |                  |                  | 12,500           |                  | EPW- CAP-2           |
| <b>Project Closeout</b> - 2020 Mill and Pave Program  |                  |                  |                  | 2,500            |                  | EPW- CAP-3           |
| <b>Project Closeout</b> - Rehabilitation - 4th Conc N (Alma - County Road 10)   |                  |                  |                  | 30,000           | -                | EPW- CAP-4           |
| Finalize Engineering - McLeod (3rd Concession to Lakewood)  |                  |                  |                  | 25,000           | -                | EPW- CAP-5           |
| Engineering - South Riverview Reconstruction (Beneteau Dr to 2nd Conc)  |                  |                  |                  | 25,000           | -                | EPW- CAP-6           |
| Reconstruction - Fryer Street Reconstruction - Alma St to Richmond St   |                  |                  |                  | 2,200,000        | -                | EPW- CAP-7           |
| Resurface - 2021 Mill and Pave Program  |                  |                  |                  | 400,000          | -                | EPW- CAP-8           |
| Engineering - 8th Concession N Reconstruction (Alma to County Rd 10)  |                  |                  |                  | 100,000          | -                | EPW- CAP-9           |
| Resurface - 2021 Tar and Chip Program   |                  |                  |                  | 200,000          | -                | EPW- CAP-10          |
| <b>Project Closeout</b> - Paved shoulders on Alma Street between Fryer and Meloche Road as per CWATS plan.              |                  |                  |                  | 25,000           | -                | EPW- CAP-11          |
| Construct - Pedestrian Crossover  |                  |                  |                  | 75,000           | 75,000           | EPW- CAP-12          |
| Transit - Bus Stops (signage, concrete pad, bench)  |                  |                  |                  | 18,000           | 18,000           | EPW- CAP-13          |
| Project Closeout - Replace Bridge 3008 - Long Marsh Drain at Concession 2 North   |                  |                  |                  | 40,000           | -                | EPW- CAP-14          |
| Engineering -River Canard at 5th Concession North - Bridge No. 3012. Complete Replacement- <b>(Precommitted)</b>        |                  |                  |                  | 110,000          | -                | EPW- CAP-15          |
| <b>Project Closeout</b> - Collison Sideroad over Collison Drain - Culvert No. 3.  |                  |                  |                  | 15,000           | -                | EPW- CAP-16          |
| Construction - Hamel Bezaire Drain at 4th Concession North - Culvert No. 59. Complete replacement <b>(Precommitted)</b> |                  |                  |                  | 550,000          | -                | EPW- CAP-17          |
| Engineering - Sucker Creek Bridge over 8th Concession - Bridge 3020   |                  |                  |                  | 150,000          | -                | EPW- CAP-18          |
| Replace Equipment - Motor Grader  |                  |                  |                  | 460,000          | -                | EPW- CAP-19          |
| New - Equipment - Gravel Compaction Unit  |                  |                  |                  | 25,000           | 25,000           | EPW- CAP-20          |
| Construct - Multi-use trail - County Road 10 from Walker to Howard- <b>Council Direction</b>                            |                  |                  |                  | -                | -                | EPW- CAP-21          |
| Redlights Camera's - <b>Council Directions</b>  |                  |                  |                  | -                | -                | EPW- CAP-22          |
| <b>Total Capital Request</b>  | <b>329,000</b>   | <b>208,622</b>   | <b>363,000</b>   | <b>4,488,000</b> | <b>143,000</b>   |                      |
| <b>Total Requirement from Taxes</b>   | <b>5,071,993</b> | <b>3,951,324</b> | <b>5,246,057</b> |                  | <b>5,472,279</b> |                      |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-1                        |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Reduction             |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Engineering and Public Works |
| <b>Budget Impact:</b>                         | \$(7,500)                    |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Pelee Island Drainage Revenue & Fee Revenue |
|----------------------------|---|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>Due to COVID-19, the amount of trips being made to Pelee Island to do drainage work has been limited to ferry service as well as trends indicate revenue estimates in this area to be high.</p> <p>A reduction of \$7,000 in Revenue is recommended.</p> <p>An additional reduction of \$500 is recommended to Fee Revenue for reports as trends indicate less revenue.</p> |

| Budget Impact                            |                |                  |
|--|----------------|------------------|
| Account Name                             | Account Number | Budget Change    |
| Recoveries-Pelee Drainage Superintending |                | \$(7,000)        |
| Fee Revenue Reports                      |                | \$(500)          |
| <b>Total Budget Impact:</b>              |                | <b>\$(7,500)</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-2                        |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Engineering and Public Works |
| <b>Budget Impact:</b>                         | \$500                        |

|                            |                |
|----------------------------|----------------|
| <b>Budget Issue Title:</b> | Property Taxes |
|----------------------------|----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

Administration is recommending an increase based on actual property taxes expenses experienced.

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Property Taxes              |                       | \$500                |
| <b>Total Budget Impact:</b> |                       | <b>\$500</b>         |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-3                        |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Reduction             |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Vehicle and Equipment - Fuel |
| <b>Budget Impact:</b>                         | \$31,000                     |

|                            |                              |
|----------------------------|------------------------------|
| <b>Budget Issue Title:</b> | Vehicle and Equipment - Fuel |
|----------------------------|------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>Prior to COVID-19, fuel prices have reduced due to economic down turn. The Town Fleet consumes approximately 150,000 annually. At a current average price of \$0.86667, the Town's estimated fuel cost is \$130,000. This will reduce the Vehicle and Equipment – Fuel by \$31,000. It should be noted that the world economy is still unstable and fuel prices could fluctuate depending on supply and demand.</p> |

| Budget Impact                |                   |                   |
|------------------------------|-------------------|-------------------|
| Account Name                 | Account Number    | Budget Change     |
| Vehicle and Equipment - Fuel | 10-5-3010000-0401 | \$31,000          |
| <b>Total Budget Impact:</b>  |                   | <b>(\$31,000)</b> |



## 2021 Operating Budget Request

|   |                                     |
|---|-------------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-4                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure        |
| <b>Budget Issue Classification:</b>           | Budget Reduction                    |
| <b>Department:</b>                            | Engineering and Public Works        |
| <b>Budget Centre:</b>                         | Vehicle and Equipment - Maintenance |
| <b>Budget Impact:</b>                         | \$30,000                            |

|                            |                                     |
|----------------------------|-------------------------------------|
| <b>Budget Issue Title:</b> | Vehicle and Equipment – Maintenance |
|----------------------------|-------------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>This Budget Centre has seen an increase of the cost due to aging fleet and staffing issues. Outsourcing of Vehicle and Equipment – Maintenance has been required in order to keep all departments operational.</p> |

| Budget Impact                       |                   |                 |
|-------------------------------------|-------------------|-----------------|
| Account Name                        | Account Number    | Budget Change   |
| Vehicle and Equipment - Maintenance | 10-5-3010000-0402 | \$30,000        |
| <b>Total Budget Impact:</b>         |                   | <b>\$30,000</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-5                        |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable               |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Engineering and Public Works |
| <b>Budget Impact:</b>                         | \$Nil                        |

|                            |                                     |
|----------------------------|-------------------------------------|
| <b>Budget Issue Title:</b> | Increase to Municipal Drain Expense |
|----------------------------|-------------------------------------|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Under the provisions of the Drainage Act, the cost to complete works of maintenance and construction on a Municipal Drain is paid for by lands that use the drain according to a schedule of assessment that is prepared by an engineer and adopted under municipal by-law. The Town of Amherstburg is responsible for paying its share of drainage assessments relating to the ownership of its lands and roads for drainage works. From year to year, the scope of drain maintenance and construction work varies, depending largely on the number of requests received from landowners. Other factors, such as environmental restrictions, the timing of farming activities, and the processes by which new works of drainage are required to follow under the Drainage Act, affect the volume of work that may be completed on a yearly basis.</p> <p>Drain maintenance and construction projects are yearly occurrences that require Town funding to pay for its share of drainage assessments. Failure to move forward with these projects could place landowners and Town property at risk of flooding and other damage resulting from poor storm water conveyance.</p> <p>Assessments for Town Lands and Roads are funded under the Municipal Drain Expense item in the Public Works Budget Centre. This value has increased from the 2020 budget of \$165,000 to \$400,000 in 2021 largely due to the projected drainage assessments to the Town from a single drainage Construction project. The projected Town share of drainage assessments for numerous other drain Construction and Maintenance projects have also been factored into the 2021 Drain Construction and Drain Maintenance Expense estimate, resulting in a one-time budget increase of \$235,000.</p> <p>A transfer from the Municipal drains reserve is planned to offset the taxation impact</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Municipal Drain Expense     | 10-5-3010000-0765     | \$235,000            |
| Transfer from Reserves      |                       | \$(235,000)          |
| <b>Total Budget Impact:</b> |                       | Nil                  |



## 2021 Operating Budget Request

|   |                                 |
|---|---------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-6                           |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                  |
| <b>Budget Issue Classification:</b>           | Budget Enhancement              |
| <b>Department:</b>                            | Engineering and Public Works    |
| <b>Budget Centre:</b>                         | Road Maintenance – Gravel Roads |
| <b>Budget Impact:</b>                         | \$28,000                        |

|                            |                                 |
|----------------------------|---------------------------------|
| <b>Budget Issue Title:</b> | Road Maintenance – Gravel Roads |
|----------------------------|---------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

There are approximately 30.757 kilometres (61 lane kilometers) of gravel roads in the Town of Amherstburg. The follow chart outlines the locations and kms:

| Road Name              | KM of Gravel Roads |
|------------------------|--------------------|
| North Sideroad         | 6.126              |
| Texas Road             | 5.654              |
| Concession 9 South     | 5.251              |
| South Sideroad         | 3.624              |
| Colchester-Malden Road | 1.994              |
| Concession 7 South     | 2.822              |
| Concession 5 South     | 1.075              |
| Knapps Island Road     | 1.647              |
| McLeod Road            | 1.587              |
| Concession 2 South     | 0.633              |
| Victoria Street North  | 0.344              |
| <b>Total</b>           | <b>30.757 km</b>   |

Most of the gravel roads are located in the rural areas of the Town. The Road Maintenance budget includes an allocation of \$60,000 for the maintenance of the gravel roads, which is mainly used for the purchase of additional stone material, and an allocation of \$12,000 for dust control.

### Current Maintenance Practice

Since 2018, the Town has placed gravel on roads on a “more stone less often” basis. Meaning the Town will place the majority of the stone on selected roads on a rotation. The following has been the rotation to date:

| Year | Roads  | Km's of Roads |
|------|--|---------------|
| 2018 | Concession 5 South,<br>Knapps Island Road and<br>McLeod Road | 4.309 km      |
| 2019 | North Sideroad   | 6.126 km      |
| 2020 | Texas Road   | 5.654 km      |
| 2021 | Concession 9 South   | 5.251 km      |



The Town bases the gravel amount on the width of road and general amount per kilometre. Therefore, based on 6.5 metre road width, the contractor spreads approximately 400 tonnes per kilometre which amounts to approximately 30 mm of depth.

Recommendations:

The recommendation is to place more stone on gravel roads to elevation and assist will the drainage of water from the surface of gravels. The proposed increase of gravel will be from 400 tonnes per kilometre to 700 tonnes. This will increase of stone on the selected roads on a rotation. The recommendation would have the gravel roads on a five-year rotation.

30 kilometre of gravel roads on a five-year rotation is 6 kilometres of roads that would receive approximately 700 tonnes per kilometre totalling 4,200 tonnes. The Town purchases granular “A” from the local quarry at \$13.40 per imperial ton which equals \$12.15 per tonnes. Therefore, the cost of stone for gravel roads on an annual basis is \$51,000.

The Town utilizes a trucking company with belly dumper trucks to haul and place the stone material. In 2020, the truck cost for placement of stone at 400 tonnes per kilometre was \$8,500. The truck cost will double in portion to the increase placement of stone material. Trucking cost is estimated at \$17,000.

The Road Maintenance – Gravel Road budget also includes stone for shouldering and miscellaneous stone for road repairs and granular material in storage bins at the Public Works yards. This additional stone amounts to approximately \$20,000 which should be included in the 2021 Budget.

Financial Impacts

The 2020 Road Maintenance – Gravel Roads is currently at \$60,000. The 2021 Budget request is \$88,000 as outlined in the following items:

- \$51,000 – Stone for Annual Gravel Road Program
- \$17,000 – Trucking Cost for Hauling and Placing Stone
- \$20,000 – Stone for Shouldering and Miscellaneous Projects
- \$88,000

| <b>Budget Impact</b>            |                       |                      |
|---------------------------------|-----------------------|----------------------|
| <b>Account Name</b>             | <b>Account Number</b> | <b>Budget Change</b> |
| Road Maintenance – Gravel Roads | 10-5-3020000-0715     | \$28,000             |
| <b>Total Budget Impact:</b>     |                       | <b>\$28,000</b>      |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-7                        |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$85,000                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | CWATS Program AMH-5 – County Road 20 Paved Shoulders – Front Road South to 80m east of Adams Avenue – Construction |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>This CWATS Project (AMH-5) involves the installation of paved shoulders on County Road 20 Paved Shoulders from Front Road South to 80m east of Adams Avenue. This work is being coordinated with the County of Essex as the resurfacing of County Road 20 that is planned for 2021. Once this project and the associated work being completed by the County is complete there will be paved shoulders along County Road 20 from Lowes Sideroad to County Road 50. This project will be administered by the County and is also partially funded by the County as part of the CWATS program with the County funding 40% of the cost.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Road Maintenance            | \$85,000              |
| <b>Total Budget Impact:</b> | <b>\$85,000</b>       |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-8                        |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Storm and Sewer Drain        |
| <b>Budget Impact:</b>                         | \$55,000                     |

|                            |                                   |
|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Storm and Sewer Drain Maintenance |
|----------------------------|-----------------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>The Town has approximately 88 kilometres of storm sewer located in the urbanized areas of the Town of Amherstburg. In addition to the storm sewers, the Town has approximately 2,500 catch basins.</p> <p>The current budget of \$45,000 is utilized primarily to maintain damaged catch basins on a reactive process. Administration recommends a base budget increase to enhance storm sewer maintenance in response to increasing resident complaints and operational issues related to this infrastructure. In addition, a budget enhancement is recommended for implementation of a storm sewer flushing program. The total storm sewer maintenance budget request for 2021 is \$100,000, which is an increase of \$55,000, to be expended as follows:</p> <ul style="list-style-type: none"> <li>• \$ 25,000 Flushing (Storm Sewer - 12-15 km)</li> <li>• <u>\$ 75,000</u> Maintenance - Catch Basins and Storm Sewer Drains</li> </ul> <p style="padding-left: 40px;">\$100,000 Total</p> |

| Budget Impact               |                   |                 |
|-----------------------------|-------------------|-----------------|
| Account Name                | Account Number    | Budget Change   |
| Storm and Sewer Drain       | 10-5-3020000-0757 | \$55,000        |
| <b>Total Budget Impact:</b> |                   | <b>\$55,000</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-9                        |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable               |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Weed Control                 |
| <b>Budget Impact:</b>                         | \$10,000                     |

|                            |                           |
|----------------------------|---------------------------|
| <b>Budget Issue Title:</b> | Weed Control - Phragmites |
|----------------------------|---------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>The Town has been providing Phragmites weed control over the past 3 years and has been tracking the progress through GPS and mapping. The program has seen great success in the control the Phragmites along the road right of ways. The current budget provides the ability to treat the Phragmites plant with an herbicide product to kill the plant. This program should continue as it exists as it is important to ensure that areas that have shown positive control results are not permitted to repopulate.</p> <p>In order to further the positive progress of Phragmites weed control, additional funding is required to address areas of growth where spraying is not possible, not permitted due to environmental restrictions, or simply ineffective. If these areas are not treated, the Phragmites plant will continue to repopulate and migrate to areas and locations where the efforts to date have resulted in a reduction in the plants regrowth. For these areas, alternative control methods will be required including, but not limited to, the use of specialized mechanical equipment designed to track through large, mostly wet areas where Phragmites are known to thrive.</p> <p>The budget request is for an additional \$10,000 in base budget funding to hire contractors that are able to provide these services, resulting in an enhanced weed control effort. Roadside spraying and GIS tracking of progress will continue under the current program.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Weed Control - Phragmitis   | 10-5-3020000-0338     | \$10,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$10,000</b>      |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-10                       |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Transit                      |
| <b>Budget Impact:</b>                         | \$200,000                    |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Transit – Operational costs for Pilot Project |
|----------------------------|---|

|                                       |          |
|---------------------------------------|----------|
| <b>Budget Request Classification:</b> | One-Time |
|---------------------------------------|----------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>At the August 10, 2020 meeting, Council passed the following motion:</p> <p><i>It is recommended that:</i></p> <ol style="list-style-type: none"> <li><i>1. Administration BE DIRECTED to undertake public consultation on public transportation needs in relation to the proposal received from Transit Windsor; and</i></li> <li><i>2. Subsequent to Public Consultation, that Administration BE DIRECTED to develop and bring back for Council direction a business plan, inclusive of grant funding opportunities, for the delivery of public transit services for the Town of Amherstburg through Transit Windsor.</i></li> </ol> <p>A Public Open House was held on September 17, 2020.</p> <p>The Town is working with Transit Windsor to ensure public comments are considered and will provide a business plan to Council as soon as it has been finalized. These funds are being placed in the operating budget to cover the operating costs anticipated in 2021 to move forward with a two year pilot project.</p> |
|--|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Transit                     |                       | \$200,000            |
| <b>Total Budget Impact:</b> |                       | <b>\$200,000</b>     |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-11                       |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Solid Waste                  |
| <b>Budget Impact:</b>                         | \$102,800                    |

|                            |             |
|----------------------------|-------------|
| <b>Budget Issue Title:</b> | Solid Waste |
|----------------------------|-------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

This yearly program is under contract with Windsor Disposal Services Limited until 2027. Based on the contract, the solid waste disposal will increase by the Consumer Price Index on an annual basis. The projected CPI for 2021 is 2.0%. In addition to the CPI, the Town will have approximately 150 new home constructions. The budget includes the non-recoverable HST.

| Account Number    | Account Description            | 2020 Budget        | 2021 Proposed Budget | Proposed Increase |
|-------------------|--------------------------------|--------------------|----------------------|-------------------|
| 10-5-4057710-0602 | Garbage Collection             | \$522,000          | \$557,000            | \$35,000          |
| 10-5-4057710-0603 | White Goods Collection         | \$6,500            | \$7,000              | \$500             |
| 10-5-4067715-0307 | Collection Calendar            | \$2,500            | \$2,500              | \$0               |
| 10-5-4067715-0602 | Refuse – Landfill Tipping Fees | \$681,400          | \$742,000            | \$60,600          |
| 10-5-4067715-0603 | Yard Waste Collection          | \$107,000          | \$111,200            | \$4,200           |
| 10-5-4067715-0601 | Yard Waste Tipping Fees        | \$42,000           | \$42,000             | \$0               |
| 10-5-4067715-0607 | Public Works Yard Clean-Up     | \$2,500            | \$5,000              | \$2,500           |
|                   | <b>Total Budget Impact</b>     | <b>\$1,363,900</b> | <b>\$1,466,700</b>   | <b>\$102,800</b>  |

Garbage Collection account includes the following collection locations:

- House Holds
- Apartments
- Churches
- Commercial – including extra weekly collection
- Cultural Centre and Parks
- Trailer Park – Recovered
- Garbage Bin and Downtown Waste Canister

|  |
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|  |
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| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
|                             | See Above Table       |                      |
| <b>Total Budget Impact:</b> |                       | <b>\$102,800</b>     |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-12                       |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Engineering and Public Works |
| <b>Budget Impact:</b>                         | \$100,000                    |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | Fleet Reserve Transfer |
|----------------------------|------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Administration is recommending an increase to the Fleet Reserve as contributions are not keeping pace with the required funds to replace major equipment. Larger purchases such as Snow Plows, Road Graders, Parks Equipment, Fire Apparatus, and the Street Sweeper are all coming due in the 5 year outlook and funds will fall short if reserve transfers are not made to fund the purchases.</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Transfer to Reserves        |                       | \$100,000            |
| <b>Total Budget Impact:</b> |                       | <b>\$100,000</b>     |



Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Engineering and Public Works  
 Wastewater**

|  | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3 Actuals  | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper<br>Ref. No. |
|--|-------------------------|------------------|------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>REVENUES:</b>   |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| <b>Total Revenue</b>                                       | <b>6,375,249</b>        | <b>6,485,959</b> | <b>5,023,352</b> | <b>6,752,347</b>  | <b>6,485,959</b>    | <b>196,388</b>           | <b>-</b>              | <b>6,682,347</b>     | <b>196,388</b>                    | <b>WW-8</b>             |
| <b>EXPENSES:</b>   |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| <b>Sanitary Sewer Collection System (SSCS)</b>             |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| <b>Building</b>  |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| General Insurance  | 31,886                  | 145,000          | 154,480          | 154,480           | 145,000             | 35,000                   | -                     | 180,000              | 35,000                            | <b>CLERKS-3</b>         |
| Property Taxes   | 28,077                  | 30,000           | 82,231           | 82,231            | 30,000              | 55,000                   | -                     | 85,000               | 55,000                            | <b>WW-11</b>            |
| <b>Total Building</b>                                      | <b>59,963</b>           | <b>175,000</b>   | <b>236,712</b>   | <b>236,711</b>    | <b>175,000</b>      | <b>90,000</b>            | <b>-</b>              | <b>265,000</b>       | <b>90,000</b>                     |                         |
| <b>General Expenses</b>                                    |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| Cost allocation -Overhead                                  | 203,900                 | 206,900          | 155,175          | 206,900           | 206,900             | 3,700                    | -                     | 210,600              | 3,700                             | <b>CSGL-1</b>           |
| Cost allocation - operating expenses                       | 528,700                 | 539,300          | 404,475          | 539,300           | 539,300             | (22,900)                 | -                     | 516,400              | (22,900)                          | <b>CSGL-1</b>           |
| Professional Fees  | -                       | 30,000           | 7,141            | 70,000            | 30,000              | -                        | 30,000                | 60,000               | 30,000                            | <b>WW-7</b>             |
| Collection and Billing Expense                             | 12,527                  | 13,000           | 8,815            | 13,000            | 13,000              | -                        | -                     | 13,000               | -                                 |                         |
| <b>Total General Expenses - SSCS</b>                       | <b>745,127</b>          | <b>789,200</b>   | <b>575,606</b>   | <b>829,200</b>    | <b>789,200</b>      | <b>(19,200)</b>          | <b>30,000</b>         | <b>800,000</b>       | <b>10,800</b>                     |                         |
| <b>Environmental Services</b>                              |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| General Maintenance  | 12,089                  | 15,000           | 12,669           | 15,000            | 15,000              | -                        | -                     | 15,000               | -                                 |                         |
| Sewer Flushing   | 58,015                  | 35,000           | 41,507           | 50,000            | 35,000              | -                        | -                     | 35,000               | -                                 |                         |
| Service Connection Inspection and Camera                   | 3,862                   | 2,000            | 2,186            | 2,000             | 2,000               | -                        | -                     | 2,000                | -                                 |                         |
| Service Connection Repair and Maintenance                  | 43,283                  | 35,000           | 26,199           | 40,000            | 35,000              | -                        | -                     | 35,000               | -                                 |                         |
| Maintenance - Inflow and Infiltration                      | 188,395                 | 360,000          | 78,181           | 100,000           | 360,000             | -                        | -                     | 360,000              | -                                 |                         |
| Manhole Cleaning and Maintenance                           | 15,835                  | 10,000           | 7,005            | 8,000             | 10,000              | -                        | -                     | 10,000               | -                                 |                         |
| <b>Total Environmental Services - SSCS</b>                 | <b>321,479</b>          | <b>457,000</b>   | <b>167,748</b>   | <b>215,000</b>    | <b>457,000</b>      | <b>-</b>                 | <b>-</b>              | <b>457,000</b>       | <b>-</b>                          |                         |
| <b>Total Expenses - Sanitary Sewage Collection Sy:</b>     | <b>1,126,569</b>        | <b>1,421,200</b> | <b>980,065</b>   | <b>1,280,911</b>  | <b>1,421,200</b>    | <b>70,800</b>            | <b>30,000</b>         | <b>1,522,000</b>     | <b>100,800</b>                    |                         |
| <b>Amherstburg Sanitary Sewer Treatment System (ASSTS)</b> |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| <b>General</b>   |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| Utilities  | 307,249                 | 315,000          | 226,040          | 315,000           | 315,000             | 20,000                   | -                     | 335,000              | 20,000                            | <b>WW-10</b>            |
| Property Taxes   | 8,028                   | 8,000            | 8,290            | 8,290             | 8,000               | -                        | -                     | 8,000                | -                                 |                         |
| <b>Total General - ASSTS</b>                               | <b>315,277</b>          | <b>323,000</b>   | <b>234,330</b>   | <b>323,290</b>    | <b>323,000</b>      | <b>20,000</b>            | <b>-</b>              | <b>343,000</b>       | <b>20,000</b>                     |                         |
| <b>Environmental Services</b>                              |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| Sludge - Landfill Tipping Fees                             | 75,681                  | 70,000           | 60,087           | 90,000            | 70,000              | -                        | -                     | 70,000               | -                                 |                         |
| Contract OCWA - A'burg Plant                               | 398,437                 | 345,000          | 258,432          | 345,000           | 345,000             | 7,800                    | -                     | 352,800              | 7,800                             | <b>WW-1</b>             |
| OCWA Maintenance Items                                     | 189,779                 | 110,000          | 68,099           | 110,000           | 110,000             | -                        | -                     | 110,000              | -                                 |                         |
| OCWA After Hour Call In                                    | 24,993                  | 25,000           | 19,736           | 27,000            | 25,000              | -                        | -                     | 25,000               | -                                 |                         |
| <b>Total Environmental Services - ASSTS</b>                | <b>688,890</b>          | <b>550,000</b>   | <b>406,354</b>   | <b>572,000</b>    | <b>550,000</b>      | <b>7,800</b>             | <b>-</b>              | <b>557,800</b>       | <b>7,800</b>                      |                         |
| <b>Total Expenses - Amherstburg Sanitary Sewer T</b>       | <b>1,004,167</b>        | <b>873,000</b>   | <b>640,683</b>   | <b>895,290</b>    | <b>873,000</b>      | <b>27,800</b>            | <b>-</b>              | <b>900,800</b>       | <b>27,800</b>                     |                         |
| <b>McGregor Sewage Lagoon System (MSLS)</b>                |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| <b>Building</b>  |                         |                  |                  |                   |                     |                          |                       |                      |                                   |                         |
| Utilities  | 17,819                  | 27,000           | 13,158           | 20,000            | 27,000              | (5,000)                  | -                     | 22,000               | (5,000)                           | <b>WW-10</b>            |
| Property Taxes   | 2,112                   | 2,500            | 2,129            | 2,129             | 2,500               | -                        | -                     | 2,500                | -                                 |                         |
| <b>Total Building Expenses - MSLS</b>                      | <b>19,931</b>           | <b>29,500</b>    | <b>15,287</b>    | <b>22,129</b>     | <b>29,500</b>       | <b>(5,000)</b>           | <b>-</b>              | <b>24,500</b>        | <b>(5,000)</b>                    |                         |

Town of Amherstburg

Department:

Budget Centre:

2021 Budget

Year ending December 31, 2021

Engineering and Public Works

Wastewater

|  | Yearend 2019<br>Actuals | 2020 Budget    | 2020 Q3 Actuals | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper<br>Ref. No. |
|--|-------------------------|----------------|-----------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Environmental Services</b>  |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| Contract OCWA - McGregor   | 177,153                 | 164,000        | 123,070         | 164,000           | 164,000             | 3,700                    | -                     | 167,700              | 3,700                             | WW-2                    |
| OCWA Plant Maintenance Items   | 108,633                 | 35,000         | 25,037          | 35,000            | 35,000              | -                        | -                     | 35,000               | -                                 |                         |
| OCWA After Hour Call In  | 9,711                   | 10,000         | 5,345           | 7,000             | 10,000              | -                        | -                     | 10,000               | -                                 |                         |
| <b>Total Environmental Services - MSLS</b>                           | <b>295,497</b>          | <b>209,000</b> | <b>153,453</b>  | <b>206,000</b>    | <b>209,000</b>      | <b>3,700</b>             | <b>-</b>              | <b>212,700</b>       | <b>3,700</b>                      |                         |
| <b>Total Expenses - McGregor Sewage Lagoon Sys</b>                   | <b>315,428</b>          | <b>238,500</b> | <b>168,740</b>  | <b>228,129</b>    | <b>238,500</b>      | <b>(1,300)</b>           | <b>-</b>              | <b>237,200</b>       | <b>(1,300)</b>                    |                         |
| <b>Edgewater Sewage Lagoon System (ESLS)</b>                         |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| <b>Building</b>  |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| Utilities  | 27,069                  | 35,000         | 21,631          | 35,000            | 35,000              | (8,000)                  | -                     | 27,000               | (8,000)                           | WW-10                   |
| Property Taxes   | 34,858                  | 35,000         | 35,820          | 35,820            | 35,000              | -                        | -                     | 35,000               | -                                 |                         |
| <b>Total Building - ESLS</b>   | <b>61,927</b>           | <b>70,000</b>  | <b>57,451</b>   | <b>70,820</b>     | <b>70,000</b>       | <b>(8,000)</b>           | <b>-</b>              | <b>62,000</b>        | <b>(8,000)</b>                    |                         |
| <b>Environmental Services</b>  |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| Contract OCWA - Edgewater  | 168,329                 | 170,000        | 127,680         | 170,000           | 170,000             | 3,900                    | -                     | 173,900              | 3,900                             | WW-3                    |
| Lagoon Treatment   | 65,262                  | -              | -               | -                 | -                   | -                        | -                     | -                    | -                                 |                         |
| OCWA Plant Maintenance Items   | 51,290                  | 45,000         | 6,497           | 45,000            | 45,000              | -                        | -                     | 45,000               | -                                 |                         |
| OCWA After Hour Call In  | 7,921                   | 5,000          | 6,069           | 6,500             | 5,000               | -                        | -                     | 5,000                | -                                 |                         |
| OCWA Meyers Pump Stations  | 19,177                  | 10,000         | 14,787          | 15,000            | 10,000              | -                        | -                     | 10,000               | -                                 |                         |
| <b>Total Environmental Services - ESLS</b>                           | <b>311,979</b>          | <b>230,000</b> | <b>155,033</b>  | <b>236,500</b>    | <b>230,000</b>      | <b>3,900</b>             | <b>-</b>              | <b>233,900</b>       | <b>3,900</b>                      |                         |
| <b>Total Expenses - Edgewater Sewage Lagoon Sys</b>                  | <b>373,906</b>          | <b>300,000</b> | <b>212,485</b>  | <b>307,320</b>    | <b>300,000</b>      | <b>(4,100)</b>           | <b>-</b>              | <b>295,900</b>       | <b>(4,100)</b>                    |                         |
| <b>Big Creek Sewage Treatment and Collection System ( Big Creek)</b> |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| <b>Building</b>  |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| Utilities  | 21,052                  | 30,000         | 15,302          | 23,000            | 30,000              | (6,000)                  | -                     | 24,000               | (6,000)                           | WW-10                   |
| <b>Total Building - Big Creek</b>                                    | <b>21,052</b>           | <b>30,000</b>  | <b>15,302</b>   | <b>23,000</b>     | <b>30,000</b>       | <b>(6,000)</b>           | <b>-</b>              | <b>24,000</b>        | <b>(6,000)</b>                    |                         |
| <b>Environmental Services</b>  |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| Contract OCWA - Big Creek Plant                                      | 118,795                 | 120,000        | 88,587          | 120,000           | 120,000             | 2,700                    | -                     | 122,700              | 2,700                             | WW-4                    |
| OCWA Plant Maintenance Items   | 28,864                  | 12,500         | 5,948           | 20,000            | 12,500              | -                        | -                     | 12,500               | -                                 |                         |
| OCWA After Hour Call In  | 2,849                   | 5,000          | 2,409           | 4,000             | 5,000               | -                        | -                     | 5,000                | -                                 |                         |
| <b>Total Environmental Service - Big Creek</b>                       | <b>150,508</b>          | <b>137,500</b> | <b>96,944</b>   | <b>144,000</b>    | <b>137,500</b>      | <b>2,700</b>             | <b>-</b>              | <b>140,200</b>       | <b>2,700</b>                      |                         |
| <b>Total Expenses - Big Creek Sewage Treatment a</b>                 | <b>171,560</b>          | <b>167,500</b> | <b>112,246</b>  | <b>167,000</b>    | <b>167,500</b>      | <b>(3,300)</b>           | <b>-</b>              | <b>164,200</b>       | <b>(3,300)</b>                    |                         |
| <b>McLeod SBR Sewage Treatment and Collection System (McLeod)</b>    |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| <b>Building</b>  |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| Utilities  | 75,457                  | 75,000         | 55,434          | 78,800            | 75,000              | (1,700)                  | -                     | 73,300               | (1,700)                           | WW-10                   |
| Property Taxes   | 20,130                  | 21,000         | 20,089          | 21,000            | 21,000              | -                        | -                     | 21,000               | -                                 |                         |
| <b>Total Building - McLeod</b>                                       | <b>95,587</b>           | <b>96,000</b>  | <b>75,523</b>   | <b>99,800</b>     | <b>96,000</b>       | <b>(1,700)</b>           | <b>-</b>              | <b>94,300</b>        | <b>(1,700)</b>                    |                         |
| <b>Environmental Services</b>  |                         |                |                 |                   |                     |                          |                       |                      |                                   |                         |
| Contract OCWA - McLeod Plant   | 180,568                 | 185,000        | 138,729         | 185,000           | 185,000             | 4,200                    | -                     | 189,200              | 4,200                             | WW-5                    |
| OCWA Plant Maintenance Items   | 68,212                  | 30,000         | 9,916           | 30,000            | 30,000              | -                        | -                     | 30,000               | -                                 |                         |
| OCWA After Hour Call In  | 17,871                  | 12,000         | 9,579           | 13,500            | 12,000              | -                        | -                     | 12,000               | -                                 |                         |
| <b>Total Environmental Services - McLeod</b>                         | <b>266,651</b>          | <b>227,000</b> | <b>158,224</b>  | <b>228,500</b>    | <b>227,000</b>      | <b>4,200</b>             | <b>-</b>              | <b>231,200</b>       | <b>4,200</b>                      |                         |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Engineering and Public Works  
 Wastewater**

|   | Yearend 2019<br>Actuals | 2020 Budget       | 2020 Q3 Actuals   | 2020<br>Projected | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper<br>Ref. No. |
|---|-------------------------|-------------------|-------------------|-------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Total Expenses - McLeod Sewage Treatment an</b>                                | <b>362,238</b>          | <b>323,000</b>    | <b>233,747</b>    | <b>328,300</b>    | <b>323,000</b>      | <b>2,500</b>             | <b>-</b>              | <b>325,500</b>       | <b>2,500</b>                      |                         |
| <b>Boblo Island Sewage Treatment System</b>                                       |                         |                   |                   |                   |                     |                          |                       |                      |                                   |                         |
| <b>Building</b>   |                         |                   |                   |                   |                     |                          |                       |                      |                                   |                         |
| Utilities   | 20,123                  | 30,000            | 18,975            | 25,000            | 30,000              | (8,000)                  | -                     | 22,000               | (8,000)                           | WW-10                   |
| <b>Total Building - Boblo</b>   | <b>20,123</b>           | <b>30,000</b>     | <b>18,975</b>     | <b>25,000</b>     | <b>30,000</b>       | <b>(8,000)</b>           | <b>-</b>              | <b>22,000</b>        | <b>(8,000)</b>                    |                         |
| <b>Environmental Services</b>   |                         |                   |                   |                   |                     |                          |                       |                      |                                   |                         |
| Contract OCWA - Boblo Plant   | 95,913                  | 95,000            | 70,606            | 95,000            | 95,000              | 2,100                    | -                     | 97,100               | 2,100                             | WW-6                    |
| OCWA Plant Maintenance Items  | 30,040                  | 15,000            | 3,452             | 15,000            | 15,000              | -                        | -                     | 15,000               | -                                 |                         |
| OCWA After Hours Call In  | 5,810                   | 2,200             | 2,009             | 3,000             | 2,200               | -                        | -                     | 2,200                | -                                 |                         |
| <b>Total Environmental Service - Boblo</b>  | <b>131,763</b>          | <b>112,200</b>    | <b>76,067</b>     | <b>113,000</b>    | <b>112,200</b>      | <b>2,100</b>             | <b>-</b>              | <b>114,300</b>       | <b>2,100</b>                      |                         |
| <b>Total Expenses - Boblo Island Sewage Treatmen</b>                              | <b>151,886</b>          | <b>142,200</b>    | <b>95,041</b>     | <b>138,000</b>    | <b>142,200</b>      | <b>(5,900)</b>           | <b>-</b>              | <b>136,300</b>       | <b>(5,900)</b>                    |                         |
| <b>Total Expenses before Reserves and Debt Char</b>                               | <b>3,505,754</b>        | <b>3,465,400</b>  | <b>2,443,007</b>  | <b>3,344,950</b>  | <b>3,465,400</b>    | <b>86,500</b>            | <b>30,000</b>         | <b>3,581,900</b>     | <b>116,500</b>                    |                         |
| <b>Capital/Reserve Transfers</b>  | <b>563,948</b>          | <b>324,752</b>    | <b>299,752</b>    | <b>324,753</b>    | <b>676,426</b>      | <b>(149,715)</b>         | <b>-</b>              | <b>526,711</b>       | <b>(149,715)</b>                  |                         |
| <b>Debt Charges - Waste Water</b>   | <b>2,266,368</b>        | <b>2,344,133</b>  | <b>1,856,696</b>  | <b>2,344,133</b>  | <b>2,344,133</b>    | <b>(31,237)</b>          | <b>-</b>              | <b>2,312,896</b>     | <b>(31,237)</b>                   | WW-9                    |
| <b>Total Expenses - Waste Water Department</b>                                    | <b>6,336,070</b>        | <b>6,134,285</b>  | <b>4,599,455</b>  | <b>6,013,836</b>  | <b>6,485,959</b>    | <b>(94,452)</b>          | <b>30,000</b>         | <b>6,421,507</b>     | <b>(64,452)</b>                   |                         |
| <b>Net Operating Budget</b>   | <b>(39,179)</b>         | <b>(351,674)</b>  | <b>(423,897)</b>  | <b>(738,511)</b>  | <b>0</b>            | <b>(290,840)</b>         | <b>30,000</b>         | <b>(260,840)</b>     | <b>(260,840)</b>                  |                         |
| <b>Capital Budget</b>   |                         |                   |                   |                   |                     |                          |                       |                      |                                   |                         |
| <b>Description</b>  | <b>User Rates</b>       | <b>User Rates</b> | <b>User Rates</b> | <b>User Rates</b> |                     |                          | <b>Cost</b>           | <b>User Rates</b>    |                                   |                         |
| <b>Engineering - Lowes Sideroad Pump Station, Sanitary sewers &amp; forcemain</b> |                         |                   |                   |                   |                     |                          | 230,000               | 159,280              |                                   |                         |
| <b>Engineering - Pump Station west of Big Creek and associated forcemain.</b>     |                         |                   |                   |                   |                     |                          | 125,000               |                      |                                   |                         |
| <b>Sanitary Sewer on Lowes from Fryer westerly</b>                                |                         |                   |                   |                   |                     |                          |                       | 85,560               |                                   |                         |
| <b>Edgewater Lagoon Decommissioning</b>   |                         |                   |                   |                   |                     |                          | 900,000               | -                    |                                   |                         |
| <b>Replace Plant capital renewals</b>   |                         |                   |                   |                   |                     |                          | 250,000               | -                    |                                   |                         |
| <b>New - WM-03 - 2007 Savana Van</b>  |                         |                   |                   |                   |                     |                          | 16,000                | 16,000               |                                   |                         |
| <b>Total Capital Request</b>  | <b>39,180</b>           | <b>351,674</b>    | <b>260,708</b>    | <b>331,450</b>    | <b>-</b>            |                          | <b>1,521,000</b>      | <b>260,840</b>       |                                   |                         |
| <b>Total Requirement from User Rates</b>  | <b>1</b>                | <b>0</b>          | <b>(163,189)</b>  | <b>(407,061)</b>  | <b>0</b>            |                          |                       | <b>(0)</b>           |                                   |                         |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-1                         |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$7,800                      |

|                            |                       |
|----------------------------|-----------------------|
| <b>Budget Issue Title:</b> | AWWTP - OCWA Contract |
|----------------------------|-----------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p> |

| Budget Impact                |                   |                |
|------------------------------|-------------------|----------------|
| Account Name                 | Account Number    | Budget Change  |
| Contract OCWA – A'burg Plant | 10-5-4017740-0604 | \$7,800        |
| <b>Total Budget Impact:</b>  |                   | <b>\$7,800</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-2                         |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$3,700                      |

|                            |                          |
|----------------------------|--------------------------|
| <b>Budget Issue Title:</b> | McGREGOR - OCWA Contract |
|----------------------------|--------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p> |

| Budget Impact               |                   |                |
|-----------------------------|-------------------|----------------|
| Account Name                | Account Number    | Budget Change  |
| Contract OCWA – McGregor    | 10-5-4017720-0604 | \$3,700        |
| <b>Total Budget Impact:</b> |                   | <b>\$3,700</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-3                         |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$3,900                      |

|                            |                           |
|----------------------------|---------------------------|
| <b>Budget Issue Title:</b> | EDGEWATER - OCWA Contract |
|----------------------------|---------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Contract OCWA – Edgewater   | 10-5-4017730-0604     | \$3,900              |
| <b>Total Budget Impact:</b> |                       | <b>\$3,900</b>       |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-4                         |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$2,700                      |

|                            |                           |
|----------------------------|---------------------------|
| <b>Budget Issue Title:</b> | BIG CREEK - OCWA Contract |
|----------------------------|---------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Contract OCWA – Big Creek   | 10-5-4017750-0604     | \$2,700              |
| <b>Total Budget Impact:</b> |                       | <b>\$2,700</b>       |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-5                         |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$4,200                      |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | McLEOD - OCWA Contract |
|----------------------------|------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p> |

| Budget Impact                |                   |                |
|------------------------------|-------------------|----------------|
| Account Name                 | Account Number    | Budget Change  |
| Contract OCWA – McLeod Plant | 10-5-4017755-0604 | \$4,200        |
| <b>Total Budget Impact:</b>  |                   | <b>\$4,200</b> |





## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-6                         |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$2,100                      |

|                            |                       |
|----------------------------|-----------------------|
| <b>Budget Issue Title:</b> | BOBLO - OCWA Contract |
|----------------------------|-----------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p> |

| Budget Impact               |                   |                |
|-----------------------------|-------------------|----------------|
| Account Name                | Account Number    | Budget Change  |
| Contract OCWA – Boblo Plant | 10-5-4017760-0604 | 2,100          |
| <b>Total Budget Impact:</b> |                   | <b>\$2,100</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-7                         |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$30,000                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Feasibility Study – Conversion of sanitary pressure system to gravity system |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>This project involves a feasibility study to convert a low pressure sanitary system to a gravity system. The Town currently owns and operates 27 Myers PS in the Edgewater sewage area. These stations are standalone stations that serve one home. Many of these are close to or have already exceeded their life expectancy and will be requiring replacement. This study will review the ability and cost to install gravity sewers and eliminate the need for these pumps.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Professional Fees           | \$30,000              |
| <b>Total Budget Impact:</b> | <b>\$30,000</b>       |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-8                         |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable               |
| <b>Budget Issue Classification:</b>           | Non-Discretionary            |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Waste water                  |
| <b>Budget Impact:</b>                         | (\$198,728)                  |

|                            |         |
|----------------------------|---------|
| <b>Budget Issue Title:</b> | Revenue |
|----------------------------|---------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p><b>Waste Water Rates Increase ( \$148,728)</b></p> <p>The 2017 Asset Management Plan called for a 1.3% increase in waste water area to help fund infrastructure The total increase forecasted in the waste water model called for 2.5% increase in water rates and this will be in the 2021 user fee by-law</p> <p><b>Waste Water Misc. Increase (\$50,000)</b></p> <p>Additional Grey water processing has been experienced at the AWWTP and administration is recommending an increase in Misc Revenue.</p> |
|--|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Sale of Water               | 80-4-000000-1610      | \$(148,728)          |
| Sanitary Misc               |                       | (50,000)             |
| <b>Total Budget Impact:</b> |                       | <b>\$(198,728)</b>   |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WASTEWATER-9                 |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability        |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$(28,897)                   |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Debt payment and recoveries adjustment |
|----------------------------|--|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p><b>Debt Repayment- Reduction of \$31,237</b></p> <p>A downward adjustment to long term debt repayments can be made for 10,027 of debt taken to fund wastewater works.</p> <p><b>Recoveries from Local Sewer- Reduction of \$2,340</b></p> <p>The recoveries from local sewers can be adjusted downwards by \$2,340 as some recoveries have come off the books in prior years.</p> |
|--|

| <b>Budget Impact</b>           |                       |                      |
|--------------------------------|-----------------------|----------------------|
| <b>Account Name</b>            | <b>Account Number</b> | <b>Budget Change</b> |
| Recoveries Debenture Repayment |                       | \$2,264              |
| Recoveries Tile Loans          |                       | \$76                 |
| Debt Charges                   |                       | (\$31,237)           |
| <b>Total Budget Impact:</b>    |                       | <b>\$(28,897)</b>    |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WASTEWATER-10                |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable               |
| <b>Budget Issue Classification:</b>           | Budget Reduction             |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | WASTEWATER                   |
| <b>Budget Impact:</b>                         | \$(8,700)                    |

|                            |                      |
|----------------------------|----------------------|
| <b>Budget Issue Title:</b> | Utilities allocation |
|----------------------------|----------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

### Budget Issue Detail

Administration has conducted a review of utilities cost at all town facilities and adjusted for various trends up and down in many locations the net result is budget Reduction of \$8,700.

|                  |                  |
|------------------|------------------|
| ASSTS            | \$20,000         |
| Mcgregor Lagoon  | \$(5,000)        |
| Edgewater Lagoon | \$(8,000)        |
| Big Creek        | \$(6,000)        |
| Mcleod           | \$(1,700)        |
| Boblo            | <u>\$(8,000)</u> |
|                  | \$(8,700)        |

| <b>Budget Impact</b>        |                |               |
|-----------------------------|----------------|---------------|
| Account Name                | Account Number | Budget Change |
| Utilities                   | Various        | \$(8,700)     |
| <b>Total Budget Impact:</b> |                | \$(8,700)     |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WASTEWATER-11                |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Pressure              |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | WASTEWATER                   |
| <b>Budget Impact:</b>                         | \$55,000                     |

|                            |                |
|----------------------------|----------------|
| <b>Budget Issue Title:</b> | Property Taxes |
|----------------------------|----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Administration is recommending an increase based on actual property taxes expenses experienced.</p> <p>The Amherstburg Wastewater treatment property had a significant revaluation conducted by MPAC in 2020 which added additional assessment to the tax base however recoveries are needed from the wastewater rates</p> |
|---|

|                             |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Budget Impact</b>        |                       |                      |
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Property Taxes              |                       | \$55,000             |
| <b>Total Budget Impact:</b> |                       | <b>\$55,000</b>      |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

Engineering and Public Works  
 Water

|                                      | Yearend 2019<br>Actuals | 2020 Budget      | 2020 Q3<br>Actuals | 2020 Projected   | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|--------------------------------------|-------------------------|------------------|--------------------|------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>REVENUES:</b>                     |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Total Revenues</b>                | <b>5,119,196</b>        | <b>4,951,293</b> | <b>3,929,406</b>   | <b>5,225,033</b> | <b>4,951,293</b>    | <b>275,340</b>           | <b>10,000</b>         | <b>5,236,633</b>     | <b>285,340</b>                    | <b>WATER-1</b>          |
| <b>EXPENSES:</b>                     |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Salaries and Wages</b>            |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Salaries - Full Time                 | 681,574                 | 783,549          | 479,486            | 668,000          | 783,549             | 44,518                   | -                     | 828,067              | 44,518                            |                         |
| Salaries - Overtime                  | 48,117                  | 27,500           | 13,173             | 27,500           | 27,500              | -                        | -                     | 27,500               | -                                 |                         |
| Salaries - Part Time/Temporary       | 3,990                   | 9,289            | 3,167              | 9,289            | 9,289               | 730                      | -                     | 10,019               | 730                               |                         |
| <b>Total Salaries and Wages</b>      | <b>733,681</b>          | <b>820,338</b>   | <b>495,826</b>     | <b>704,789</b>   | <b>820,338</b>      | <b>45,248</b>            | <b>-</b>              | <b>865,586</b>       | <b>45,248</b>                     | <b>CORP STAFF</b>       |
| <b>Benefits</b>                      |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| <b>Total Benefits</b>                | <b>247,437</b>          | <b>301,549</b>   | <b>201,804</b>     | <b>273,143</b>   | <b>301,549</b>      | <b>23,614</b>            | <b>-</b>              | <b>325,163</b>       | <b>23,614</b>                     | <b>CORP STAFF</b>       |
| <b>General Expenses</b>              |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Clothing                             | 9,117                   | 8,500            | 6,979              | 8,500            | 8,500               | -                        | -                     | 8,500                | -                                 |                         |
| Training and Conferences             | 13,350                  | 14,000           | 7,059              | 11,000           | 14,000              | -                        | -                     | 14,000               | -                                 |                         |
| Cost Allocation - Operating Expenses | 80,000                  | 81,600           | 61,200             | 81,600           | 81,600              | (1,300)                  | -                     | 80,300               | (1,300)                           | <b>CSGL-1</b>           |
| Cost Allocation - Overhead           | 574,200                 | 582,700          | 437,025            | 582,700          | 582,700             | 31,100                   | -                     | 613,800              | 31,100                            | <b>CSGL-1</b>           |
| Office Supplies                      | 989                     | 1,000            | 550                | 1,000            | 1,000               | -                        | -                     | 1,000                | -                                 |                         |
| Advertising                          | 411                     | 750              | 157                | 400              | 750                 | -                        | -                     | 750                  | -                                 |                         |
| Professional Fees                    | 46,524                  | 25,000           | 46,835             | 66,835           | 25,000              | -                        | -                     | 25,000               | -                                 |                         |
| Mobile Devices                       | 2,950                   | 3,500            | 1,026              | 3,000            | 2,900               | (300)                    | -                     | 2,600                | (300)                             | <b>CSIT-8</b>           |
| Memberships                          | 888                     | 1,000            | 931                | 1,100            | 1,000               | -                        | -                     | 1,000                | -                                 |                         |
| Conservation Authority Levy          | 60,540                  | 70,000           | 46,828             | 62,437           | 70,000              | (5,700)                  | -                     | 64,300               | (5,700)                           | <b>CSGL-7</b>           |
| <b>Total General Expenses</b>        | <b>788,969</b>          | <b>788,050</b>   | <b>608,589</b>     | <b>818,572</b>   | <b>787,450</b>      | <b>23,800</b>            | <b>-</b>              | <b>811,250</b>       | <b>23,800</b>                     |                         |
| <b>Building Expenses</b>             |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| General Insurance                    | 38,263                  | 109,000          | 129,139            | 129,139          | 109,000             | 40,500                   | -                     | 149,500              | 40,500                            | <b>CLERKS-3</b>         |
| Utilities                            | 198,455                 | 210,000          | 143,314            | 210,000          | 210,000             | -                        | -                     | 210,000              | -                                 |                         |
| General Maintenance                  | 27,900                  | 157,000          | 8,426              | 12,000           | 7,000               | -                        | -                     | 7,000                | -                                 |                         |
| Property Taxes                       | 27,387                  | 28,000           | 27,450             | 28,000           | 28,000              | -                        | -                     | 28,000               | -                                 |                         |
| <b>Total Building Expenses</b>       | <b>292,005</b>          | <b>504,000</b>   | <b>308,328</b>     | <b>379,139</b>   | <b>354,000</b>      | <b>40,500</b>            | <b>-</b>              | <b>394,500</b>       | <b>40,500</b>                     |                         |
| <b>Equipment and Vehicles</b>        |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Vehicle and Equipment Maintenance    | 21,492                  | 17,000           | 8,179              | 17,000           | 17,000              | -                        | -                     | 17,000               | -                                 |                         |
| Service Agreement - Radios           | 9,774                   | 9,400            | 7,772              | 9,400            | 9,400               | -                        | -                     | 9,400                | -                                 |                         |
| Miscellaneous Water Equipment        | 5,869                   | 20,000           | 8,630              | 20,000           | 20,000              | -                        | 5,600                 | 25,600               | 5,600                             | <b>WATER-2</b>          |
| Collection and Billing Expense       | 161,198                 | 180,000          | 131,289            | 180,000          | 180,000             | -                        | -                     | 180,000              | -                                 |                         |
| <b>Total Equipment and Vehicles</b>  | <b>198,333</b>          | <b>226,400</b>   | <b>155,869</b>     | <b>226,400</b>   | <b>226,400</b>      | <b>-</b>                 | <b>5,600</b>          | <b>232,000</b>       | <b>5,600</b>                      |                         |
| <b>Contracted Services</b>           |                         |                  |                    |                  |                     |                          |                       |                      |                                   |                         |
| Contract OCWA                        | 643,693                 | 630,000          | 475,815            | 670,000          | 630,000             | 14,175                   | -                     | 644,175              | 14,175                            | <b>WATER-3</b>          |
| OCWA Maintenance Items               | 114,602                 | 50,000           | 21,685             | 50,000           | 50,000              | -                        | -                     | 50,000               | -                                 |                         |
| <b>Total Contracted Services</b>     | <b>758,295</b>          | <b>680,000</b>   | <b>497,500</b>     | <b>720,000</b>   | <b>680,000</b>      | <b>14,175</b>            | <b>-</b>              | <b>694,175</b>       | <b>14,175</b>                     |                         |

Town of Amherstburg  
 Department:  
 Budget Centre:  
 2021 Budget  
 Year ending December 31, 2021

**Engineering and Public Works  
 Water**

|  | Yearend 2019<br>Actuals | 2020 Budget       | 2020 Q3<br>Actuals | 2020 Projected     | 2021 Base<br>Budget | Request -<br>Base Budget | Request -<br>One Time | 2021 Total<br>Budget | Budget<br>Increase/<br>(Decrease) | Issue Paper Ref.<br>No. |
|--|-------------------------|-------------------|--------------------|--------------------|---------------------|--------------------------|-----------------------|----------------------|-----------------------------------|-------------------------|
| <b>Service Maintenance</b>   |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
| Service Maintenance  | 76,418                  | 103,000           | 93,668             | 120,000            | 103,000             | -                        |                       | 103,000              | -                                 |                         |
| Main Maintenance   | 46,958                  | 60,000            | 42,287             | 60,000             | 60,000              | -                        |                       | 60,000               | -                                 |                         |
| Backflow Prevention  | 29,810                  | 27,000            | 15,964             | 27,000             | 27,000              | -                        |                       | 27,000               | -                                 |                         |
| Water Meter Repairs and Maintenance  | 111,020                 | 85,000            | 90,928             | 125,000            | 85,000              | -                        | 30,000                | 115,000              | 30,000                            | <b>WATER-4</b>          |
| Sample Station Repairs and Maintenance   | 634                     | 2,000             | 5,238              | 5,500              | 2,000               | -                        | 6,000                 | 8,000                | 6,000                             | <b>WATER-5</b>          |
| Water Valve Repair and Maintenance   | 6,532                   | 19,000            | 12,743             | 15,000             | 19,000              | -                        | -                     | 19,000               | -                                 |                         |
| Blowoff Repairs and Maintenance  | 1,624                   | 3,000             | 1,068              | 2,000              | 3,000               | -                        | -                     | 3,000                | -                                 |                         |
| Fire Hydrant Repair and Maintenance  | 19,230                  | 10,000            | 11,840             | 13,500             | 10,000              | -                        | 4,000                 | 14,000               | 4,000                             | <b>WATER-6</b>          |
| Coin Operated Filling Stations (2)   | 1,387                   | 3,000             | 67                 | 1,000              | 3,000               | -                        | -                     | 3,000                | -                                 |                         |
| <b>Total Service Maintenance</b>   | <b>293,613</b>          | <b>312,000</b>    | <b>273,804</b>     | <b>369,000</b>     | <b>312,000</b>      | <b>-</b>                 | <b>40,000</b>         | <b>352,000</b>       | <b>40,000</b>                     |                         |
| <b>Water Programs</b>  |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
| DWQMS Audit expenses   | 2,963                   | 5,000             | 3,428              | 3,428              | 5,000               | -                        | -                     | 5,000                | -                                 |                         |
| Water Conservation Program   | 1,500                   | 1,500             | -                  | -                  | 1,500               | -                        | -                     | 1,500                | -                                 |                         |
| <b>Total Water Programs</b>  | <b>4,463</b>            | <b>6,500</b>      | <b>3,428</b>       | <b>3,428</b>       | <b>6,500</b>        | <b>-</b>                 | <b>-</b>              | <b>6,500</b>         | <b>-</b>                          |                         |
| <b>Total Expenses before Reserves and Debt Charge</b>  | <b>3,316,796</b>        | <b>3,638,837</b>  | <b>2,545,148</b>   | <b>3,494,471</b>   | <b>3,488,237</b>    | <b>147,337</b>           | <b>45,600</b>         | <b>3,681,174</b>     | <b>192,937</b>                    |                         |
| <b>Total Transfer to Reserve - Water</b>   | <b>1,322,424</b>        | <b>28,079</b>     | <b>200,000</b>     | <b>178,079</b>     | <b>1,108,679</b>    | <b>(1,347,758)</b>       | <b>-</b>              | <b>(239,079)</b>     | <b>(1,347,758)</b>                |                         |
| <b>Total Debt Charges - Water</b>  | <b>354,379</b>          | <b>354,377</b>    | <b>265,784</b>     | <b>354,378</b>     | <b>354,377</b>      | <b>2</b>                 | <b>-</b>              | <b>354,379</b>       | <b>2</b>                          |                         |
| <b>Total Operating Expenses and Transfers</b>  | <b>4,993,599</b>        | <b>4,021,293</b>  | <b>3,010,932</b>   | <b>4,026,928</b>   | <b>4,951,293</b>    | <b>(1,200,420)</b>       | <b>45,600</b>         | <b>3,796,473</b>     | <b>(1,154,820)</b>                |                         |
| <b>Net Operating Budget</b>  | <b>(125,597)</b>        | <b>(930,000)</b>  | <b>(918,474)</b>   | <b>(1,198,105)</b> | <b>-</b>            | <b>(1,475,760)</b>       | <b>35,600</b>         | <b>(1,440,160)</b>   | <b>(1,440,160)</b>                |                         |
| <b>Capital Budget</b>  |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
| <b>Description</b>   | <b>User Rates</b>       | <b>User Rates</b> | <b>User Rates</b>  | <b>User Rates</b>  | <b>User Rates</b>   |                          | <b>Cost</b>           | <b>User Rates</b>    |                                   |                         |
| <b>Project Closeout -Watermain</b>   |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
| Replacement on Pacific Avenue (Simcoe to Richmond)   |                         |                   |                    |                    |                     |                          | 12,500                |                      |                                   |                         |
| <b>Engineering - Watermain Replacement</b>   |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
| Ventnor Avenue (Baltic to Atlantic)  |                         |                   |                    |                    |                     |                          | 70,000                | 70,000               |                                   |                         |
| <b>New - WM-03 - 2007 Savana Van</b>   |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
|  |                         |                   |                    |                    |                     |                          | 24,000                | 24,000               |                                   |                         |
| <b>Engineering - New 300mm watermain on Lowes Sideroad and 300mm watermain on 2nd Concession</b>         |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
|  |                         |                   |                    |                    |                     |                          | 82,000                | 56,160               |                                   |                         |
| <b>Replace Plant capital renewals</b>  |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
|  |                         |                   |                    |                    |                     |                          | 200,000               |                      |                                   |                         |
| <b>Construct - Supervisory Control and Data Acquisition (SCADA) Installation and Electrical Upgrades</b> |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
|  |                         |                   |                    |                    |                     |                          | 1,265,000             | 1,265,000            |                                   |                         |
| <b>Engineering - Secondary discharge pipe - AWTP</b>   |                         |                   |                    |                    |                     |                          |                       |                      |                                   |                         |
|  |                         |                   |                    |                    |                     |                          | 25,000                | 25,000               |                                   |                         |
| <b>Total Capital Request</b>   | <b>125,597</b>          | <b>930,000</b>    | <b>358,501</b>     | <b>930,000</b>     | <b>-</b>            |                          | <b>1,678,500</b>      | <b>1,440,160</b>     |                                   |                         |
| <b>Total Requirement from User Rates</b>   | <b>-</b>                | <b>-</b>          | <b>(559,973)</b>   | <b>(268,105)</b>   | <b>-</b>            |                          |                       | <b>0</b>             |                                   |                         |





## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-1                      |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable               |
| <b>Budget Issue Classification:</b>           | Non-Discretionary            |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | (\$285,340)                  |

|                            |         |
|----------------------------|---------|
| <b>Budget Issue Title:</b> | Revenue |
|----------------------------|---------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail   |
|---|
| <p><b>Water Rates Increase ( \$275,340)</b></p> <p>The 2017 Asset Management Plan called for a 2% increase in water area to help fund infrastructure. Administration is requesting a 2.5% increase to water rates to help fund infrastructure and operational cost in 2021 based of normalized water flows and revenue targets of \$5,000,000 a increase of \$275,340 is administrations recommendation</p> |
| <p><b>New Service Fees (\$10,000)</b></p> <p>With the increase in new houses starts administration feels an upwards revenue increase is warranted.</p>  |

| Budget Impact               |                  |                    |
|-----------------------------|------------------|--------------------|
| Account Name                | Account Number   | Budget Change      |
| Sale of Water               | 80-4-000000-1610 | \$(275,340)        |
|                             |                  | (10,000)           |
| <b>Total Budget Impact:</b> |                  | <b>\$(285,340)</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-2                      |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | 5,600                        |

|                            |                 |
|----------------------------|-----------------|
| <b>Budget Issue Title:</b> | Water Equipment |
|----------------------------|-----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| Budget Issue Detail  |
|--|
| <p>1) The Town currently hires out to do some occasional pressure testing of fire hydrants. Requesting the purchase of a new telog unit to pressure test throughout the Town on a more consistent basis and be able to upgrade our mapping system with colour coded hydrants. The existing telog unit the Town has is outdated (2008).</p> <p>2) The Town's current GPS unit is outdated and not accurate enough for the detail PWD requires. Requesting the purchase of a new GPS unit that is compatible with iPads, iPhones, integrates with ESRI. The students will be able to capture the curb boxes, sanitary and storm cleanouts and anything else needed to upgrade our current interactive mapping system. This will help expedite locates.</p> |

| Budget Impact                 |                   |                |
|-------------------------------|-------------------|----------------|
| Account Name                  | Account Number    | Budget Change  |
| Miscellaneous Water Equipment | 80-5-0000000-0420 | \$5,600        |
| <b>Total Budget Impact:</b>   |                   | <b>\$5,600</b> |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-3                      |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | 14,175                       |

|                            |                         |
|----------------------------|-------------------------|
| <b>Budget Issue Title:</b> | Service Contract - OCWA |
|----------------------------|-------------------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>   |
|--|
| <p>The Service Contract - OCWA provides funding for the Agreement with OCWA to run and service the Amherstburg Water Treatment Plant.</p> <p>The Service Agreement and contract with OCWA expires on December 31, 2020. The added total in the budget reflects the change in the extension of the agreement for 2021 using the same cost as 2020 with an addition of 2.25% for inflation. The total change in inflation costs is an additional \$14,175 from 2020 to 2021.</p> |

| <b>Budget Impact</b>        |                       |                      |
|-----------------------------|-----------------------|----------------------|
| <b>Account Name</b>         | <b>Account Number</b> | <b>Budget Change</b> |
| Service Contract - OCWA     | 80-5-0000000-0604     | \$14,175             |
| <b>Total Budget Impact:</b> |                       | <b>\$14,175</b>      |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-4                      |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | 30,000                       |

|                            |              |
|----------------------------|--------------|
| <b>Budget Issue Title:</b> | Water Meters |
|----------------------------|--------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>1) With the purchase of the Itron system and working toward an AMI (Advanced Metering Infrastructure) capable of doing daily reads if needed, we are requesting \$20,000 in order to purchase and further capitalize on the 2019 price points offered as our introductory offer into the system. This is a 30% savings.</p> <p>2) Requesting an increase of 10,000 of the base budget in order to get away from house meters. Moving forward, the use of pit meters at the property line will be the preferred choice of meters. This eliminates the need for Town employees to enter homes. The meter can be maintained from the pit at the property line. The initial cost of the pit meter vs a standard house meter is 20% higher.</p> |

| <b>Budget Impact</b>                |                       |                      |
|-------------------------------------|-----------------------|----------------------|
| <b>Account Name</b>                 | <b>Account Number</b> | <b>Budget Change</b> |
| Water Meter Repairs and Maintenance | 80-5-0000000-0833     | 30,000               |
| <b>Total Budget Impact:</b>         |                       | <b>\$30,000</b>      |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-5                      |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | 6,000                        |

|                            |                 |
|----------------------------|-----------------|
| <b>Budget Issue Title:</b> | Sample Stations |
|----------------------------|-----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>Requesting a one-time increase of \$6,000 to replace three (3) aging water sample stations that annually require repairs to leaky gaskets. The older cast iron stations tend to freeze and start leaking over time. These leaks contribute to the Town's water loss.</p> |

| <b>Budget Impact</b>                   |                       |                      |
|--|-----------------------|----------------------|
| <b>Account Name</b>                    | <b>Account Number</b> | <b>Budget Change</b> |
| Sample Station Repairs and Maintenance | 80-5-0000000-0835     | \$6,000              |
| <b>Total Budget Impact:</b>            |                       | <b>\$6,000</b>       |



## 2021 Operating Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-6                      |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Budget Enhancement           |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | 4,000                        |

|                            |                 |
|----------------------------|-----------------|
| <b>Budget Issue Title:</b> | Hydrant Markers |
|----------------------------|-----------------|

|                                       |             |
|---------------------------------------|-------------|
| <b>Budget Request Classification:</b> | Base Budget |
|---------------------------------------|-------------|

| <b>Budget Issue Detail</b>  |
|---|
| <p>Requesting a one-time increase of \$4,000 to complete the addition of reflective hydrant markers to all of the Town's fire hydrants. These reflective markers make it easier for the Fire Department to locate and quickly determine what kind of pressures to expect at each hydrant based on their colour when fighting a fire. This will greatly benefit the speed and delivery when time is essential.</p> |

| <b>Budget Impact</b>                |                       |                      |
|-------------------------------------|-----------------------|----------------------|
| <b>Account Name</b>                 | <b>Account Number</b> | <b>Budget Change</b> |
| Fire Hydrant Repair and Maintenance | 80-5-0000000-0850     | \$4,000              |
| <b>Total Budget Impact:</b>         |                       | <b>\$4,000</b>       |

# Town of Amherstburg



## 2021 Capital Budget

## **2021 Capital Budget**

The recommended 2021 Capital Budget for the Town of Amherstburg provides significant capital investment in municipal infrastructure totaling \$10,408,144 for taxation, water and wastewater.

This level of investment in infrastructure will be achieved by augmenting the contribution to lifecycle reserves. This is a step forward in realizing “the pay as you go” philosophy and sustainable funding for the Town’s capital program, while moving away from reliance on long-term debt.

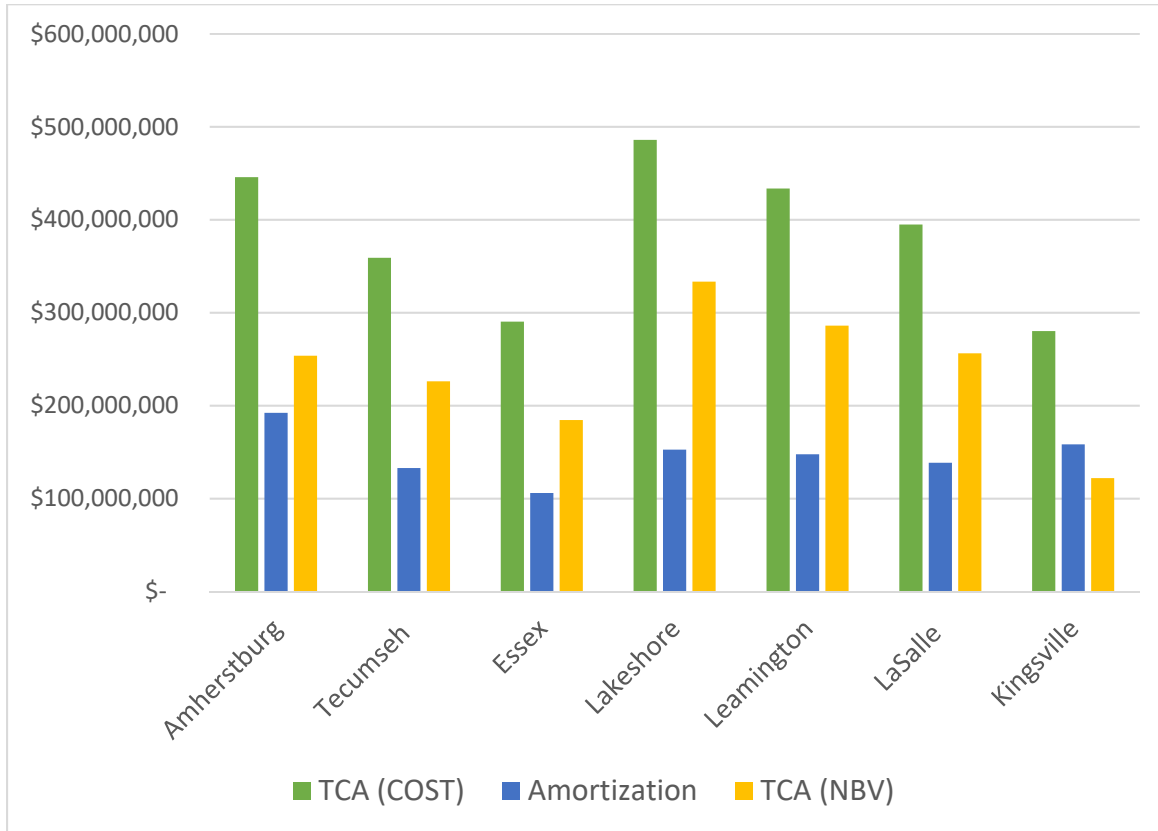
### **Capital Investment – Local Context:**

Based on audited 2019 Financial Statements of neighboring municipalities, the Town of Amherstburg has the highest per resident investment in infrastructure, as illustrated by the following table:

| <b>Assets Per Capita (December 31, 2019)</b> | <b>TCA (COST)</b> | <b>TCA (NBV)</b> | <b>Population (Stats Can 2016)</b> | <b>Assets Per Capita (COST)</b> | <b>Assets Per Capita (NBV)</b> |
|--|-------------------|------------------|------------------------------------|---------------------------------|--------------------------------|
| Town of Amherstburg                          | \$445,878,360     | \$253,631,274    | 21,936                             | \$20,326                        | \$11,562                       |
| Town of Tecumseh                             | \$359,023,123     | \$226,207,253    | 23,229                             | \$15,456                        | \$9,738                        |
| Town of Essex                                | \$290,311,261     | \$184,392,051    | 20,427                             | \$14,212                        | \$9,027                        |
| Municipality of Lakeshore                    | \$485,892,513     | \$333,348,070    | 36,611                             | \$13,272                        | \$9,105                        |
| Municipality of Leamington                   | \$433,623,557     | \$285,994,083    | 27,595                             | \$15,714                        | \$10,364                       |
| Town of LaSalle                              | \$394,820,934     | \$256,286,860    | 30,180                             | \$13,082                        | \$8,492                        |
| Town of Kingsville                           | \$280,229,957     | \$121,992,658    | 21,552                             | \$13,003                        | \$5,660                        |



The following graph illustrates the total asset cost, amortization and netbook value in the region:



The above is both good and bad news, as it means the Town has the highest value of infrastructure for citizens to enjoy; however it also means in the future the Town will have the highest burden per capita for infrastructure replacement.

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 funding gap is by implementing a reserve structure that supports asset renewals as they come due.

The Town of Amherstburg suffers from annual infrastructure funding gaps because 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.

The following charts come from the Town's Asset Management Plan and explain the funding deficits that existed at the creation of the plan in 2016.

TABLE 34 SUMMARY OF INFRASTRUCTURE REQUIREMENTS AND CURRENT FUNDING AVAILABLE: TAX FUNDED ASSETS

| Asset Category         | Average Annual Investment Required | 2016 Funding Available |                  |                |                   | Total Funding Available | Annual Deficit   |
|------------------------|------------------------------------|------------------------|------------------|----------------|-------------------|-------------------------|------------------|
|                        |                                    | Taxes                  | Gas Tax          | OCIF           | Taxes to Reserves |                         |                  |
| Road Network           | 6,692,000                          | 247,000                | 655,000          | 191,000        | 640,000           | 1,733,000               | 4,959,000        |
| Bridges & Culverts     | 645,000                            | 276,000                | 345,000          | 256,000        | 16,000            | 893,000                 | -248,000         |
| Storm Sewer            | 701,000                            | 0                      | 0                | 0              | 20,000            | 20,000                  | 681,000          |
| Machinery & Equipment  | 296,000                            | 83,000                 | 0                | 0              | 0                 | 83,000                  | 213,000          |
| Buildings              | 1,687,000                          | 46,000                 | 0                | 0              | 0                 | 46,000                  | 1,641,000        |
| Land Improvements      | 426,000                            | 12,000                 | 0                | 0              | 0                 | 12,000                  | 414,000          |
| Vehicles               | 973,000                            | 251,000                | 0                | 0              | 0                 | 251,000                 | 872,000          |
| Information Technology | 262,000                            | 285,000                | 0                | 0              | 0                 | 285,000                 | -23,000          |
| <b>Total</b>           | <b>11,682,000</b>                  | <b>1,200,000</b>       | <b>1,000,000</b> | <b>447,000</b> | <b>676,000</b>    | <b>3,323,000</b>        | <b>8,359,000</b> |

TABLE 37 SUMMARY OF INFRASTRUCTURE REQUIREMENTS AND CURRENT FUNDING AVAILABLE

| Asset Category     | Average Annual Investment Required | 2016 Annual Funding Available |                   |          | Total            | Annual Deficit   |
|--------------------|------------------------------------|-------------------------------|-------------------|----------|------------------|------------------|
|                    |                                    | Rates                         | To Operations     | Other    |                  |                  |
| Wastewater Network | 2,638,000                          | 5,715,000                     | -4,608,000        | 0        | 1,107,000        | 1,531,000        |
| Water Network      | 2,632,000                          | 4,505,000                     | -3,719,000        | 0        | 786,000          | 1,846,000        |
| <b>Total</b>       | <b>5,270,000</b>                   | <b>10,220,000</b>             | <b>-8,327,000</b> | <b>0</b> | <b>1,893,000</b> | <b>3,377,000</b> |

The Asset Management Plan calls for the following strategies to be used inclusive of 1.5% increase in taxation, 2% increase in water, 1.3% increase in wastewater based on the ‘With capturing changes’ for debt repayment under a 20 year sustainability plan.

TABLE 36 EFFECT OF CHANGES IN OCIF FUNDING AND REALLOCATING DECREASES IN DEBT COSTS

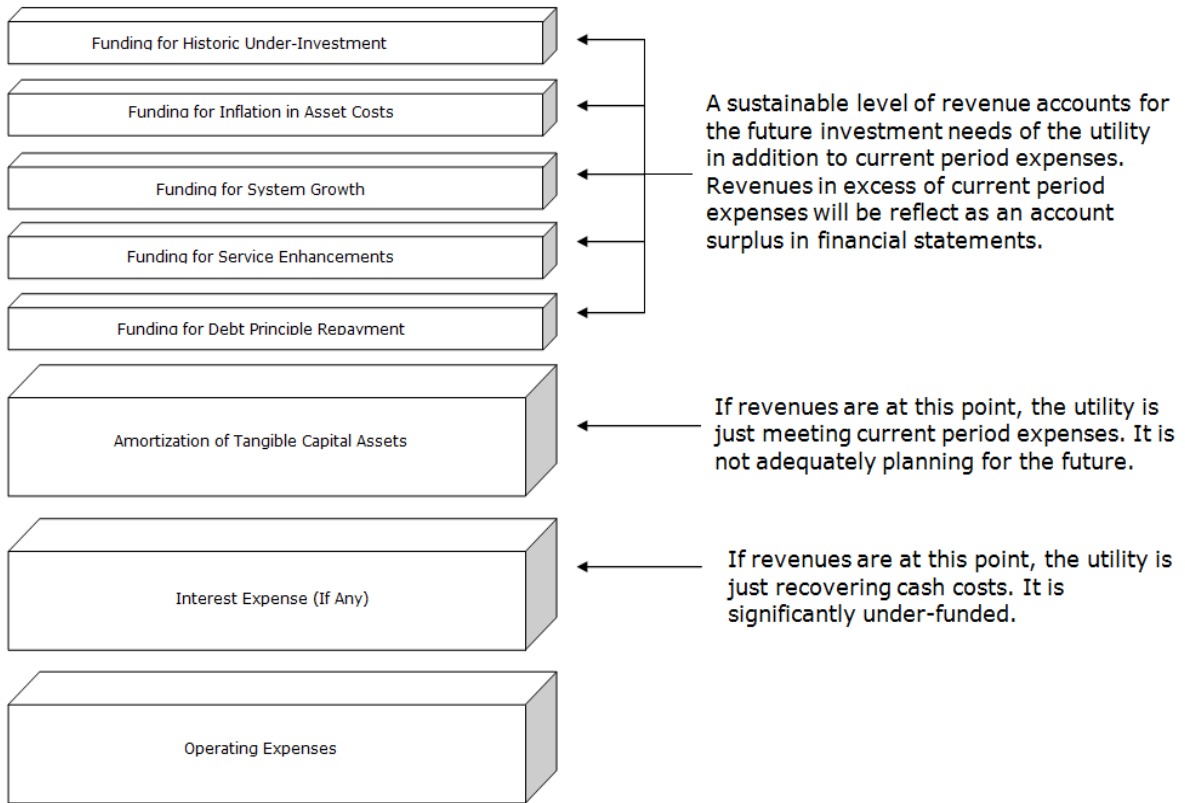
|                                  | Without capturing changes |           |           |           | With capturing changes |            |            |            |
|----------------------------------|---------------------------|-----------|-----------|-----------|------------------------|------------|------------|------------|
|                                  | 5 Years                   | 10 Years  | 15 Years  | 20 Years  | 5 Years                | 10 Years   | 15 Years   | 20 Years   |
| Infrastructure Deficit           | 8,359,000                 | 8,359,000 | 8,359,000 | 8,359,000 | 8,359,000              | 8,359,000  | 8,359,000  | 8,359,000  |
| Change in OCIF Grant             | N/A                       | N/A       | N/A       | N/A       | -1,273,000             | -1,273,000 | -1,273,000 | -1,273,000 |
| Changes in Debt Costs            | N/A                       | N/A       | N/A       | N/A       | -1,112,000             | -1,130,000 | -1,133,000 | -1,422,000 |
| Resulting Infrastructure Deficit | 8,359,000                 | 8,359,000 | 8,359,000 | 8,359,000 | 5,974,000              | 5,956,000  | 5,953,000  | 5,664,000  |
| Resulting Tax Increase Required: |                           |           |           |           |                        |            |            |            |
| Total Over Time                  | 43.0%                     | 43.0%     | 43.0%     | 43.0%     | 30.8%                  | 30.7%      | 30.6%      | 29.2%      |
| Annually                         | 8.6%                      | 4.3%      | 2.9%      | 2.2%      | 6.2%                   | 3.1%       | 2.0%       | 1.5%       |

TABLE 40 WITH CHANGE IN DEBT COSTS

|  | Wastewater Network |           |           | Water Network |           |           |
|--|--------------------|-----------|-----------|---------------|-----------|-----------|
|  | 5 Years            | 10 Years  | 15 Years  | 5 Years       | 10 Years  | 15 Years  |
| Infrastructure Deficit                     | 1,531,000          | 1,531,000 | 1,531,000 | 1,846,000     | 1,846,000 | 1,846,000 |
| Change in Debt Costs                       | -86,000            | -453,000  | -391,000  | -376,000      | -473,000  | -473,000  |
| Resulting Infrastructure Deficit (Surplus) | 1,445,000          | 1,078,000 | 1,140,000 | 1,470,000     | 1,373,000 | 1,373,000 |
| Resulting Rate Increase Required:          |                    |           |           |               |           |           |
| Total Over Time                            | 25.3%              | 18.9%     | 19.9%     | 32.6%         | 30.5%     | 30.5%     |
| Annually                                   | 5.1%               | 1.9%      | 1.3%      | 6.5%          | 3.1%      | 2.0%      |

Administration is using the financial modeling strategy of the Asset Management Plan to help achieve the desired result of a financially sustainable community for generations to come.

A complete budget that deals with every fiscal issue a municipality would face is illustrated below:



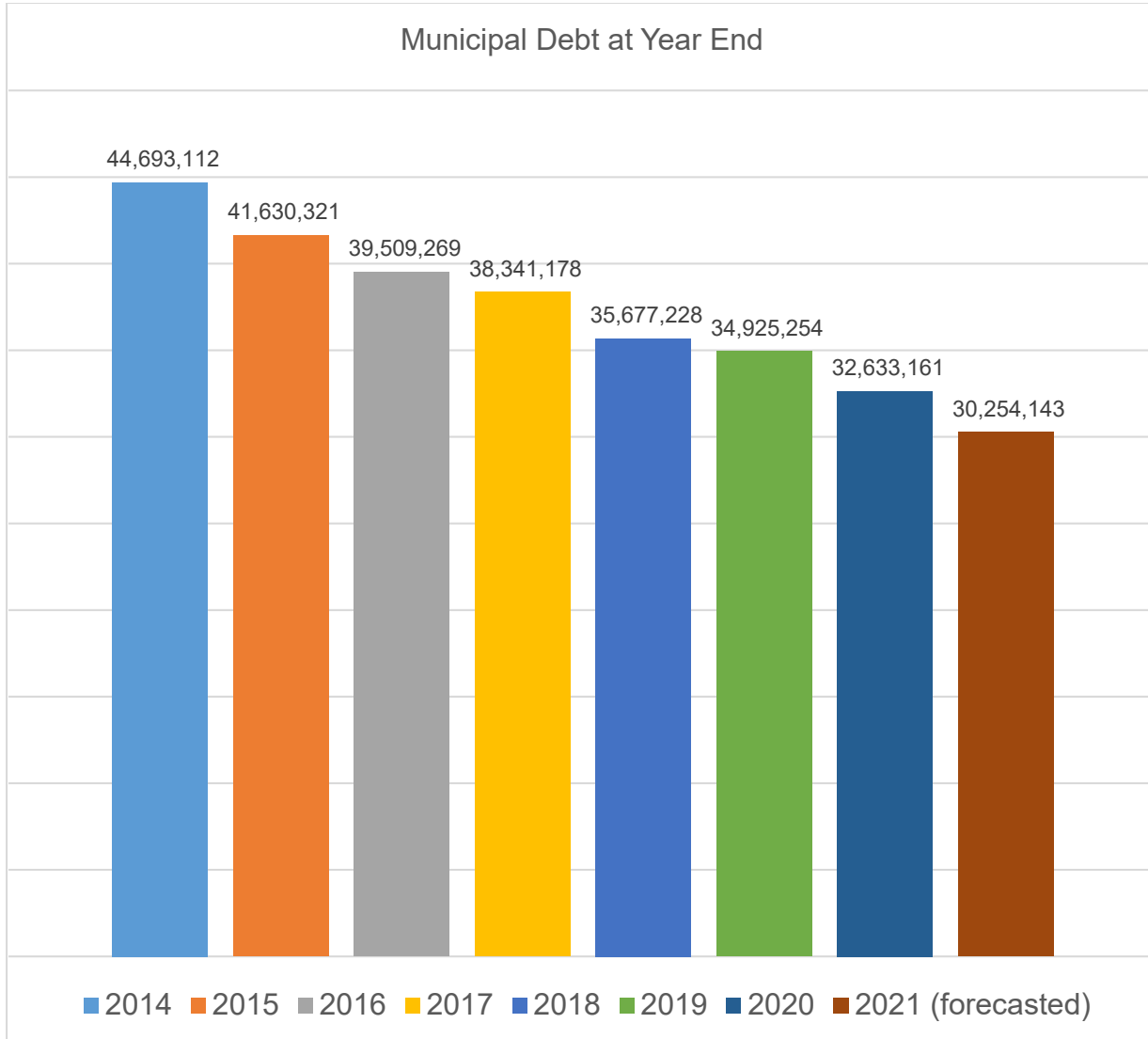
The Town of Amherstburg, much like other municipalities, cannot afford to budget for all of the above as it would be too costly to the ratepayers. The red line indicates the current funding level of the Town, which demonstrates that there is still opportunity for improvement in moving toward financial sustainability.

## Capital Budget Highlights

In 2021, the Budget includes capital investment of \$10,408,144.

There are no planned debt funded projects in the 2021 capital budget.

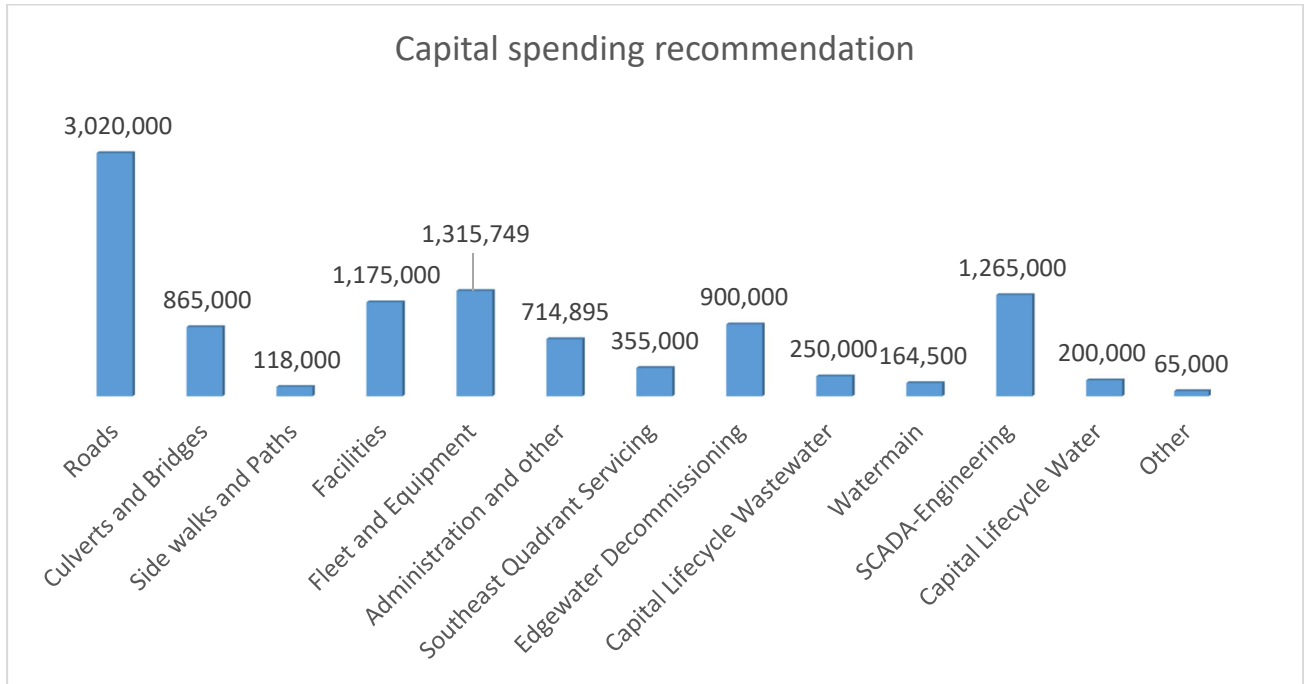
The following illustrates the projected debt levels from the Town based on the above:



The debt level depicted above is calculated based on the funding model in the estimates reported to Council. Final project costs may differ and debt levels may change accordingly.

## **Capital Investment Projects:**

The Budget includes capital investment in the amount of \$10,408,144 and the breakdown by project is as follows:

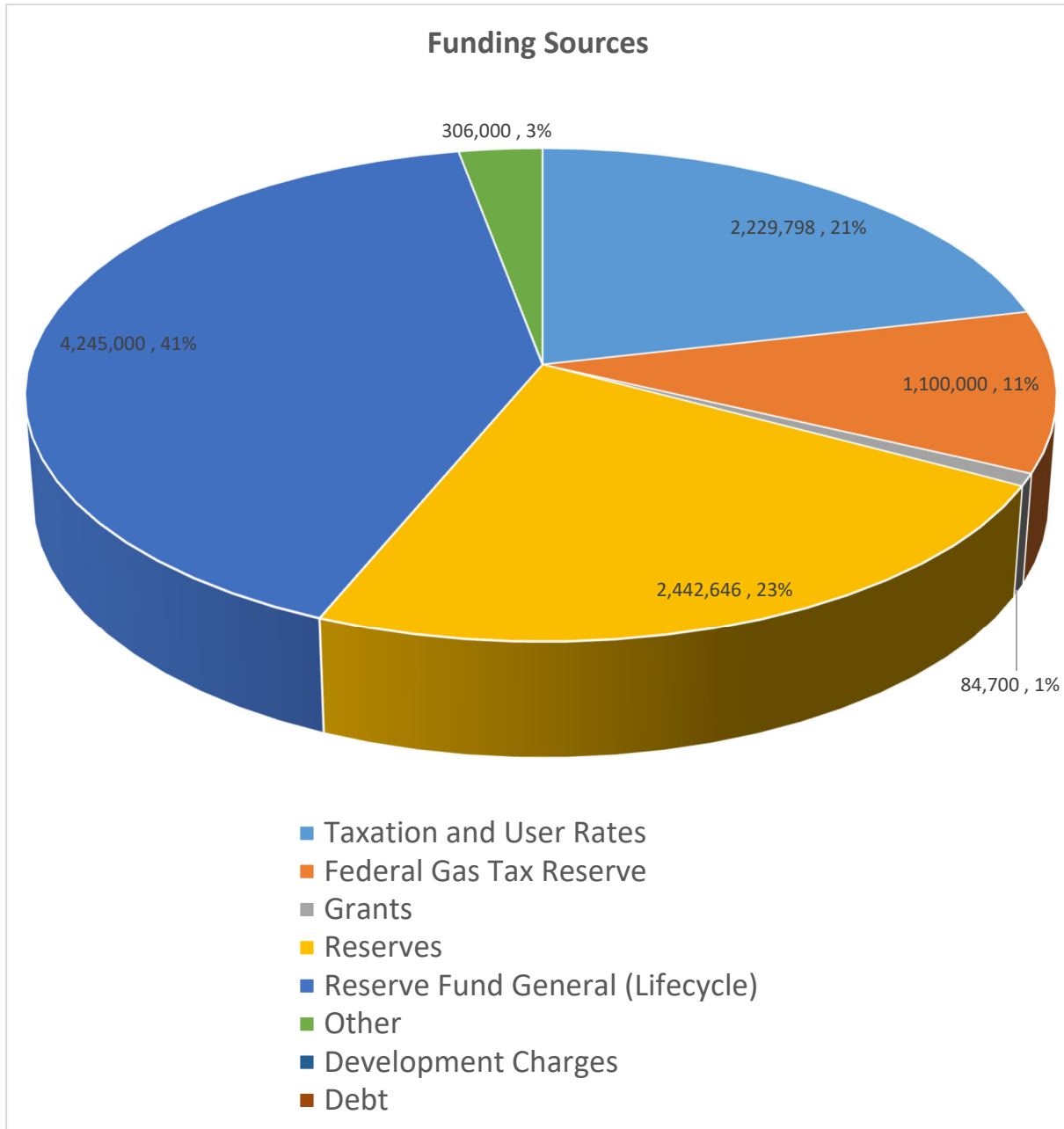


All projects will be funded with 2021 current revenues

It is very important to note that the majority of the Town's capital projects are funded using Provincial and Federal Government programs. Dependence on senior government grant funding poses a risk to the Town's financial sustainability funding may be reduced over time as senior governments face their own fiscal pressures. In 2021 this is truer than ever as OCIF Formula has not been confirmed at the time of creation of the 2021 budget.

## Capital Funding Sources:

Town of Amherstburg capital funding sources for 2021 are as follows:



The 2021 Capital Budget is outlined in the following pages, including project details.

| Town of Amherstburg - 2021 Capital Budget   |               |  |                   |  |                      |                  |               |               |                      |          |                  |
|---|---------------|--|-------------------|--|----------------------|------------------|---------------|---------------|----------------------|----------|------------------|
| Budget Centre                               | Issue Paper   | Project Name   | Capital Cost (\$) | Project Description  | Taxation/ User Rates | Federal Gas Tax  | Grants        | Reserves      | Reserve Fund General | Other    | Total Funding    |
| <b>Taxation Funded:</b>                     |               |  |                   |  |                      |                  |               |               |                      |          |                  |
| <b>Roads</b>                                |               |  |                   |  |                      |                  |               |               |                      |          |                  |
| PW  | EPW-CAP-1     | Engineering -Geotechnical investigation for 2021 projects  | 25,000            | Pre-engineering allows for more accurate budget estimates and earlier tendering  | 25,000               |                  |               |               |                      |          | 25,000           |
| PW  | EPW-CAP-2,3,4 | Project Close Out Cost-2020  | 45,000            |  | -                    |                  |               | 45,000        |                      |          | 45,000           |
| PW  | EPW-CAP-5     | Engineering - McLeod Avenue Rehabilitation from 3rd Concession South to Lakewood Drive. Full reconstruction recommended. 1200 metres in length.        | 25,000            | Required due to lifecycle renewal. Asphalt is cracked and breaking apart.  | -                    |                  |               |               | 25,000               |          | 25,000           |
| PW  | EPW-CAP-6     | Engineering - South Riverview Rehabilitation from Beneteau to the 2nd Concession. Full Reconstruction recommended. 850 metres in length. 6.7m wide.    | 25,000            | Required due to lifecycle renewal. Road is breaking apart. Ongoing maintenance costs. Engineering in 2019 for 2020 construction  | -                    |                  |               |               | 25,000               |          | 25,000           |
| PW  | EPW-CAP-7     | Engineering - Fryer Street from Simcoe to Alma. Recommendation would be a full reconstruction including curb and gutter, storm sewers                  | 2,200,000         | Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate Project to be Done in Phases  | -                    | 1,100,000        |               |               | 1,100,000            |          | 2,200,000        |
| PW  | EPW-CAP-8     | Mill & Pave - 2021   | 400,000           | Required due to lifecycle renewal. Asphalt is crumbling. Entire asphalt surface will need to be removed and replaced.  | -                    |                  |               |               | 400,000              |          | 400,000          |
| PW  | EPW-CAP-9     | Engineering - 8th Concession North rehabilitation between Texas Road and County Road 10.   | 100,000           | Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate   | -                    |                  |               |               | 100,000              |          | 100,000          |
| PW  | EPW-CAP-10    | Tar & Chip   | 200,000           | (list streets (point to point))  | -                    |                  |               |               | 200,000              |          | 200,000          |
| <b>Sidewalks, Pathways and Streetlights</b> |               |  |                   |  |                      |                  |               |               |                      |          |                  |
| PW  | EPW-CAP-11    | Paved shoulders on Alma Street between Fryer and Meloche Road as per CWATS plan.   | 25,000            | Project close out cost   | -                    |                  |               | 25,000        |                      |          | 25,000           |
| PW  | EPW-CAP-12    | Pedestrian Crossovers  | 75,000            |  | 75,000               |                  |               |               |                      |          | 75,000           |
| PW  | EPW-CAP-21    | <b>Sidewalk County Road 10- Council Directed Not Funded</b>  |                   |  |                      |                  |               |               |                      |          | -                |
| PW  | EPW-CAP-22    | <b>Red Light Camera- Council Directed Not Funded</b>   |                   |  |                      |                  |               |               |                      |          | -                |
| PW  | EPW-CAP-13    | Transit Bus Stops  | 18,000            |  | 18,000               |                  |               |               |                      |          | 18,000           |
|   |               | <b>Total</b>   | <b>3,138,000</b>  |  | <b>118,000</b>       | <b>1,100,000</b> |               | <b>70,000</b> | <b>1,850,000</b>     |          | <b>3,138,000</b> |
| <b>Culverts and Bridges</b>                 |               |  |                   |  |                      |                  |               |               |                      |          |                  |
| PW  | EPW-CAP-14    | Engineering - Long Marsh Drain at Concession 2 North - <b>Bridge No. 3008</b> . Complete Replacement   | 40,000            | Project close out  | -                    |                  |               | 40,000        |                      |          | 40,000           |
| PW  | EPW-CAP-15    | Engineering - River Canard at 5th Concession North - <b>Bridge No. 3012</b> . Complete Replacement   | 110,000           | 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.   | -                    |                  | 84,700        | 25,300        |                      |          | 110,000          |
| PW  | EPW-CAP-16    | Engineering - Collison Sideroad over Collison Drain - <b>Culvert No. 3</b> .   | 15,000            | Project close out  | -                    |                  |               | 15,000        |                      |          | 15,000           |
| PW  | EPW-CAP-17    | Engineering - Hamel Bezaire Drain at 4th Concession North - <b>Culvert No. 59</b> . Complete replacement   | 550,000           | 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 may be load limited with potential for closure dependent on timing for replacement  | -                    |                  |               |               | 550,000              |          | 550,000          |
| PW  | EPW-CAP-18    | Engineering - Sucker Creek Bridge over 8th Concession - Bridge 3020  | 150,000           | The 2020 Bridge and Culvert Study recommended that this bridge be replaced. It has an estimated installation year of 1960. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting.   | -                    |                  |               |               | 150,000              |          | 150,000          |
|   |               | <b>Total</b>   | <b>865,000</b>    |  | <b>-</b>             | <b>-</b>         | <b>84,700</b> | <b>80,300</b> | <b>700,000</b>       | <b>-</b> | <b>865,000</b>   |
| <b>Fleet and Equipment</b>                  |               |  |                   |  |                      |                  |               |               |                      |          |                  |
| Parks                                       | PARKS-CAP-9   | Unit 210 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.  | 35,000            | The current Parks-210 is a 2006 Ranger Pick-Up. The vehicle is utilized by the parks department watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program.                   | -                    |                  |               | 35,000        |                      |          | 35,000           |
| PW  | EPW-CAP-19    | 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 | 460,000           | Current motor grader is a 1991 John Deere 770 BH. This grader is 29 years old and well beyond the lifecycle expectancy. The new grader will be outfitted with one-way plow and wings for winter control similar to the current unit.   | -                    |                  |               | 100,000       | 360,000              |          | 460,000          |
| Parks                                       | PARKS-CAP-10  | Unit 710 - Chevy Silverado - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.  | 40,000            | The current Parks-710 unit is a 2004 Chevrolet Silverado pick-up. The vehicle is utilized by the parks department watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program. | -                    |                  |               | 40,000        |                      |          | 40,000           |
| Parks                                       | PARKS-CAP-11  | Unit RS-1 - Chevy Silverado - Light Duty Pick Up Truck with Plow and Salter. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.                            | 35,000            | The current Parks-RS-1 unit is a 2009 Chevrolet Silverado pick-up. The vehicle is utilized by the parks department for Parks maintenance in the summer months and winter maintenance at Town facilities. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program.    | -                    |                  |               | 35,000        |                      |          | 35,000           |



| Town of Amherstburg - 2021 Capital Budget |              |   |                   |  |                      |                  |               |                  |                      |                |                  |
|---|--------------|---|-------------------|--|----------------------|------------------|---------------|------------------|----------------------|----------------|------------------|
| Budget Centre                             | Issue Paper  | Project Name  | Capital Cost (\$) | Project Description  | Taxation/ User Rates | Federal Gas Tax  | Grants        | Reserves         | Reserve Fund General | Other          | Total Funding    |
| Fire                                      | FIRE-CAP-3   | Auto Extrication Equipment  | 35,000            |  | 35,000               |                  |               | -                |                      |                | 35,000           |
| Fire                                      | FIRE-CAP-2   | Replacement of Water & Ice Rescue Equipment   | 25,000            |  | 25,000               |                  |               | -                |                      |                | 25,000           |
| Fire                                      | FIRE-CAP-1   | SCBA Equipment (pre-commitment)   | 625,749           |  | 11,703               |                  |               | 614,046          | -                    |                | 625,749          |
| PWD                                       | EPW-CAP-20   | Gravel Compaction Unit  | 25,000            |  | 25,000               |                  |               |                  |                      |                | 25,000           |
| Building                                  | BUILD-CAP-1  | Unit BP-02 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN. | 35,000            | The current BP-02 is a 2008 Ranger Pick-Up. The vehicle is utilized by the building department to attend construction site to complete inspections on building constructions. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program. | -                    |                  |               | 35,000           |                      |                | 35,000           |
|   |              | <b>Total</b>  | <b>1,315,749</b>  |  | <b>96,703</b>        | <b>-</b>         | <b>-</b>      | <b>859,046</b>   | <b>360,000</b>       | <b>-</b>       | <b>1,315,749</b> |
| <b>Total Road Related and Fleet</b>       |              |   | <b>5,318,749</b>  |  | <b>214,703</b>       | <b>1,100,000</b> | <b>84,700</b> | <b>1,009,346</b> | <b>2,910,000</b>     | <b>-</b>       | <b>5,318,749</b> |
| <b>Facilities:</b>                        |              |   |                   |  |                      |                  |               |                  |                      |                |                  |
| Facilities                                | FAC-CAP-1    | Install Ventilation System - PW Building  | 55,000            |  | 55,000               |                  |               |                  |                      |                | 55,000           |
| Facilities                                | FAC-CAP-5    | Replace Pavement at station 2   | 100,000           |  | -                    |                  |               |                  | 100,000              |                | 100,000          |
| Facilities                                | FAC-CAP-6    | Replace Pavement at station 3   | 65,000            |  | -                    |                  |               |                  | 65,000               |                | 65,000           |
| Parks                                     | PARKS-CAP-7  | Co-An Park Capital Funding  | 15,000            |  | -                    |                  |               | 15,000           |                      |                | 15,000           |
| Libro                                     | LIBRO-CAP-2  | Diamond Libro   | 75,000            |  | -                    |                  |               | 75,000           |                      |                | 75,000           |
| Libro                                     | LIBRO-CAP-1  | Replace compressors   | 15,000            |  | -                    |                  |               |                  | 15,000               |                | 15,000           |
| Facilities                                | FAC-CAP-2    | Demolition Massen Building  | 75,000            |  | 75,000               |                  |               | -                |                      |                | 75,000           |
| Facilities                                | FAC-CAP-3    | Remove Communication Tower  | 25,000            |  | -                    |                  |               |                  | 25,000               |                | 25,000           |
| Facilities                                | FAC-CAP-4    | Replace HVAC Parks  | 55,000            |  | -                    |                  |               |                  | 55,000               |                | 55,000           |
| Parks                                     | PARKS-CAP-3  | BelleVue Improvement  | -                 |  | -                    |                  |               |                  |                      |                | -                |
| Parks                                     | PARKS-CAP-5  | Mickle Park Upgrades- Phase 1   | 75,000            |  | 75,000               |                  |               |                  |                      |                | 75,000           |
| Parks                                     | PARKS-CAP-1  | Todd Jones and splash pad renewal   | 50,000            |  | 50,000               |                  |               |                  |                      |                | 50,000           |
| Parks                                     | PARKS-CAP-6  | Ranta Park Upgrades   | 170,000           |  | -                    |                  |               |                  |                      | 170,000        | 170,000          |
| Parks                                     | PARKS-CAP-2  | Skate Park Relocation   | 75,000            |  | -                    |                  |               | 75,000           |                      |                | 75,000           |
| Parks                                     | PARKS-CAP-3  | Refurbish Tennis courts   | 25,000            |  | -                    |                  |               |                  | 25,000               |                | 25,000           |
| Town                                      | PARKS-CAP-4  | Development of Waterfront   | 300,000           |  | -                    |                  |               | 300,000          |                      |                | 300,000          |
|   |              | <b>Total</b>  | <b>1,175,000</b>  |  | <b>255,000</b>       | <b>-</b>         | <b>-</b>      | <b>465,000</b>   | <b>285,000</b>       | <b>170,000</b> | <b>1,175,000</b> |
| <b>Other</b>                              |              |   |                   |  |                      |                  |               |                  |                      |                |                  |
| IT  | POLICE-CAP-1 | Telecommunications Tower  | 600,000           |  | -                    |                  |               |                  | 600,000              |                | 600,000          |
| Fire                                      | FIRE-CAP-4   | Paging equipment replacement  | 20,000            |  | 20,000               |                  |               |                  |                      |                | 20,000           |
| IT  | CSIT-CAP-1   | IT Life Cycle Capital   | 55,800            |  | -                    |                  |               | 55,800           |                      |                | 55,800           |
| IT  | VARIOUS      | IT Equipment for New Staffing   | \$ 23,745         |  | 23,745               |                  |               |                  |                      |                | 23,745           |
| Facilities                                | VARIOUS      | Furniture & Fixtures for New Staffing   | \$ 15,350         |  | 15,350               |                  |               |                  |                      |                | 15,350           |
|   |              |   |                   |  | -                    |                  |               |                  |                      |                | -                |
| <b>Total Facilities and Other</b>         |              |   | <b>714,895</b>    |  | <b>59,095</b>        | <b>-</b>         | <b>-</b>      | <b>55,800</b>    | <b>600,000</b>       | <b>-</b>       | <b>714,895</b>   |
| <b>Taxation Funded Total</b>              |              |   | <b>7,208,644</b>  |  | <b>528,798</b>       | <b>1,100,000</b> | <b>84,700</b> | <b>1,530,146</b> | <b>3,795,000</b>     | <b>170,000</b> | <b>7,208,644</b> |

| Town of Amherstburg - 2021 Capital Budget           |             |  |                   |   |                      |                 |             |                |                      |                |                  |
|---|-------------|--|-------------------|---|----------------------|-----------------|-------------|----------------|----------------------|----------------|------------------|
| Budget Centre                                       | Issue Paper | Project Name   | Capital Cost (\$) | Project Description   | Taxation/ User Rates | Federal Gas Tax | Grants      | Reserves       | Reserve Fund General | Other          | Total Funding    |
| <b>Wastewater Rate Funded</b>                       |             |  |                   |   |                      |                 |             |                |                      |                |                  |
|   |             | <b>Total</b>   | -                 |   | -                    | -               | -           | -              |                      |                | -                |
| <b>Development Servicing</b>                        |             |  |                   |   |                      |                 |             |                |                      |                |                  |
| Wastewater  | WW-CAP-1    | Southeast Quadrant Phase 1 - Lowes Sideroad Pump Station, Sanitary sewers                      | 230,000           | This includes the detailed design and tendering for the new pump station and gravity sewer on Lowes and forcemain along Lowes   | 159,280              |                 |             |                |                      | 70,720         | 230,000          |
| Wastewater  | WW-CAP-2    | Pump Station west of Big Creek and associated forcemain  | 125,000           | This includes the detailed design and tender for the new pump station west of Big Creek and forcemain to the 2nd Concession. It also includes the sanitary sewer on Lowes, west of Fryer.   | 85,560               |                 |             |                |                      | 39,440         | 125,000          |
|   |             | <b>Total</b>   | <b>355,000</b>    |   | <b>244,840</b>       | -               | -           | -              | -                    | <b>110,160</b> | <b>355,000</b>   |
| <b>Wastewater Collection System - Pump Stations</b> |             |  |                   |   |                      |                 |             |                |                      |                |                  |
| Wastewater  | WW-CAP-3    | Lifecycle Replacement Program Work   | 250,000           |   | -                    |                 |             |                | 250,000              |                | 250,000          |
|   |             | <b>Total</b>   | <b>250,000</b>    |   | -                    | -               | -           | -              | <b>250,000</b>       | -              | <b>250,000</b>   |
| <b>Environmental - Lagoon System</b>                |             |  |                   |   |                      |                 |             |                |                      |                |                  |
| Wastewater  | WW-CAP-4    | Edgewater Lagoon Decommissioning   | 900,000           | This is the final phase of the edgewater lagoon decommissioning. It involves the creation of the wet weather cell for PS22 and the conversion of the remaining 2.5 lagoon cells to wetland.   | -                    |                 |             | 900,000        |                      | -              | 900,000          |
|   |             | <b>Total</b>   | <b>900,000</b>    |   | -                    | -               | -           | <b>900,000</b> | -                    | -              | <b>900,000</b>   |
| <b>Wastewater - Equipment</b>                       |             |  |                   |   |                      |                 |             |                |                      |                |                  |
|   | WATER-CAP-6 | Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer | 16,000            | Unit WM-03 is a 2007 Savana Van beyond its useful life. This unit is used by the Water Division union staff for maintaining Town owned infrastructure and meter repairs. The plan is to replace the van with a similar type utility van. The price will include shelving unit for supply storage. | 16,000               |                 |             |                |                      |                | 16,000           |
|   |             | <b>Total</b>   | <b>16,000</b>     |   | <b>\$ 16,000</b>     | <b>\$ -</b>     | <b>\$ -</b> | <b>\$ -</b>    | <b>\$ -</b>          | <b>\$ -</b>    | <b>\$ 16,000</b> |
| <b>Wastewater Rate Funded Total</b>                 |             |  | <b>1,521,000</b>  |   | <b>-</b>             | <b>260,840</b>  | <b>-</b>    | <b>900,000</b> | <b>250,000</b>       | <b>110,160</b> | <b>1,521,000</b> |

| Town of Amherstburg - 2021 Capital Budget                |             |   |                   |   |                      |                 |        |               |                      |               |                  |
|--|-------------|---|-------------------|---|----------------------|-----------------|--------|---------------|----------------------|---------------|------------------|
| Budget Centre  | Issue Paper | Project Name  | Capital Cost (\$) | Project Description   | Taxation/ User Rates | Federal Gas Tax | Grants | Reserves      | Reserve Fund General | Other         | Total Funding    |
| <b>Water Rate Funded</b>                                 |             |   |                   |   |                      |                 |        |               |                      |               |                  |
| Water  | EPW-CAP-2   | Pacific Avenue Watermain Replacement from Simcoe to Richmond. Upgrade 200mm ductile pipe watermain to class 150. 600m   | \$12,500          | Project Closeout costs  | -                    |                 |        | 12,500        |                      | -             | 12,500           |
| Water  | WATER-CAP-1 | Future Watermain Replacements 2021-2027   | \$70,000          | Detailed design engineering for the replacement of the 150mm ductile iron watermain on Ventnor Avenue from Baltic to Atlantic   | 70,000               |                 |        |               |                      | -             | 70,000           |
|  |             | <b>Total</b>  | <b>82,500</b>     |   | <b>70,000</b>        | -               | -      | <b>12,500</b> | -                    |               | <b>82,500</b>    |
| <b>Development Servicing</b>                             |             |   |                   |   |                      |                 |        |               |                      |               |                  |
| Water  | WATER-CAP-2 | Lowes Sideroad Watermain  | \$82,000          | This includes the detailed design for the new pump station and gravity sewer on Lowes, forcemain along Lowes & Fryer, new pump station west of Big Creek and forcemain to the 2nd Concession. It also includes the sanitary sewer on Lowes, west of Fryer.  | 56,160               |                 |        |               |                      | 25,840        | 82,000           |
|  |             | <b>Total</b>  | <b>82,000</b>     |   | <b>56,160</b>        | -               | -      | -             | -                    | <b>25,840</b> | <b>82,000</b>    |
| <b>Water Treatment Plant - Upgrades and Replacements</b> |             |   |                   |   |                      |                 |        |               |                      |               |                  |
| Water  | WATER-CAP-3 | Lifecycle Replacement Program Work  | \$200,000         |   | -                    | -               |        |               | 200,000              | -             | 200,000          |
| Water  | WATER-CAP-4 | Supervisory Control and Data Acquisition (SCADA) Upgrade. New computer system to operate the plant. Upgrades to MCC electrical, panels, cabling and conduit to be done at the plant as well | \$1,265,000       | Supervisory Control and Data Acquisition (SCADA) installaton. New computer system to operate the plant.   | 1,265,000            |                 |        |               |                      | -             | 1,265,000        |
| Water  | WATER-CAP-5 | Engineering - Secondary Discharge Pipe at the Amherstburg Water Treatment Plant   | \$25,000          | As recommended in the water Masterplan, the installation of a second 600mm discharge pipe from the AWTP would provide redundancy and added reliability.   | 25,000               |                 |        |               |                      |               | 25,000           |
| Water  | WATER-CAP-6 | Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer  | \$24,000          | Unit WM-03 is a 2007 Savana Van beyond its useful life. This unit is used by the Water Division union staff for maintaining Town owned infrastructure and meter repairs. The plan is to replace the van with a similar type utility van. The price will include shelving unit for supply storage. | 24,000               |                 |        |               |                      |               | 24,000           |
|  |             | <b>Total</b>  | <b>1,514,000</b>  |   | <b>1,314,000</b>     | -               | -      | -             | <b>200,000</b>       | -             | <b>1,514,000</b> |
| <b>Water Rate Funded Total</b>                           |             |   | <b>1,678,500</b>  |   | <b>1,440,160</b>     | -               | -      | <b>12,500</b> | <b>200,000</b>       | <b>25,840</b> | <b>1,678,500</b> |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW- CAP-1                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$25,000                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Geotechnical Investigation for 2022 projects |
|----------------------------|--|

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|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>The completion of geotechnical investigation for projects prior to the issuance of an engineering RFP will assist with accurate pricing from engineers and allow them to move to forward immediately to detailed design.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$25,000              |
| <b>Total Budget Impact:</b> | <b>\$25,000</b>       |



## 2021 Capital Budget Request

|   |                                |
|---|--------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-2                      |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure   |
| <b>Budget Issue Classification:</b>           | Lifecycle                      |
| <b>Department:</b>                            | Engineering and Public Works   |
| <b>Budget Centre:</b>                         | Public Works                   |
| <b>Budget Impact:</b>                         | \$12,500(TAX) & 12,500 (WATER) |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Pacific Avenue Watermain Replacement and Road Rehabilitation – Simcoe Street to Richmond Street - Project Closeout Costs |
|----------------------------|--|

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|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>The Pacific Avenue watermain replacement and road rehabilitation – Simcoe Street to Richmond Street was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021 TAX            | \$12,500              |
| Capital 2021 Water          | \$12,500              |
| <b>Total Budget Impact:</b> | <b>\$25,000</b>       |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-3                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$2500                       |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | 2020 Mill and Pave Program - Project Closeout Costs |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

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|--|
| <b>Budget Issue Detail</b>   |
| <p>The 2020 Mill and Pave program (Venetian Avenue and St. Therese subdivision) was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$2500                |
| <b>Total Budget Impact:</b> | <b>\$2500</b>         |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-4                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$30,000                     |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | 4th Concession North Road Reconstruction – Alma Street to County Road 10 - Project Closeout Costs |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

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|--|
| <b>Budget Issue Detail</b>   |
| <p>The 4th Concession North Road Reconstruction – Alma Street to County Road 10 was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$30,000              |
| <b>Total Budget Impact:</b> | <b>\$30,000</b>       |



## 2021 Capital Budget Request

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|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-5                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$25,000                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Engineering – Road Rehabilitation – McLeod Avenue – Lakewood Drive to 3rd Concession South |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|  |
|--|
| <b>Budget Issue Detail</b>   |
| <p>This section of roadway is ranked as the 11th priority in the 2016 Road Needs Study. The engineering for this project was issued for RFP in 2019 and Hrycay Consulting was the successful proponent. The project was placed on hold due to the high water levels the area has been experiencing. This also delayed the detailed design. Administration would like to complete the detailed design in 2021 with the intention of constructing in 2022, assuming that the water levels recede enough to allow for construction.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$25,000              |
| <b>Total Budget Impact:</b> | <b>\$25,000</b>       |





## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-6                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$25,000                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Engineering – Road Rehabilitation - South Riverview – Beneteau Drive to 2nd Concession |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>This section of roadway is ranked as the 6th priority in the 2016 Road Needs Study. The engineering for this project was issued for RFP in 2019 and Hrycay Consulting was the successful proponent. The project was placed on hold due to the high water levels the area has been experiencing. This also delayed the detailed design. Administration would like to complete the detailed design in 2021 with the intention of constructing in 2022, assuming that the water levels recede enough to allow for construction.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$25,000              |
| <b>Total Budget Impact:</b> | \$25,000              |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-7                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$2,200,000                  |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Fryer Street Road Reconstruction – Alma Street to Richmond Street. |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>The reconstruction of Fryer from Alma to Richmond will include full asphalt and base removal, new storm sewer, sanitary sewer improvement, new curbs, sidewalks and asphalt. The cost of design engineering is included in the 2020 budget with construction impact in 2021. The Budget impact for this project in 2021 is as follows:</p> <p>Completion of detailed design and tendering – 100,000<br/>         Engineering Services during Construction – 125,000<br/>         Construction Estimate – 1,975,000</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$2,200,000           |
| <b>Total Budget Impact:</b> | <b>\$2,200,000</b>    |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-8                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$400,000                    |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | 2021 Mill and Pave Program – Road Rehabilitation – Various Streets |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>This annual program is being established to rehabilitate roads, generally within the urban area, that require asphalt renewal. The priority order for this program will continue to follow the Road Needs Study where possible, excluding roads that have been identified for other infrastructure replacement (i.e. Watermain) in the near future. The rehabilitation will include complete removal of all asphalt, localized curb repairs, catchbasin renewal and the placement of 90mm of new asphalt pavement. This project will be administered by the Engineering department. The projects that will be considered for 2021 are Ryan Street, Lamp Road, and David Crescent.</p> <p>Ryan \$220,000<br/>Lamp \$50,000<br/>David Crescent \$130,000</p> |
|---|

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$400,000             |
| <b>Total Budget Impact:</b> | <b>\$400,000</b>      |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-9                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$100,000                    |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Engineering – Road Rehabilitation - 8th Concession (Alma Street to County Road 10) |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>These sections of roadway are ranked as priority 16 and priority 35 in the 2016 Road Needs Study. The rehabilitation will include full excavation, replacement of culverts, placement of granular ‘A’ and 90mm of asphalt pavement and shoulder improvements. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting.</p> |
|--|

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$100,000             |
| <b>Total Budget Impact:</b> | <b>\$100,000</b>      |



## 2021 Capital Budget Request

|   |                                     |
|---|-------------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-10                          |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure        |
| <b>Budget Issue Classification:</b>           | Lifecycle                           |
| <b>Department:</b>                            | Engineering and Public Works        |
| <b>Budget Centre:</b>                         | Capital – 2021 Tar and Chip Program |
| <b>Budget Impact:</b>                         | \$200,000                           |

|                            |                           |
|----------------------------|---------------------------|
| <b>Budget Issue Title:</b> | 2021 Tar and Chip Program |
|----------------------------|---------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

### Budget Issue Detail

This yearly program will be run internally by Public Works. The intention of this program is to apply surface treatment to the existing surface treated roads. The Town has approximately 25 kilometres of surface treated roads. Surface Treatment should be applied ever 7 years to extend the life of road. Based on current pricing for surface treatment, the cost per kilometre is \$65,000.

Therefore, the cost to maintain 25 kilometres of surface treated roads over a 7 years life cycle is \$250,000 per year.

Therefore, the roads identified for the 2021 Tar and Chip Program are:

- Concession 4 North – 800 metres near County Road 8 - 3<sup>rd</sup> Lift
- Concession 7 South – 2,160 metres between South Sideroad and County Road 20
- South Sideroad – 1,300 metres between Concession 4 South and Concession 5 South

| <b>Budget Impact</b>                |                       |
|-------------------------------------|-----------------------|
| <b>Account Name</b>                 | <b>Budget Impacts</b> |
| Capital – 2021 Tar and Chip Program | \$200,000             |
| <b>Total Budget Impact:</b>         | <b>\$200,000</b>      |



## 2021 Capital Budget Request

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|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-11                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$25,000                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Alma Street Paved Shoulders – Alma Street to County Road 10 – Project Closeout Costs |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>The Alma Street Paved Shoulders – Alma Street to County Road 10 project was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$25,000              |
| <b>Total Budget Impact:</b> | \$25,000              |



## 2021 Capital Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | EPW-CAP-12                                     |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure                   |
| <b>Budget Issue Classification:</b>           | Lifecycle                                      |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Capital – Fleet and Equipment                  |
| <b>Budget Impact:</b>                         | 75,000   |

|                            |                                 |
|----------------------------|---------------------------------|
| <b>Budget Issue Title:</b> | New Pedestrian Cross Over (PXO) |
|----------------------------|---------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

### Budget Issue Detail

On July 13, 2020, Council received a report from Administration on the Crossing Guard Program – Study Results. Council passed the following resolution:

It is recommended that:

1. Based on the results of Crossing Guard Feasibility Study conducted by Hrycay Consulting Engineers Inc. the Town's Crossing Guard Program **BE REDUCED** to 2 crossing locations, identified as:
  - a) Richmond Path (at, or near 252 Richmond Street) and
  - b) Richmond Street and Fryer Street; and,
2. Administration **BE DIRECTED** to investigate alternative solutions, where necessary, and propose options in future budgets for locations where crossing guard services will no longer be provided.

Following the July 13 Council Meeting, the Clerk/Risk Manager, Deputy Clerk and Manager of Roads and Fleet met to review the Council Resolution and required field work to meet the results of the Crossing Guard Program Study. In addition, this group investigated alternative solutions for the locations where the Crossing Guards services will no longer be provided.

As a result, the intersection of Simcoe Street and Victoria Street South was identified as potential candidate for a Pedestrian Cross Over (PXO) System.

| <b>Budget Impact</b>                        |                       |
|---|-----------------------|
| <b>Account Name</b>                         | <b>Budget Impacts</b> |
| Pedestrian Cross Over – Simcoe and Victoria | \$75,000              |
| <b>Total Budget Impact:</b>                 | <b>\$75,000</b>       |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW CAP-13                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$18,000                     |

|                            |                                     |
|----------------------------|-------------------------------------|
| <b>Budget Issue Title:</b> | Bus Stops for Transit Pilot Project |
|----------------------------|-------------------------------------|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> |                |

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>On August 10, 2020, Council directed administration to undertake public consultation on public transportation needs in relation to the proposal received from Transit Windsor and to develop and bring back for Council direction a business plan, inclusive of grant funding opportunities, for the delivery of public transit services for the Town of Amherstburg through Transit Windsor. This budget request is for the potential capital requirements that will be needed for bus stops on the proposed bus route. The proposed route outlines 12 stops. This budget will be for a concrete pad and signage at each of those stops at a cost of an estimated \$1500 per stop.</p> |
|--|

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$18,000              |
| <b>Total Budget Impact:</b> | <b>\$18,000</b>       |





## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW CAP-14                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$40,000                     |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Bridge 3008 – Long Marsh Drain at 2nd Concession North – Project Closeout Costs |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>Bridge 3008 was awarded as a design build project in 2017 to Front Construction. The Bridge was constructed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$40,000              |
| <b>Total Budget Impact:</b> | <b>\$40,000</b>       |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW CAP-15                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$110,000                    |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Bridge No. 3012 Replacement – River Canard at Concession 5 North |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>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 may be load limited or possibly closed dependent on future structural reviews. This project has received Investing in Canada Infrastructure Program (ICIP) – Rural and Northern Communities Funding. The intention is to complete the engineering in 2020 / 2021 and bridge replacement in 2022. This issue paper is based in this timing. The engineering costs are \$305,000 with \$110,000 for detailed design and tender. Budget is based on some \$12,000 of the \$110,000 being spent in 2020</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$110,000             |
| <b>Total Budget Impact:</b> | <b>\$110,000</b>      |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW CAP-16                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$15,000                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Culvert No. 3 – Collison Sideroad over Collison Drain – Project Closeout Costs |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>Culvert No. 3 – Collison Sideroad over Collison Drain was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$15,000              |
| <b>Total Budget Impact:</b> | <b>\$15,000</b>       |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-17                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$550,000                    |

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|----------------------------|--|
| <b>Budget Issue Title:</b> | Culvert No. 59 – Replacement – 4th Concession North over the Hamel Bezaire Drain |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | NA                     |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>The 2016 Bridge Study recommended that this culvert be replaced. It is currently a concrete culvert with an estimated installation year of 1930. The cost estimate is from the 2018 Bridge Study. An engineering RFP was issued in 2019 for this work but the majority of the engineering will be completed in 2020. Structure replacement will be completed in 2021. This is a lifecycle replacement.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$550,000             |
| <b>Total Budget Impact:</b> | <b>\$550,000</b>      |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-18                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$150,000                    |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Bridge No. 3020 Replacement – Sucker Creek Bridge over 8th Concession - Engineering |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>The 2020 Bridge and Culvert Study recommended that this bridge be replaced. It has an estimated installation year of 1960. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting. The estimated cost for engineering is based on recent pricing that were received by the town for bridges.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$150,000             |
| <b>Total Budget Impact:</b> | <b>\$150,000</b>      |



## 2021 Capital Budget Request

|   |                               |
|---|-------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-19                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure  |
| <b>Budget Issue Classification:</b>           | Lifecycle                     |
| <b>Department:</b>                            | Engineering and Public Works  |
| <b>Budget Centre:</b>                         | Capital – Fleet and Equipment |
| <b>Budget Impact:</b>                         | \$460,000                     |

|                            |                                    |
|----------------------------|------------------------------------|
| <b>Budget Issue Title:</b> | Fleet and Equipment – Motor Grader |
|----------------------------|------------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

### Budget Issue Detail

Current motor grader is a 1991 John Deere 770 BH. This grader is 29 years old and well beyond the lifecycle expectance. The ideal lifecycle for a motor grader is 20 years. The current grader is outfitted with one-way plow and wings for winter control.

The grader is utilized for the following functions:

- Grading and shaping gravel roads
- Grading and shaping gravel shoulders
- Winter Control –
  - Snow Removal for gravel roads
  - Scarifying Gravel Roads surface with serrated/ice blades to provide traction
  - Grader wing is used to push the snow along the shoulders back to assist in snow storage and Rural drifting conditions.

The motor grader is being recommended for lifecycle replacement.

Administration is recommending the following attachments for the grader unit

- One-way Plow
- Wing
- Gravel Shoulder Eliminator
- Front Dozer Blade

### Financial Impacts

The estimated cost of a new motor grader is as follows:

- 2021 Motor Grader     \$375,000
- Attachments             \$ 85,000
- Total                     \$460,000

|  |                       |
|--|-----------------------|
| <b>Budget Impact</b>                                       |                       |
| <b>Account Name</b>  | <b>Budget Impacts</b> |
| Capital Fleet and Equipment – Motor Grader and Attachments | \$460,000             |
| <b>Total Budget Impact:</b>                                | <b>\$460,000</b>      |



## 2021 Capital Budget Request

|   |                               |
|---|-------------------------------|
| <b>Budget Issue Number:</b>                   | EPW-CAP-20                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure  |
| <b>Budget Issue Classification:</b>           | New                           |
| <b>Department:</b>                            | Engineering and Public Works  |
| <b>Budget Centre:</b>                         | Capital – Fleet and Equipment |
| <b>Budget Impact:</b>                         | \$25,000                      |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Fleet and Equipment – Gravel Compactor Unit |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

### Budget Issue Detail

Numerous concerns have been received by both residents and members of Council with regards to the condition of the Town's gravel roads. Administration has looked at ways to improve the current process of maintaining these roads. In addition to the increase requested in the operating budget for additional stone material, administration is requesting the purchase of a tow-behind Gravel Compactor.

The current maintenance practice is to utilize the grader to grade and shape the gravel roads. The gravel roads are compacted utilizing the vehicular traffic driving on the roads.

Administration is recommending the purchase of a Tow Behind Wobbly Wheel Packer to assist in the gravel road maintenance program. This unit will help achieve a better density or compaction of the gravel material after it is placed and graded. This unit will assist with the pothole and ruts that occur in the road profile.

It is important to note that weather conditions affect the conditions of the gravel roads and make them very challenging to maintain. Wet springs and the freeze/thaw cycles of winter cause the gravel roads to be oversaturated and these conditions make it difficult to use any equipment on them. Potholes and rutting will occur on gravel roads. Equipment such as the tow behind packer will help to reduce the severity that is being experienced.

| <b>Budget Impact</b>                                |                       |
|---|-----------------------|
| <b>Account Name</b>                                 | <b>Budget Impacts</b> |
| Capital Fleet and Equipment – Gravel Compactor Unit | \$25,000              |
| <b>Total Budget Impact:</b>                         | \$25,000              |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EWP-CAP-21                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Roads                        |
| <b>Budget Impact:</b>                         | \$Nil ( Not Recommended )    |

|                            |                          |
|----------------------------|--------------------------|
| <b>Budget Issue Title:</b> | Sidewalks County Road 10 |
|----------------------------|--------------------------|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A            |

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>At the Direction of Council Administration has included the costing for Sidewalks on County Road 10 This sidewalk will provide the residents of the County Road 10, Gardiner and Canard Estates subdivision a walking connection to Walker Road and the new ERCA trail.</p> <p>The estimated construction cost for this project is \$1,400,000 and under the Capital Outlook Section does not fall in the next 5 years.</p> |
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|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| New Sidewalks               | \$Nil                 |
| <b>Total Budget Impact:</b> | <b>\$Nil</b>          |





## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | EWP CAP-22                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Roads                        |
| <b>Budget Impact:</b>                         | \$Nil ( Not Recommended )    |

|                            |                  |
|----------------------------|------------------|
| <b>Budget Issue Title:</b> | Red-light Camera |
|----------------------------|------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

|  |
|--|
| <p><b>Budget Issue Detail</b></p> <p>At the Direction of Council Administration has begun doing the preliminary research for red light cameras. Based on research to date annual cost range are \$60,000 per Camera to outfit all of Amherstburg's Traffic stops would be \$300,000. Based on initial review the agreement appears to be a capital lease agreement for this equipment. Any revenue generated would need to outweigh those cost on an annual basis.</p> <p>Estimated revenue generated is hard to forecast as traffic volume matrixes differ from that of a city such as Windsor.</p> <p>Also the Town of Amherstburg is part of the POA office via an agreement with the City and the County which pays out excess revenue over expenses of fines on a weighted assessment basis.</p> <p>Amherstburg would need to have an amendment to this agreement to remove ourselves from the joint Court Agreement for just traffic infractions at red-light camera in Amherstburg. A per ticket fee would need to be paid to the POA Office for administration. Unfortunately at this time those details are not know.</p> <p>Administration believes it is premature to recommend this for the 2021 budget as it would require additional research and possible legal fees to amend the agreement with the City of Windsor and our County partners.</p> |
|--|

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Redlight- Camera            | \$Nil                 |
| <b>Total Budget Impact:</b> | <b>\$Nil</b>          |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-CAP-1                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$55,000                                  |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Install Ventilation System – Public Works |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>It has been identified by the Joint Health &amp; Safety Committee and supported by a consulting engineer (Jasil Engineering) that the workshop and mechanics bay at the Town’s Public Works facility does not have adequate ventilation. To address that issue, a system needs to be developed to evacuate fumes and exhaust directly or in near proximity to the source of emission.</p> <p>This request supports installation of a roof mounted ventilation system at the Public Works facility.</p> |
|---|

| <b>Budget Impact</b>                 |                       |
|--------------------------------------|-----------------------|
| <b>Account Name</b>                  | <b>Budget Impacts</b> |
| Install Ventilation System - PW Bldg | \$55,000              |
| <b>Total Budget Impact:</b>          | <b>\$55,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-CAP-2                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$75,000                                  |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Demolition Massen Buildings (Libro Centre property) |
|----------------------------|---|

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|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

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| <p><b>Budget Issue Detail</b></p> <p>Post public consultation of the Libro Secondary Plan, it was identified that some the former Massen property buildings were to remain for potential parks use. This generated an immediate public objection. At the January 27, 2020 meeting of Council, the CAO reassured Council that all of the existing buildings would be removed entirely.</p> <p>With the previous direction of Council, this project would see the removal of designated substances (principally asbestos) and the complete demolition and removal of all above and below grade structures on the property.</p> |
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|                                    |                       |
|------------------------------------|-----------------------|
| <b>Budget Impact</b>               |                       |
| <b>Account Name</b>                | <b>Budget Impacts</b> |
| Demolish Massen Property Buildings | \$75,000              |
| <b>Total Budget Impact:</b>        | <b>\$75,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-CAP-3                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Lifecycle                                 |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$25,000                                  |

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|----------------------------|---------------------------------------|
| <b>Budget Issue Title:</b> | Remove Antenna Tower (Fire Station 2) |
|----------------------------|---------------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

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| <p><b>Budget Issue Detail</b></p> <p>The existing tower at Fire Station #2 is well past its useful life expectancy and has not been maintained for structural integrity. A third-party consultant has identified the need to remove the tower to avoid uncontrolled failure as this is a large tower (approx. 110 ft ag) potentially affecting both Town and privately owned buildings and structures.</p> |
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|                                       |                       |
|---------------------------------------|-----------------------|
| <b>Budget Impact</b>                  |                       |
| <b>Account Name</b>                   | <b>Budget Impacts</b> |
| Remove Antenna Tower (Fire Station 2) | \$25,000              |
| <b>Total Budget Impact:</b>           | <b>\$25,000</b>       |



## 2021 Capital Budget Request

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|---|---|
| <b>Budget Issue Number:</b>                   | FAC-CAP-4                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Lifecycle                                 |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$55,000                                  |

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|----------------------------|--------------------------|
| <b>Budget Issue Title:</b> | Replace HVAC – 99 Thomas |
|----------------------------|--------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Replace existing heating/cooling system for the facility at 99 Thomas, which houses the Town’s Parks Division.</p> <p>The current system consists of four units situated on the roof which are past their useful life expectancy. They are also difficult to maintain and service as there is no access from the building interior.</p> <p>The project will replace the existing units and house them within the building.</p> |
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|   |                       |
|---|-----------------------|
| <b>Budget Impact</b>                        |                       |
| <b>Account Name</b>                         | <b>Budget Impacts</b> |
| Replace Heating/Cooling System at 99 Thomas | \$55,000              |
| <b>Total Budget Impact:</b>                 | <b>\$55,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-CAP-5                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Lifecycle                                 |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$100,000                                 |

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|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Replace Pavement – Fire Station 2 |
|----------------------------|-----------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

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|---|
| <p><b>Budget Issue Detail</b></p> <p>The asphalt pavement at Fire Station #2 is generally in poor condition. The pavement condition compromises the safety of staff and performance of fire apparatus.</p> <ul style="list-style-type: none"> <li>• Station #2 is identified as remaining in the Fire Master Plan.</li> <li>• Fire Fighter health and safety concerns have been identified with respect to poor pavement condition and trip hazards.</li> <li>• Fire apparatus has a high pavement load rating requirement.</li> </ul> <p>The project would include replacing pavement for approaches to all truck and apparatus bays from the public right of way and selective areas to mitigate safety concerns. Pavement replacement will consist of asphalt (HL-4 or Super Pave) to match pavement load rating to vehicle load rating.</p> |
|---|

|                                 |                       |
|---------------------------------|-----------------------|
| <b>Budget Impact</b>            |                       |
| <b>Account Name</b>             | <b>Budget Impacts</b> |
| Replace pavement Fire Station 2 | \$100,000             |
| <b>Total Budget Impact:</b>     | <b>\$100,000</b>      |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | FAC-CAP-6                                 |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Lifecycle                                 |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$65,000                                  |

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|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | Replace Pavement – Fire Station 3 |
|----------------------------|-----------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Replace approach for Fire Station #3 driveway and truck bay.</p> <p>The asphalt pavement at Fire Station #3 is generally in poor condition. The pavement condition compromises the safety of staff and performance of fire apparatus.</p> <ul style="list-style-type: none"> <li>• Station #3 is <u>not</u> identified as remaining in the Fire Master Plan.</li> <li>• Fire apparatus is being compromised by failed pavement and differences in grade at critical entrance and exit locations.</li> <li>• Fire apparatus has a high pavement load rating requirement.</li> </ul> <p>The project would include replacing pavement for approaches to all truck and apparatus bays and selective areas to mitigate safety concerns. Pavement replacement will consist of asphalt (HL-4 or Super Pave) to match pavement load rating to vehicle load rating. The goal for pavement performance will be 10 years.</p> |
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|                                 |                       |
|---------------------------------|-----------------------|
| <b>Budget Impact</b>            |                       |
| <b>Account Name</b>             | <b>Budget Impacts</b> |
| Replace Pavement Fire Station 3 | \$65,000              |
| <b>Total Budget Impact:</b>     | <b>\$65,000</b>       |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | FIRE-CAP-1                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Fire                         |
| <b>Budget Centre:</b>                         | Fire Services                |
| <b>Budget Impact:</b>                         | \$625,749                    |

|                            |                                   |
|----------------------------|-----------------------------------|
| <b>Budget Issue Title:</b> | SCBA Replacement (Pre-commitment) |
|----------------------------|-----------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

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| <p><b>Budget Issue Detail</b></p> <p>On October 13, 2020 Council resolved that</p> <ol style="list-style-type: none"> <li>1. Administration <b>BE AUTHORIZED</b> to place an order no later than December 2020 for MSA G-1 Self-Contained Breathing Apparatus (SCBA) equipment from AJ Stone at a cost not to exceed \$614,926 plus applicable taxes, as outlined in the report from the Fire Chief dated September 22, 2020; and,</li> <li>2. A capital pre-commitment to the 2021 Budget not to exceed \$625,749 including net HST <b>BE APPROVED</b> for purchase of the equipment under item 1 to be funded \$11,703 from taxation for new thermal imaging equipment and \$614,046 from Reserve Fund – General for lifecycle replacement of SCBA equipment.</li> </ol> |
|--|

|                                      |                       |
|--------------------------------------|-----------------------|
| <b>Budget Impact</b>                 |                       |
| <b>Account Name</b>                  | <b>Budget Impacts</b> |
| Capital - SCBA Replacement           | \$ 625,749            |
| Transfer from Reserve Fund – General | 614,046               |
| <b>Total Budget Impact:</b>          | <b>\$ 11,703</b>      |





## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | FIRE-CAP-2                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Fire                         |
| <b>Budget Centre:</b>                         | Fire Services                |
| <b>Budget Impact:</b>                         | <b>\$25,000</b>              |

|                            |                                |
|----------------------------|--------------------------------|
| <b>Budget Issue Title:</b> | Water and Ice Rescue Equipment |
|----------------------------|--------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

| <b>Budget Issue Detail</b>   |
|--|
| <p>The final year of the Water and Ice Rescue Equipment will focus its efforts on replacement of Personal Flotation Devices, Immersion Suits, Helmets, Lighting for Search and Rescue and Replacement Ropes and Lines.</p> |

| <b>Budget Impact</b>                    |                       |
|---|-----------------------|
| <b>Account Name</b>                     | <b>Budget Impacts</b> |
| <b>Water &amp; Ice Rescue Equipment</b> | \$25,000              |
| <b>Total Budget Impact:</b>             | <b>\$25,000</b>       |



## 2021 Capital Budget Request

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|---|------------------------------|
| <b>Budget Issue Number:</b>                   | FIRE-CAP-3                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Fire                         |
| <b>Budget Centre:</b>                         | Fire Services                |
| <b>Budget Impact:</b>                         | \$35,000                     |

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|----------------------------|------------------------------------|
| <b>Budget Issue Title:</b> | Replace Auto Extrication Equipment |
|----------------------------|------------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

| Budget Issue Detail  |
|--|
| <p>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. Specifically the equipment is utilized to make readily accessible occupants through the controlled relocation of material. 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.</p> <p>The 2021 Budget allocation will replace the third set of equipment for Station # 1 and includes a complete set including a Cutter, Spreader and Ram of "Hurst" brand tools, consistent with replacement of the other two sets (one per year in 2019 and 2020).</p> |

| Budget Impact               |                 |
|-----------------------------|-----------------|
| Account Name                | Budget Impacts  |
| Auto Extrication Equipment  | \$35,000        |
| <b>Total Budget Impact:</b> | <b>\$35,000</b> |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | FIRE-CAP-4                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Fire                         |
| <b>Budget Centre:</b>                         | Fire Services                |
| <b>Budget Impact:</b>                         | \$20,000                     |

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|----------------------------|-----------------------------|
| <b>Budget Issue Title:</b> | Pager Equipment Replacement |
|----------------------------|-----------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>The department has a service requirement for 72 Pagers (67 in service and 5 spares for lost damaged and out for repairs situations). These communications devices are utilized for alerting staff. A pager is a wireless telecommunications device that receives and displays alphanumeric or voice messages. The current pager model is no longer being produced by the manufacturer and parts for repairs, even just the belt clips are becoming very difficult to locate and obtain. One-third of the pager equipment was replaced in 2020, with a plan to replace the balance in 2021 and 2022.</p> <p>The 2021 Budget request is for replacement of 24 pagers (one-third of inventory) at a cost of \$20,000.</p> |
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|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Replace Pagers              | \$20,000              |
| <b>Total Budget Impact:</b> | <b>\$20,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | LIBRO-CAP-1                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | Lifecycle                                 |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Libro Centre                              |
| <b>Budget Impact:</b>                         | \$15,000                                  |

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|----------------------------|-------------------------------------|
| <b>Budget Issue Title:</b> | Upgrade Refrigeration System Piping |
|----------------------------|-------------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

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|---|
| <p><b>Budget Issue Detail</b></p> <p>The Libro refrigeration system circulates chilled glycol from the compressors to the rink floors and back. The piping from the compressors is an ABS plastic pipe which over time being subjected to the vibration of the compressors leak at the joints.</p> <p>This budget request would support the removal of the ABS piping and replacement with steel piping with a torsion ring and rubber gasket joint. The new piping will be more tolerant of vibration and easier to maintain. The main header pipe failed in 2020 and an immediate repair and replacement was made using steel piping.</p> <p>The 2021 project will complete the first series of compressor replacements.</p> <p>Future budget requests will be made for upgrade of the other two series of compressors.</p> |
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|-------------------------------------|-----------------------|
| <b>Budget Impact</b>                |                       |
| <b>Account Name</b>                 | <b>Budget Impacts</b> |
| Upgrade Refrigeration System Piping | \$15,000              |
| <b>Total Budget Impact:</b>         | <b>\$15,000</b>       |



## 2021 Capital Budget Request

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|---|---|
| <b>Budget Issue Number:</b>                   | LIBRO-CAP-2                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Facilities                                |
| <b>Budget Impact:</b>                         | \$75,000                                  |

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|----------------------------|--|
| <b>Budget Issue Title:</b> | Construct Baseball Diamond at Libro Centre |
|----------------------------|--|

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|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

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| <p><b>Budget Issue Detail</b></p> <p>With the late 2020 announcement for the construction of the new public high school, amenities within the former Centennial Park lands will be removed including the baseball diamonds.</p> <p>This capital budget request will support the construction of one baseball diamond at the Libro Centre.</p> <p>This request is supported by the Parks Master Plan, Recommendation 35: (high priority) - Relocate the four (4) ball diamonds to be decommissioned at Centennial Park to the Libro Centre Credit Union.</p> <p>This request is supported by the (draft) Libro Secondary Plan with space identified for a diamond cluster supported by the existing position of the premiere and miracle league diamonds.</p> <p>The budget identified would build a like for like diamond from the former Centennial Park, including:</p> <ul style="list-style-type: none"> <li>• Clay infield</li> <li>• Turf improvements</li> <li>• Drainage</li> <li>• Outfield fencing / backstop</li> </ul> <p>Additional diamond build out will be considered in future budgets.</p> <p>Ongoing operating costs of this addition will be accommodated within the base budget as it replaces level of service like for like. Capital lifecycle demands will require consideration in asset management and lifecycle reserve planning and funding going forward.</p> |
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|  |                       |
|--|-----------------------|
| <b>Budget Impact</b>                   |                       |
| <b>Account Name</b>                    | <b>Budget Impacts</b> |
| Construct Baseball Diamond (Libro Ctr) | \$75,000              |
| <b>Total Budget Impact:</b>            | <b>\$75,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-1                               |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                            |
| <b>Budget Issue Classification:</b>           | Lifecycle                                 |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$50,000                                  |

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|----------------------------|--|
| <b>Budget Issue Title:</b> | Upgrade Splash Pad at Toddy Jones Park |
|----------------------------|--|

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|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | n/a                    |

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| <p><b>Budget Issue Detail</b></p> <p>Over the years components of the splash pad have either been deemed unsafe or have outlived their useful life expectancy and have been removed. Amherstburg was one of the first Municipalities to install a splashpad, and residents from all over the area have enjoyed this facility for over 12 years. The equipment due to have a high volume of use over this period of time requires upgrades and improvements. There are a number of public comments on the decreased function of the facility.</p> <p>Without upgrades and new components, the splash pad will have diminished capacity and ultimately will require a whole new set of equipment being far costlier than upgrades.</p> <p>The Parks Master Plan identifies the importance of this basic aquatic feature. Recommendation 52: Develop a splash pad as part of the future expansion at the Libro Union Centre. Prior to executing that recommendation reinvesting in the current pad is supported by the plan.</p> <p>This project will place new and exciting pieces to add to this popular park experience, which will serve to support the downtown as a destination and provide a better resident experience.</p> |
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|------------------------------------|-----------------------|
| <b>Budget Impact</b>               |                       |
| <b>Account Name</b>                | <b>Budget Impacts</b> |
| Upgrades to Toddy Jones Splash Pad | \$50,000              |
| <b>Total Budget Impact:</b>        | <b>\$50,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-2                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$75,000                                  |

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|----------------------------|-----------------------|
| <b>Budget Issue Title:</b> | Skate Park Relocation |
|----------------------------|-----------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A                    |

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|---|
| <p><b>Budget Issue Detail</b></p> <p>With the announcement from the Provincial government to fund the new high school in Amherstburg, the only skate board park within Amherstburg will be displaced. Administration understands from users and a stakeholder group and the recommendation of the Parks Master Plan that the current equipment is of good quality, performs well and has a high degree of challenge which makes it worth keeping.</p> <p>Parks Master Plan, Recommendation 50: Relocate existing skate park components to a new site in Urban Amherstburg once Centennial Skate Park is decommissioned. Undertake a site evaluation exercise to determine a preferred location. High priority for timing.</p> <p>The Libro Secondary Plan has specifically identified a site for an extreme sports precinct which includes the installation of a skate board park. The Plan has been publicly vetted, presented to user and stakeholder groups, presented to applicable Committees of Council (Mayor’s Youth Advisory, Senior’s Advisory, Parks &amp; Recreation and Accessibility) but has not been officially reviewed and adopted by Council.</p> <p>The project in light of the imminent loss of the facility to which capital funds would be required in 2021 to relocate, would be for the relocation of the existing park without additional amenities. The only consideration for this funding would be for the construction of a suitable concrete surface, appropriate placement for the current equipment and installation of lighting. This would also be done in consultation with the stakeholder groups to ensure functionality. The location of the skate board park has been identified at the Libro Centre, which is in Urban Amherstburg.</p> <p>The project would include:</p> <ul style="list-style-type: none"> <li>• Site preparation and installation of a concrete surface,</li> <li>• Installation of the existing ramps and jumps,</li> <li>• Installation of park lighting, accessibility features and signage</li> </ul> |
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|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Skate Board Park Relocation | \$75,000              |
| <b>Total Budget Impact:</b> | <b>\$75,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-3                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | Lifecycle                                 |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$25,000                                  |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Court Upgrades (Tennis/Pickleball) at Malden Park |
|----------------------------|---|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A            |

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|---|
| <p><b>Budget Issue Detail</b></p> <p>Both Tennis and Pickleball continue to increase in popularity with a high percentage of participants being seniors. League activists have presented to committees of Council petitioning for more opportunity to play. A common request is the refurbishment of courts at Malden Park.</p> <p>The refurbishment of a single tennis court at Malden provides a minimum of two pickleball courts. There are two (2) courts available to refurbish at Malden Park making this a four (4) tennis court and eight (8) pickleball court facility.</p> <p>Parks Master Plan supports the need for additional tennis and pickleball opportunities. Recommendation 45: Replace the four (4) tennis courts in Urban Amherstburg. Options for relocating them on the remain portion of Centennial Park should be explored. High Priority Recommendation 46: Add pickleball lines to existing and/or new tennis courts as required. High priority.</p> <p>Malden Park already has high use by both pickleball and tennis players and the ability to refurbish existing infrastructure at significantly less cost than new construction warrants consideration of this investment at this location.</p> |
|---|

|   |                       |
|---|-----------------------|
| <b>Budget Impact</b>                                |                       |
| <b>Account Name</b>                                 | <b>Budget Impacts</b> |
| Refurbish Courts at Malden Park (Tennis/Pickleball) | \$25,000              |
| <b>Total Budget Impact:</b>                         | <b>\$25,000</b>       |





## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-4                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$300,000                                 |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | King's Navy Yard Park Extension - Waterfront |
|----------------------------|--|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A            |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>With the near completion of all the environmental assessments some basic park developments can now be undertaken at the former Duffy's marina location. The consideration of a first steps of a potential redevelopment of the property with design criteria to make this space available to residents and visitors to access unrestricted, connect directly to the King's Navy Yard Park, allow visitors (in small craft) access and mooring from the Detroit River and provide additional green open park space. The project would consist of:</p> <ul style="list-style-type: none"> <li>• finalizing the environmental assessment,</li> <li>• removing the existing perimeter fencing,</li> <li>• removing in water structures that will not support any future marina development,</li> <li>• create a continued path with associated railings from the existing King's Navy Yard Park,</li> <li>• rehabilitate the eastern most sheet piling break wall with fish habitat friendly stone work,</li> <li>• create dockside mooring for small human powered crafts (canoe / kayaks), sailing crafts or mechanically powered boats not exceeding 20 hp and 16 feet in total length,</li> <li>• remove unnecessary paved surfaces and replace with turf and trees where applicable.</li> <li>• install benches, planters, waste receptacles, lighting and a shade structure,</li> <li>• establish an open space event program area to support the needs of current festivals.</li> </ul> <p>Several elements of the proposed design criteria are supported by the Parks Master Plan including more park and trail connectivity in the downtown core; potential park space to expand event and festival attractions; attracting recreational, local and transient boaters (using small crafts) as a destination visit to downtown Amherstburg. The Parks Master Plan, Recommendation 67: Develop the waterfront property project as an active space for events and festivals.</p> <p>Ongoing operating costs of this park extension will be accommodated within the base budget. Capital lifecycle demands will require consideration in asset management and lifecycle reserve planning and funding going forward.</p> |
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|  |                       |
|--|-----------------------|
| <b>Budget Impact</b>                       |                       |
| <b>Account Name</b>                        | <b>Budget Impacts</b> |
| King's Navy Yard Park Waterfront Extension | \$300,000             |
| <b>Total Budget Impact:</b>                | <b>\$300,000</b>      |



## 2021 Capital Budget Request

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|---|---|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-5                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$75,000                                  |

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|----------------------------|---------------------------------|
| <b>Budget Issue Title:</b> | Warren Mickle Park Improvements |
|----------------------------|---------------------------------|

|   |                 |
|---|-----------------|
| <b>Budget Request Classification:</b>           | Choose an item. |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A             |

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| <p><b>Budget Issue Detail</b></p> <p>In 2019 the Parks Department prioritized Warren Mickle Park for improvements due to inaccessibility from high water and an aging play structure. Council elected to place the budget request into a reserve and empowered the Parks and Recreation Advisory Committee to recommend where these funds should ultimately be spent. The Committee made recommendation to Council at the September 14, 2020 meeting to make upgrades at Malden Park which also was supported by recommendations of the Parks Master Plan (recommendation 70, 71) with high priority.</p> <p>Warren Mickle Park is a neighbourhood park with a largely inaccessible, single multi-event play unit at the end of its useful life expectancy. The park is in close proximity to a tributary wetland of Big Creek and is currently impacted by high water level. The access to the park from the only parking lot is annually compromised by high water level and there are no trails or pathways making the park largely inaccessible. This park warrants an accessible path / walkway / boardwalk from the parking lot to the play unit. This park is also an excellent candidate for naturalization and associated perimeter trail network. Parks Master Plan: Recommendation 10 (high priority) - Maintain a commitment to universal accessibility; Recommendation 13 (high priority) - Promote opportunities for unstructured play, passive recreation and naturalization; Recommendation 37 (low priority) - Remove the deteriorated backstops at Warren Mickle Park; Recommendation 41 (high priority) - Short-term playground renewal efforts should focus on: Warren Mickle Park. With inaction, loss of public trust, non-compliance and complaints relating to accessibility may escalate.</p> <p>The improvement concepts for this park warrant public consultation as fundamental changes are proposed. There proposed concepts would not require addition to the parks operational budget and will reduce capital lifecycle demands.</p> |
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|                                 |                       |
|---------------------------------|-----------------------|
| <b>Budget Impact</b>            |                       |
| <b>Account Name</b>             | <b>Budget Impacts</b> |
| Warren Mickle Park Improvements | \$75,000              |
| <b>Total Budget Impact:</b>     | <b>\$75,000</b>       |



## 2021 Capital Budget Request

|   |   |
|---|---|
| <b>Budget Issue Number:</b>                   | PARKS- CAP-6                              |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$170,000                                 |

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|----------------------------|----------------------------------|
| <b>Budget Issue Title:</b> | Ranta Memorial Park Improvements |
|----------------------------|----------------------------------|

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|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A            |

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| <p><b>Budget Issue Detail</b></p> <p>Ranta Memorial Park is a large underutilized park with access to the Detroit River supporting a single play unit structure and parking lot. This park has the potential to support a number of recommendations from the Parks Master Plan as well as recently realized needs of the community and residents. These include access to the Detroit River for an accessible kayak and canoe launch, opportunity to fish, create recreational trail, naturalization and interpretive signage and more recently develop a dog park. There is also a very good opportunity to provide critical habitat improvements in partnership with the Essex Region Conservation Authority and Detroit River Canadian Clean-up benefiting both aquatic and terrestrial species of the Detroit River.</p> <p>The Parks Master Plan: Recommendation 10 (high priority) - Maintain a commitment to universal accessibility; Recommendation 13 (high priority) - Promote opportunities for unstructured play, passive recreation and naturalization; Recommendation 30 (high priority) - Work with ERCA on restoration and conservation efforts relating to endangered species; Recommendation 31 (medium priority) – Seek opportunities for outdoor education and recreation; Recommendation 53 (medium priority) – Investigate viability of kayak / canoe launch at Ranta Park; Recommendation 55 (medium priority) – Monitor the demand for off-leash dog park; Recommendation 72 (medium priority) – Consider other uses for Ranta Park as expended opportunity to access the waterfront.</p> <p>This park improvement concept warrants public and stakeholder consultation along with input from the Amherstburg Accessibility Advisory Committee with design criteria and priority considerations.</p> <p>Ongoing operating costs of this park improvement will be accommodated within the base budget largely due to removing acres of turf to maintain for naturalization, however the installation of a dog park would require additional resources to support operations and maintenance. Capital lifecycle demands will require additional consideration for asset management and lifecycle reserve planning and funding going forward.</p> <p>Improvements to the Park will be funded using funds on account from a previous bequest to the Town for this purpose; those funds total \$172,071 at the time of writing.</p> |
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|                                  |                       |
|----------------------------------|-----------------------|
| <b>Budget Impact</b>             |                       |
| <b>Account Name</b>              | <b>Budget Impacts</b> |
| Ranta Memorial Park Reserve Fund | \$170,000             |
| <b>Total Budget Impact:</b>      | <b>\$170,000</b>      |



## 2021 Capital Budget Request

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|---|---|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-7                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$ 15,000                                 |

|                            |                    |
|----------------------------|--------------------|
| <b>Budget Issue Title:</b> | Co-An Park Capital |
|----------------------------|--------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Co-An Park is a jointly owned by the Town of Amherstburg and the Town of Essex. The park is currently operated by a separate Board, under agreement with the Towns.</p> <p>The agreements provide for an annual contribution to park capital costs in the amount of \$30,000; which is shared equally by the Towns.</p> <p>Under the related By-laws and agreements, the Board is to make a presentation the respective Town Councils to seek approval for capital spending each year. The Town does not have a record of the Board making a presentation or request to Council in recent years.</p> <p>As such, the specific capital expenditures are unknown at this time. The budget includes an allowance for the Town's share of up to \$15,000 in capital expenditures at Co-An Park. The Town pays for actual costs up to the budgeted amount each year and the balance of the capital levy for this purpose will be transferred to a reserve for future obligations related to the park.</p> |
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|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Co-An Park Capital          | \$ 15,000             |
| <b>Total Budget Impact:</b> | <b>\$ 15,000</b>      |



## 2021 Capital Budget Request

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|---|---|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-8                               |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure              |
| <b>Budget Issue Classification:</b>           | New                                       |
| <b>Department:</b>                            | Parks, Facilities, Recreation and Culture |
| <b>Budget Centre:</b>                         | Parks                                     |
| <b>Budget Impact:</b>                         | \$ NA                                     |

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Budget Issue Title:</b> | Belle Vue property public access |
|----------------------------|----------------------------------|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> | N/A            |

### Budget Issue Detail

Council Resolution # 20191125-554 directed "That Administration EXPLORE opportunities for safe public access to the grounds of Belle Vue with a report provided to Council regarding same."

Parks Master Plan: Recommendation 68 (high priority) – Continue to support the ongoing fund-raising efforts and work towards revitalization of the historic Belle Vue property.

The Belle Vue property is largely off limits to the public due to in-situ hazards including unlevel ground, high occurrence of poison ivy, hog weed and sharps (broken glass, metal), overhead tree hazards and the deteriorated state of out buildings and structures. Currently the Parks Division maintains the front lawn on a weekly basis and Public Works rough cuts the rear property on a monthly basis which to date has satisfied the neighbours. The Facilities Division also does a visual walk around by-monthly and often has minor repairs or mitigations to make due to vandalism or deterioration.

#### Approach A:

It would be difficult to invite the public onto this property without mitigating the noted hazards. Once the public is invited onto the property it is conceivable that the whole property would be accessed regardless of controls, which would attract risk to the Town.

The following would be required, at minimum, prior to providing public access to the Belle Vue grounds:

- The removal of all buildings and structures deemed to be unnecessary to the future restoration of the Belle Vue Mansion and associated surrounding park development,
- Restore grade at demolition sites and surrounding the mansion,
- Install an accessible looped walkway around the mansion using existing components (driveway, sidewalk) and install a compacted stone dust trail where required,
- Restore a portion of the northern most parking area and support with parking bollards and garbage receptacle
- Install two park benches in the gazebo and support with a garbage receptacle.
- Develop a mowed turf trail loop through the rear of the property to control public movement and wandering.
- Mitigate overhead tree hazards with maintenance trimming.

The estimated cost of the preceding is \$70,000; however, operational costs to maintain the site to a standard supporting public access is not considered in that cost. Further, though this is a capital issue paper, the preceding are would not all be capital costs and would need to be apportioned into the appropriate area of the budget to support the expenses that would be incurred.

**Approach B:**

Another approach to consider would include the construction of a fence from the northern most to southern most property limits to exclude the public from the rear property and focus property access around the mansion exclusively. Much of the related cost would go to eliminating hazards on the rear property. Under this approach, building demolition costs would be avoided and the cost of installing fencing would be added, which would be expected to bring the project in at less than the \$70,000 estimate in Approach A. That said, should fencing be considered in lieu of complete site access there would need to be a capital lifecycle consideration.

Again, though this is a capital issue paper, the preceding are would not all be capital costs and would need to be apportioned into the appropriate area of the budget to support the expenses that would be incurred.

**Other Considerations:**

Additional considerations not included in the budget might to include the installation of interpretive signage to support further public interest, a site plan illustrating the accessible portion of public access, direct and indirect lighting on the mansion providing security improvements, ambient light and highlighting features of the building itself.

The 2021 Budget does not provide for expenditures or related funding for Belle Vue Property Access.

| <b>Budget Impact</b>        |                       |
|-----------------------------|-----------------------|
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Belle Vue Property Access   | \$ NA                 |
| <b>Total Budget Impact:</b> | \$ NA                 |



## 2021 Capital Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-9                                    |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Lifecycle                                      |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Capital – Fleet and Equipment                  |
| <b>Budget Impact:</b>                         | \$35,000                                       |

|                            |                            |
|----------------------------|----------------------------|
| <b>Budget Issue Title:</b> | Replace Vehicle (Unit 210) |
|----------------------------|----------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

### Budget Issue Detail

The current Parks Unit 210 is a 2006 Ford Ranger Pick-Up Truck. The vehicle is utilized for watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond its expected useful life and requires replacement.

This estimated cost for this vehicle replacement includes fit-up (back rack, lights and decals).

| <b>Budget Impact</b>        |                       |
|-----------------------------|-----------------------|
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Replace Vehicle (Unit 210)  | \$35,000              |
| <b>Total Budget Impact:</b> | <b>\$35,000</b>       |



## 2021 Capital Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-10                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Lifecycle                                      |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Capital – Fleet and Equipment                  |
| <b>Budget Impact:</b>                         | \$40,000                                       |

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|----------------------------|----------------------------|
| <b>Budget Issue Title:</b> | Replace Vehicle (Unit 710) |
|----------------------------|----------------------------|

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|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

### Budget Issue Detail

The current Parks Unit 710 is a 2004 Chevrolet Silverado Pick-up Truck. The vehicle is utilized for watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond its expected useful life and requires replacement.

This estimated cost for this vehicle replacement includes fit-up (back rack, lights and decals).

| <b>Budget Impact</b>        |                       |
|-----------------------------|-----------------------|
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Replace Vehicle (Unit 710)  | \$40,000              |
| <b>Total Budget Impact:</b> | <b>\$40,000</b>       |





## 2021 Capital Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | PARKS-CAP-11                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Not Applicable                                 |
| <b>Budget Issue Classification:</b>           | Lifecycle                                      |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Capital – Fleet and Equipment                  |
| <b>Budget Impact:</b>                         | \$35,000                                       |

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|----------------------------|-----------------------------|
| <b>Budget Issue Title:</b> | Replace Vehicle (Unit RS-1) |
|----------------------------|-----------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

**Budget Issue Detail**

The current Parks-RS-1 unit is a 2009 Chevrolet Silverado Pick-up Truck. The vehicle is utilized for Parks maintenance in the summer months and winter maintenance at Town facilities. This is vehicle is beyond its expected useful life and requires replacement.

This estimated cost for this vehicle replacement includes fit-up (back rack, lights and decals).

| <b>Budget Impact</b>        |                       |
|-----------------------------|-----------------------|
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Replace Vehicle (Unit RS-1) | \$35,000              |
| <b>Total Budget Impact:</b> | <b>\$35,000</b>       |



## 2021 Capital Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | POLICE CAP-1                                   |
| <b>Community Based Strategic Plan Pillar:</b> | Fiscal Sustainability                          |
| <b>Budget Issue Classification:</b>           | New  |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Police-1                                       |
| <b>Budget Impact:</b>                         | \$600,000                                      |

|                            |              |
|----------------------------|--------------|
| <b>Budget Issue Title:</b> | Radio System |
|----------------------------|--------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

| <b>Budget Issue Detail</b>  |
|---|
| <p>As outlined during the Police transition review the radio system that supports the dispatching and communications of the police force is at the end of its lifecycle and in need of replacement.</p> |

| <b>Budget Impact</b>        |                       |
|-----------------------------|-----------------------|
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital                     | \$600,000             |
| <b>Total Budget Impact:</b> |                       |



## 2021 Capital Budget Request

|   |  |
|---|--|
| <b>Budget Issue Number:</b>                   | Build-CAP-1                                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure                   |
| <b>Budget Issue Classification:</b>           | Lifecycle                                      |
| <b>Department:</b>                            | Planning, Development and Legislative Services |
| <b>Budget Centre:</b>                         | Capital – Fleet and Equipment                  |
| <b>Budget Impact:</b>                         | \$35,000                                       |

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|----------------------------|---|
| <b>Budget Issue Title:</b> | Fleet and Equipment – BP-02 Replacement |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

### Budget Issue Detail

The current BP-02 is a 2008 Ranger Pick-Up. The vehicle is utilized by the building department to attend construction site to complete inspections on building constructions.

This is vehicle is beyond the useful life expectance and requires replacement under the lifecycle program.

The original BP-02 will be sold at auction and the monies gained will be placed in the Vehicle and Equipment Lifecycle Reserves.

| <b>Budget Impact</b>                            |                       |
|---|-----------------------|
| <b>Account Name</b>                             | <b>Budget Impacts</b> |
| Capital Fleet and Equipment – BP-02 Replacement | \$35,000              |
| <b>Total Budget Impact:</b>                     | <b>\$35,000</b>       |



## 2021 Capital Budget Request

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|---|------------------------------|
| <b>Budget Issue Number:</b>                   | CSIT-CAP-1                   |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Corporate Services           |
| <b>Budget Centre:</b>                         | Information Technology       |
| <b>Budget Impact:</b>                         | \$55,800                     |

|                            |                                |
|----------------------------|--------------------------------|
| <b>Budget Issue Title:</b> | Computer Hardware Replacements |
|----------------------------|--------------------------------|

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|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

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|---|
| <p><b>Budget Issue Detail</b></p> <p>In order to maintain an efficient and reliable level of performance with respect to computer equipment, a number of computers &amp; monitors have met or, in some cases, well exceeded their useful life expectancy and are due for replacement in 2021. Also included in this request is a replacement of batteries that power core networking and servers during power interruptions. Replacement of the following equipment is recommended to ensure that customer service levels for municipal operations can be maintained:</p> <p>\$ 2,500 Replacement Battery Cartridges/Packs for UPS Controllers<br/>         \$ 6,750 30 computer monitors<br/>         \$ 46,550 Lifecycle replacements of 20 laptops</p> |
|---|

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| 10-4-1001025-3000           | \$55,800              |
| <b>Total Budget Impact:</b> | \$55,800              |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW CAP-1                     |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$230,000                    |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Southeast Quadrant Phase 1– Sanitary<br>Sanitary PS #1, 350mm forcemain on Fryer and Lowes, 675mm sanitary sewer on Lowes Sideroad, 450mm Sanitary 2nd Concession |
|----------------------------|---|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> |                |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>These sanitary projects are part of the Southeast quadrant servicing initiative. Phase 1 includes Sanitary PS#1, 350mm forcemain on Fryer and Lowes, 675mm &amp; 300mm sanitary sewer on Lowes Sideroad and 450mm Sanitary on 2nd Concession South. This sanitary infrastructure will provide wastewater availability to the surrounding development lands. The budget in 2021 includes the engineering cost related to detailed design with construction anticipated for 2022. The cost of detailed design this infrastructure will be recovered from the developers participating in the Southeast Quadrant Servicing Initiative as per the authorized Memorandum of Understanding</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$230,000             |
| <b>Total Budget Impact:</b> | \$230,000             |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-CAP -2                    |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$125,000                    |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | Southeast Quadrant Phase 2– Sanitary<br>Sanitary PS #2, 250mm forcemain from PS#2, 30mm sanitary sewer on Lowes Sideroad, 3000mm sanitary 2nd Concession |
|----------------------------|--|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> |                |

|  |
|--|
| <b>Budget Issue Detail</b>   |
| <p>These sanitary projects are part of the Southeast quadrant servicing initiative. Phase 1 includes Phase 2 includes Sanitary PS #2, 200mm forcemain on 2nd Concession South and Easement, 300mm sanitary sewer on Lowes and 300mm Sanitary sewer on 2nd Concession. This sanitary infrastructure will provide wastewater availability to the surrounding development lands. The budget in 2021 includes the engineering cost related to detailed design with construction anticipated for 2022. The cost of detailed design this infrastructure will be recovered from the developers participating in the Southeast Quadrant Servicing Initiative as per the authorized Memorandum of Understanding</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$125,000             |
| <b>Total Budget Impact:</b> | \$125,000             |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-CAP-3                     |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$250,000                    |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | LifeCycle Replacement Program Work – Wastewater |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

| <b>Budget Issue Detail</b>  |
|---|
| <p>The LifeCycle Replacement Program Work is dedicated to unexpected works performed by OCWA for the replacement of items due to the end of their lifecycle</p> |

| <b>Budget Impact</b>        |                       |
|-----------------------------|-----------------------|
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2020                | \$250,000             |
| <b>Total Budget Impact:</b> | <b>\$250,000</b>      |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WW-CAP-4                     |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$900,000                    |

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Budget Issue Title:</b> | Edgewater Lagoon Decommissioning |
|----------------------------|----------------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|  |
|--|
| <b>Budget Issue Detail</b>   |
| <p>With the completion of the Pump Station 22 upgrades and installation of forcemain the Edgewater lagoons are no long needed for sanitary treatment. The decommissioning of the lagoons and creation of the wet weather cell is the last step to complete the Edgewater Diversion Project. The decommissioning will involve the creation of the wet weather cell for PS22 and the conversion of the remaining 2.5 lagoon cells to wetland and migratory bird destination. The intent will be to create pathways around the new wetland and create new pathways in the Golfview open space to tie into it.</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2021                | \$900,000             |
| <b>Total Budget Impact:</b> | \$900,000             |





## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-CAP-1                  |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Wastewater                   |
| <b>Budget Impact:</b>                         | \$70000                      |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Engineering - Ventnor Avenue Watermain Replacement – Baltic to Atlantic |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|  |
|--|
| <b>Budget Issue Detail</b>   |
| <p>This project involves the engineering and detailed design replacement of the ductile iron watermain on Ventnor Avenue from Baltic Avenue to Atlantic Avenue. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Water Capital 2021          | \$70,000              |
| <b>Total Budget Impact:</b> | <b>\$70,000</b>       |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-CAP-2                  |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$82,500                     |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | SE Quadrant Phase 1- Water<br>Concession 2 Watermain Installation – Fryer Street Southerly and Lowes<br>Watermain Fryer Street to Meloche Street |
|----------------------------|--|

|   |                |
|---|----------------|
| <b>Budget Request Classification:</b>           | Growth Related |
| <b>DC Study Project ID: (or Not Applicable)</b> |                |

|  |
|--|
| <b>Budget Issue Detail</b>   |
| <p>These watermain projects are part of the Southeast quadrant servicing initiative. This watermain will provide water availability to the surrounding development lands. The budget in 2020 includes the engineering cost related to detailed design with construction anticipated for 2021. The cost of installing this infrastructure will be recovered from the developers participating in the Southeast Quadrant Servicing Initiative.</p> |

|                                  |                       |
|----------------------------------|-----------------------|
| <b>Budget Impact \$1,622,000</b> |                       |
| <b>Account Name</b>              | <b>Budget Impacts</b> |
| Capital 2021                     | \$82,500              |
| <b>Total Budget Impact:</b>      | <b>\$82,500</b>       |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-CAP-3                  |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Public Works                 |
| <b>Budget Impact:</b>                         | \$200,000                    |

|                            |  |
|----------------------------|--|
| <b>Budget Issue Title:</b> | LifeCycle Replacement Program Work – Water |
|----------------------------|--|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

| <b>Budget Issue Detail</b>   |
|--|
| <p>The LifeCycle Replacement Program Work is dedicated to unexpected works performed by OCWA for the replacement of items due to the end of their lifecycle.</p> |

| <b>Budget Impact</b>        |                       |
|-----------------------------|-----------------------|
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Capital 2020                | \$200,000             |
| <b>Total Budget Impact:</b> | <b>\$200,000</b>      |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-CAP-4                  |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | \$1,265,000                  |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | SCADA Installation at the Amherstburg Water Treatment Plant |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Supervisory Control and Data Acquisition (SCADA) for the plant and tower. The installation will alleviate pressures by the Ministry to update our plant for automation, access to historical data and reporting. We are the only plant in Ontario without SCADA. This automation will provide up to the minute data for the treatment and storage processes allowing for accurate and safe operations. It also improves the ability to treat, relay and report plant functions. Included in this cost are upgrades to the main transformer, replacement of outdated cables and conduit.</p> <p>Engineering – \$65,000<br/>         Construction Estimate- 1,200,000<br/>         Total - \$1,265,000</p> |
|---|

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Water Capital 2021          | \$1,265,000           |
| <b>Total Budget Impact:</b> | <b>\$1,265,000</b>    |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-CAP-5                  |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | New                          |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Water                        |
| <b>Budget Impact:</b>                         | \$25,000                     |

|                            |   |
|----------------------------|---|
| <b>Budget Issue Title:</b> | Engineering - Secondary Discharge Pipe at the Amherstburg Water Treatment Plant |
|----------------------------|---|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> |                        |

|   |
|---|
| <b>Budget Issue Detail</b>  |
| <p>As recommended in the water Masterplan, the installation of a second 600mm discharge pipe from the AWTP would provide redundancy and added reliability. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting</p> |

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
| Water Capital 2021          | \$25,000              |
| <b>Total Budget Impact:</b> | \$25,000              |



## 2021 Capital Budget Request

|   |                              |
|---|------------------------------|
| <b>Budget Issue Number:</b>                   | WATER-CAP-6                  |
| <b>Community Based Strategic Plan Pillar:</b> | Investment in Infrastructure |
| <b>Budget Issue Classification:</b>           | Lifecycle                    |
| <b>Department:</b>                            | Engineering and Public Works |
| <b>Budget Centre:</b>                         | Capital Fleet and Equipment  |
| <b>Budget Impact:</b>                         | \$40,000                     |

|                            |                        |
|----------------------------|------------------------|
| <b>Budget Issue Title:</b> | Unit WM-03 Replacement |
|----------------------------|------------------------|

|   |                        |
|---|------------------------|
| <b>Budget Request Classification:</b>           | Existing Service Level |
| <b>DC Study Project ID: (or Not Applicable)</b> | Not Applicable         |

|   |
|---|
| <p><b>Budget Issue Detail</b></p> <p>Unit WM-03 is a 2007 Savana Van beyond its useful life. This unit is used by the Water Division union staff for maintaining Town owned infrastructure and meter repairs. The unit cost will come from the water &amp; wastewater budget.</p> <p>The plan is to replace the van with a similar type utility van. The price will include shelving unit for supply storage.</p> |
|---|

|                             |                       |
|-----------------------------|-----------------------|
| <b>Budget Impact</b>        |                       |
| <b>Account Name</b>         | <b>Budget Impacts</b> |
|                             | \$40,000              |
| <b>Total Budget Impact:</b> | <b>\$40,000</b>       |

## **Capital Demands Forecast**

The following pages outline the infrastructure projects that the Town of Amherstburg is contemplating over the next five years and beyond, with a total scope of work is over \$180 million. The Town is unable to fund the demands of this forecast and priorities may change based on coordination of works, development, and the state of the infrastructure and assets moving forward.

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 provide funding for and support prioritization of capital works in a manner that will maximize community benefit and optimize the useful life of municipal assets.

| Town of Amherstburg - 2021 Budget        |   |                            |  |  |  |           |           |           |           |           |           |              |
|--|---|----------------------------|--|--|--|-----------|-----------|-----------|-----------|-----------|-----------|--------------|
| 5 Year Capital Outlook - Taxation Funded |   |                            |  |  |  |           |           |           |           |           |           |              |
| Budget Centre                            | Project Name  | Total Capital Project Cost | Project Description  | Funding Source   | Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible | Net Cost  | 2021      | 2022      | 2023      | 2024      | 2025      | Over 5 Years |
| <b>Roads</b>                             |   |                            |  |  |  |           |           |           |           |           |           |              |
| PW                                       | Engineering -Geotechnical investigation for 2021 projects   | 250,000                    | Pre-engineering allows for more accurate budget estimates and earlier tendering  |  |  | 250,000   | 25,000    | 25,000    | 25,000    | 25,000    | 25,000    | 125,000      |
| PW                                       | Project Close Out Cost-2020   | 45,000                     |  |  |  | 45,000    | 45,000    |           |           |           |           |              |
| PW                                       | Engineering - McLeod Avenue Rehabilitation from 3rd Concession South to Lakewood Drive. Full reconstruction recommended. 1200 metres in length.   | 1,050,000                  | Required due to lifecycle renewal. Asphalt is cracked and breaking apart.  |  |  | 1,050,000 | 25,000    | 1,025,000 |           |           |           |              |
| PW                                       | Engineering - South Riverview Rehabilitation from Beneteau to the 2nd Concession. Full Reconstruction recommended. 850 metres in length. 6.7m wide  | 725,000                    | Required due to lifecycle renewal. Road is breaking apart. Ongoing maintenance costs. Engineering in 2019 for 2020 construction  |  |  | 725,000   | 25,000    | 700,000   |           |           |           |              |
| PW                                       | Engineering - Fryer Street from Simcoe to Alma. Recommendation would be a full reconstruction including curb and gutter, storm sewers   | 4,500,000                  | Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate Project to be Done in Phases  |  |  | 4,500,000 | 2,200,000 |           | 2,300,000 |           |           |              |
| PW                                       | Engineering - Fryer Street From Lowes to Pickering. Full reconstruction including storm sewers, curbs, etc. This work will follow the SE Quadrant servicing force main installation.                            | 2,600,000                  | Rebuilding Fryer Street to convert to urban cross-section and service the SE Quadrant lands  |  |  | 2,600,000 |           |           |           | 200,000   | 2,400,000 |              |
| PW                                       | Engineering - Lowes Side road from Sandwich St. to Meloche. Full reconstruction including storm sewers, curbs, etc. This work will follow the SE Quadrant servicing force main and sanitary sewer installation. | 5,600,000                  | Rebuilding Lowes Side road to convert to urban cross-section and service the SE Quadrant lands. Project to be completed in 2 phases.                                       |  |  | 5,600,000 |           |           |           | 700,000   | 1,700,000 | 3,200,000    |
| PW                                       | Mill & Pave - 2021  | 6,000,000                  | Required due to lifecycle renewal. Asphalt is crumbling. Entire asphalt surface will need to be removed and replaced.  |  |  | 6,000,000 | 400,000   | 600,000   | 600,000   | 600,000   | 600,000   | 3,200,000    |
| PW                                       | Engineering - Smith Side road Resurfacing from County Rd. 18 to Malden / Colchester Townline. CIP recycled with expanded asphalt and installation of 50mm of asphalt. 4150 metres in length.                    | 550,000                    | 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. Preliminary estimate | Essex required to complete this project as they would fund 50%. Alternately the Town could complete 1/2 independently. |  | 550,000   |           |           | 550,000   |           |           |              |
| PW                                       | Engineering - 8th Concession North rehabilitation between Texas Road and County Road 10.  | 2,900,000                  | Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate   |  |  | 2,900,000 | 100,000   | 2,000,000 | 800,000   |           |           | -            |
| PW                                       | Engineering - 2nd Concession North rehabilitation from County Road 10 to South Riverview.   | 3,100,000                  | Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate   |  |  | 3,100,000 |           |           |           | 3,100,000 |           |              |
| PW                                       | Engineering - 6th Concession North rehabilitation from Alma to County Road 10.  | 4,150,000                  | Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate   |  |  | 4,150,000 |           |           |           |           |           | 4,150,000    |
|  | Engineering - Ventnor Avenue Rehabilitation - Baltic to Gibb (w Watermain replacement)  | 650,000                    |  |  |  | 650,000   |           | 450,000   | 200,000   |           |           |              |
|  | Engineering - St. James Rehabilitation - Baltic to Gibb (w Watermain replacement)   | 500,000                    |  |  |  | 500,000   |           |           |           |           |           | 500,000      |
|  | Engineering - Baltic Avenue Rehabilitation - Richmond to Gibb (w Watermain replacement)   | 600,000                    |  |  |  | 600,000   |           |           |           |           |           | 600,000      |
|  | Engineering -St. Charles Rehabilitation - Baltic to Ventnor (w Watermain replacement)   | 200,000                    |  |  |  | 200,000   |           |           |           | 200,000   |           |              |
|  | Engineering -Richmond Street Rehabilitation - Fryer to States (w Watermain replacement)   | 700,000                    |  |  |  | 700,000   |           |           |           |           |           | 700,000      |
| PW                                       | Engineering & Rehabilitation - Bobo Island placement of asphalt. Complete removal of existing asphalt and place 90mm of asphalt on all residential roads on the island.   | 387,500                    | Only base coat exists. Areas are distressed. Requires removal of all asphalt and installation of two lifts of asphalt. Preliminary estimate                                | agreement in place with developer. (The would need to be coordinated with developer)                                   |  | 387,500   |           |           |           |           | 387,500   |              |



| Town of Amherstburg - 2021 Budget            |  |                            |   |                |  |            |           |           |           |           |           |              |
|--|--|----------------------------|---|----------------|--|------------|-----------|-----------|-----------|-----------|-----------|--------------|
| 5 Year Capital Outlook - Taxation Funded     |  |                            |   |                |  |            |           |           |           |           |           |              |
| Budget Centre                                | Project Name   | Total Capital Project Cost | Project Description   | Funding Source | Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible   | Net Cost   | 2021      | 2022      | 2023      | 2024      | 2025      | Over 5 Years |
| PW   | Engineering - Remaining Roads projects in the now category as per the 2016 road Needs Study      | 11,200,000                 | This is the remaining projects that are identified in the 2016 Road Needs study in the now category. 2016 estimates   |                |  | 11,200,000 |           |           |           |           |           | 11,200,000   |
| PW   | 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. 2016 estimates  |                |  | 8,786,000  |           |           |           |           |           | 8,786,000    |
| PW   | Engineering - Roads projects in the 6-10 year category as per the 2016 road Needs Study          | 8,534,000                  | This is the remaining projects that are identified in the 2016 Road Needs study in the 6-10 year category. 2016 estimates   |                |  | 8,534,000  |           |           |           |           |           | 8,534,000    |
|  | TOTALS   | 63,027,500                 |   |                | -  | 63,027,500 | 2,820,000 | 4,800,000 | 4,475,000 | 5,212,500 | 4,725,000 | 40,995,000   |
| PW   | Tar & Chip   | 2,500,000                  | (list streets (point to point)  |                |  | 2,500,000  | 200,000   | 250,000   | 250,000   | 250,000   | 250,000   | 1,300,000    |
| PW   | Paved shoulders on Alma Street between Fryer and Meloche Road as per CWATS plan.                 | 25,000                     | Project close out cost  |                |  | 25,000     | 25,000    |           |           |           |           |              |
| PW   | Sidewalk Replacement   | 377,000                    |   |                |  | 377,000    | -         |           |           |           |           | 377,000      |
| PW   | Transit Bus Stops  | 18,000                     |   |                |  | 18,000     | 18,000    |           |           |           |           |              |
| PW   | Pedestrian Crossovers  | 75,000                     |   |                |  | 75,000     | 75,000    |           |           |           |           |              |
| PW   | Sidewalk (New) on County Road 10 from Walker Road to the ERCA trail.                             | 1,400,000                  | This sidewalk will provide the residents of the County Road 10, Gardiner and Canard Estates subdivision a walking connection to Walker Road and the new ERCA trail  |                |  | 1,400,000  | -         |           |           |           |           | 1,400,000    |
|  | TOTALS   | 4,395,000                  |   |                | -  | 4,395,000  | 318,000   | 250,000   | 250,000   | 250,000   | 250,000   | 3,077,000    |
| <b>Streetlight Installation and Upgrades</b> |  |                            |   |                |  |            |           |           |           |           |           |              |
| PW   | Installation of streetlights On County Road 20 from North Side road to County Road 3             | 550,000                    | Provide street lighting along this heavily travelled section of roadway. Councillor request   |                |  | 550,000    |           |           |           |           |           | 550,000      |
| PW   | Intersection signals - Meloche and Simcoe  | 250,000                    |   |                |  | 250,000    |           |           |           |           |           | 250,000      |
| PW   | Red-light Camera Program   | 300,000                    |   |                |  | 300,000    |           |           |           |           |           | 300,000      |
| PW   | Intersection Upgrades- Simcoe and Sandwich   | 250,000                    |   |                |  | 250,000    |           | 100,000   | 150,000   |           |           |              |
| PW   | Intersection Signalization upgrade - Richmond and Sandwich                                       | 250,000                    |   |                |  | 250,000    |           |           | 150,000   | 100,000   |           |              |
|  | TOTALS   | 1,600,000                  |   |                | -  | 1,600,000  | -         | 100,000   | 300,000   | 100,000   | -         | 1,100,000    |
| <b>Culverts and Bridges</b>                  |  |                            |   |                |  |            |           |           |           |           |           |              |
| PW   | Engineering - Long Marsh Drain at Concession 2 North - Bridge No. 3008. Complete Replacement     | 40,000                     | Project close out   |                | \$364,000 - 2017 Capital<br>\$200,000 - Capital Replacement Levy<br>\$100,000 Gas Tax Funds<br>\$618,600 2018 Capital (over) | 40,000     | 40,000    |           |           |           |           |              |
| PW   | Engineering - River Canard at 5th Concession North - Bridge No. 3012. Complete Replacement       | 3,450,000                  | 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.  |                |  | 3,450,000  | 110,000   | 3,340,000 |           |           |           |              |
| PW   | Engineering - Collison Side road over Collison Drain - Culvert No. 3.                            | 15,000                     | Project close out   |                |  | 15,000     | 15,000    |           |           |           |           |              |
| PW   | Engineering - Hamel Bezaire Drain at 4th Concession North - Culvert No. 59. Complete replacement | 550,000                    | 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 may be load limited with potential for closure dependent on timing for replacement |                |  | 550,000    | 550,000   |           |           |           |           |              |

| Town of Amherstburg - 2021 Budget        |   |                            |   |                |  |           |         |         |         |         |      |              |
|--|---|----------------------------|---|----------------|--|-----------|---------|---------|---------|---------|------|--------------|
| 5 Year Capital Outlook - Taxation Funded |   |                            |   |                |  |           |         |         |         |         |      |              |
| Budget Centre                            | Project Name  | Total Capital Project Cost | Project Description   | Funding Source | Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible | Net Cost  | 2021    | 2022    | 2023    | 2024    | 2025 | Over 5 Years |
| PW                                       | Engineering - Whelan Drain at 3rd Concession North. Culvert No. 38                            | 380,000                    |   |                |  | 380,000   | -       |         | 380,000 |         |      |              |
| PW                                       | Engineering - Fifth Concession South over the Albert McGee drain-lower. Culvert No. 8.        | 315,000                    | Poor condition and performance deficiencies. Heavy dead load currently on bridge. 2016 Bridge Assessment Study Cost |                |  | 315,000   | -       |         | 315,000 |         |      |              |
| PW                                       | Engineering - Sucker Creek Bridge over 8th Concession - Bridge 3020                           | 1,000,000                  |   |                |  | 1,000,000 | 150,000 | 850,000 |         |         |      |              |
| PW                                       | Engineering - Sixth Concession North over Imeson-Melboche Drain - Culvert No. 68              | 40,000                     |   |                |  | 40,000    |         |         | 40,000  |         |      |              |
| PW                                       | Engineering - 6th Concession North over the Sinasac Drain. Culvert No. 45                     | 115,000                    |   |                |  | 115,000   |         |         | 115,000 |         |      |              |
| PW                                       | Engineering - 6th Concession North over Mayville Drain. Culvert No. 49                        | 225,000                    |   |                |  | 225,000   |         |         | 225,000 |         |      |              |
| PW                                       | Engineering - South Side road over Ninth Concession Drain Bridge No. 2002                     | 400,000                    |   |                |  | 400,000   |         |         |         |         |      | 400,000      |
| PW                                       | Engineering - 5th Concession North over Thrasher Drain Culvert No. 75                         | 150,000                    |   |                |  | 150,000   |         |         | 150,000 |         |      |              |
| PW                                       | Engineering - 9th Concession over Long Marsh Drain Bridge No. 2003                            | -                          |   |                |  | -         |         |         |         |         |      |              |
| PW                                       | Engineering - 6th Concession North over Mayville -Juberville Drain Culvert No. 57             | 170,000                    |   |                |  | 170,000   |         |         |         | 170,000 |      |              |
| PW                                       | Engineering - South Side road over the Beethem Drain - Culvert No. 21                         | 145,000                    |   |                |  | 145,000   |         |         |         | 145,000 |      |              |
| PW                                       | Engineering - Long Marsh Drain at Concession 3 North - Bridge No. 3009.                       | 175,000                    | Bridge requires major rehabilitation. 2016 Bridge Assessment Study Cost   |                |  | 175,000   |         |         |         | 175,000 |      |              |
| PW                                       | Engineering - Long Marsh Bridge at Alma Street - Bridge No. 3007.                             | 210,000                    | Lifecycle renewal. 2016 Bridge Assessment Study Cost  |                |  | 210,000   |         |         |         | 210,000 |      |              |
| PW                                       | Engineering - 6th Concession North over Long Marsh Drain - Bridge No. 3018.                   | 210,000                    | Lifecycle renewal. 2016 Bridge Assessment Study Cost  |                |  | 210,000   |         |         |         |         |      | 210,000      |
| PW                                       | Engineering - 7th Concession South over McGuire Branch of 7th Concession Drain Culvert No. 25 | 175,000                    |   |                |  | 175,000   |         |         |         |         |      | 175,000      |
| PW                                       | Engineering - 8th Concession over King Creek Bridge No. 3021                                  | 175,000                    |   |                |  | 175,000   |         |         |         |         |      | 175,000      |
| PW                                       | Engineering - South Side road over the Bailey Drain - Culvert no. 18                          | 140,000                    |   |                |  | 140,000   |         |         |         |         |      | 140,000      |
| PW                                       | Engineering - Alma Street over 7th Concession Road Drain - Bridge 3006A                       | 38,000                     |   |                |  | 38,000    |         |         |         |         |      | 38,000       |
| PW                                       | Engineering - Texas Road over Sinasac Drain - Bridge no. 3004                                 | 55,000                     |   |                |  | 55,000    |         |         |         |         |      | 55,000       |
| PW                                       | Engineering - North side road over the Shaw Drain North - Culvert No. 67                      | 38,000                     |   |                |  | 38,000    |         |         |         |         |      | 38,000       |

**Town of Amherstburg - 2021 Budget  
5 Year Capital Outlook - Taxation Funded**

| Budget Centre              | Project Name  | Total Capital Project Cost | Project Description  | Funding Source | Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible | Net Cost          | 2021           | 2022             | 2023             | 2024           | 2025 | Over 5 Years     |
|----------------------------|---|----------------------------|--|----------------|--|-------------------|----------------|------------------|------------------|----------------|------|------------------|
| PW                         | Engineering - Texas Road over Big Creek - Bridge No. 3003   | 75,000                     |  |                |  | 75,000            |                |                  |                  |                |      | 75,000           |
| PW                         | Engineering - Various Rehabilitation and replacement projects   | 3,700,000                  |  |                |  | 3,700,000         |                |                  |                  |                |      | 3,700,000        |
| <b>TOTALS</b>              |   | <b>11,986,000</b>          |  |                |  | <b>11,986,000</b> | <b>865,000</b> | <b>4,190,000</b> | <b>1,225,000</b> | <b>700,000</b> |      | <b>5,006,000</b> |
| <b>Fleet and Equipment</b> |   |                            |  |                |  |                   |                |                  |                  |                |      |                  |
| PW                         | Unit M-2 - Dodge Ram 1500 Pick Up Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.  | 40,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 40,000            |                |                  |                  | 40,000         |      |                  |
| PW                         | Unit 116 - International 4300 Dump Truck with Plow and Salter - Complete Unit Replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.                                 | 150,000                    | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 150,000           |                |                  | 150,000          |                |      |                  |
| PW                         | 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                    | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 280,000           |                |                  | 280,000          |                |      |                  |
| Parks                      | Unit 210 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.   | 35,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 35,000            | 35,000         |                  |                  |                |      |                  |
| PW                         | 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                    | New equipment is required due to lifecycle replacement in 2019 as per the Asset Management Plan. |                |  | 150,000           |                |                  |                  | 150,000        |      |                  |
| PW                         | Unit M-1 - Ford Ranger - Light Duty Pick Up Truck. Listed to be replaced in 2019 UNDER THE ASSET MANAGEMENT PLAN.   | 30,000                     | New equipment is required due to lifecycle replacement 2019 as per the Asset Management Plan.    |                |  | 30,000            |                | 30,000           |                  |                |      |                  |
| PW                         | Unit 410 - Dodge 2500 - Light Duty Pick Up Truck. Listed to be replaced in 2020 UNDER THE ASSET MANAGEMENT PLAN.  | 40,000                     | New equipment is required due to lifecycle replacement 2020 as per the Asset Management Plan.    |                |  | 40,000            |                | 40,000           |                  |                |      |                  |
| PW                         | 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.                   | 460,000                    | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 460,000           | 460,000        |                  |                  |                |      |                  |
| PW                         | Unit 207 - John Deere Front End Loader - LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.   | 200,000                    | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 200,000           |                |                  |                  |                |      | 200,000          |
| PW                         | 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                    | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 250,000           |                |                  |                  | 250,000        |      |                  |
| Parks                      | Unit 710 - Chevy Silverado - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.   | 40,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 40,000            | 40,000         |                  |                  |                |      |                  |
| Parks                      | Unit RS-1 - Chevy Silverado - Light Duty Pick Up Truck with Plow and Salter. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.   | 35,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 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   | 40,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 40,000            |                | 40,000           |                  |                |      |                  |
| 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                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 35,000            |                |                  |                  | 35,000         |      |                  |
| Parks                      | Unit 208 - John Deere Mini Backhoe w Cab and Sweeper - LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.   | 90,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 90,000            |                |                  |                  |                |      | 90,000           |
| Rec                        | GPS Athletic Field Marker and Field Painter   | 125,000                    | New equipment to achieve an accurate level ice surface   |                |  | 125,000           |                |                  |                  |                |      | 125,000          |
| Rec                        | Level-Ice Laser Leveling System   | 125,000                    | New equipment to achieve an accurate level ice surface   |                |  | 125,000           |                |                  |                  |                |      | 125,000          |
| Rec                        | Field Cut Striper Unit  | 136,000                    | Unit required to mark and paint soccer fields at the Libro Centre                                |                |  | 136,000           |                |                  |                  |                |      | 136,000          |
| Facilities                 | Unit FM-01 - Replace 2003 Savana Van  | 35,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.         |                |  | 35,000            |                | 35,000           |                  |                |      |                  |

| Town of Amherstburg - 2021 Budget<br>5 Year Capital Outlook - Taxation Funded |   |                            |   |                |  |            |           |            |           |           |           |              |
|---|---|----------------------------|---|----------------|--|------------|-----------|------------|-----------|-----------|-----------|--------------|
| Budget Centre   | Project Name  | Total Capital Project Cost | Project Description   | Funding Source | Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible | Net Cost   | 2021      | 2022       | 2023      | 2024      | 2025      | Over 5 Years |
| Fire  | Unit Tanker 3 - Fire Station 3  | 580,000                    | New equipment is required due to lifecycle replacement as per the Asset Management Plan and Regulations.  |                |  | 580,000    |           | 580,000    |           |           |           |              |
| Fire  | Replace 2011 Dodge Truck  | 55,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan and Regulations.  |                |  | 55,000     |           | 55,000     |           |           |           |              |
| Fire  | Auto Extrication Equipment  | 35,000                     |   |                |  | 35,000     | 35,000    |            |           |           |           |              |
| Fire  | Replacement of Water & Ice Rescue Equipment   | 25,000                     |   |                |  | 25,000     | 25,000    |            |           |           |           |              |
| Fire  | Replace 2017 Dodge Van  | 50,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan and Regulations.  |                |  | 50,000     |           |            |           |           |           | 50,000       |
| Fire  | Ladder #1   | 1,200,000                  |   |                |  | 1,200,000  |           |            |           |           |           | 1,200,000    |
| Fire  | Support #3 F250-2018  | 70,000                     |   |                |  | 70,000     |           |            |           |           |           | 70,000       |
| Fire  | Support # 1 Transit Van-2018  | 65,000                     |   |                |  | 65,000     |           |            |           |           |           | 65,000       |
| Fire  | Support # 2 F250-2018   | 70,000                     |   |                |  | 70,000     |           |            |           |           |           | 70,000       |
| Fire  | SCBA Equipment  | 625,749                    |   |                |  | 625,749    | 625,749   |            |           |           |           |              |
| Fire  | Defibrillators  | 24,000                     |   |                |  | 24,000     |           |            |           |           |           | 24,000       |
| PWD   | Gravel Compaction Unit  | 25,000                     |   |                |  | 25,000     | 25,000    |            |           |           |           |              |
| Building  | Unit BP-02 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.   | 35,000                     | New equipment is required due to lifecycle replacement as per the Asset Management Plan.  |                |  | 35,000     | 35,000    |            |           |           |           |              |
| <b>TOTALS</b>   |   | 5,155,749                  |   |                |  | 5,155,749  | 1,315,749 | 780,000    | 430,000   | 475,000   |           | 2,155,000    |
| <b>Total Road Related and Fleet</b>   |   | 87,764,249                 |   |                |  | 87,764,249 | 5,318,749 | 10,220,000 | 6,980,000 | 6,837,500 | 4,975,000 | 53,433,000   |
| <b>Facilities</b>   |   |                            |   |                |  |            |           |            |           |           |           |              |
| PW  | PW Shop HVAC System Replacement. 3-Year Project. \$50,000 required each year  | 165,000                    |   |                |  | 165,000    | 55,000    |            | 55,000    | 55,000    |           |              |
| Libro   | Grandstands at Libro Center   | 295,000                    |   |                |  | 295,000    |           |            |           |           |           | 295,000      |
| PW  | 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   | 6,000,000                  |   |                |  | 6,000,000  |           |            |           |           | 2,000,000 | 4,000,000    |
| Fire  | Fire Servicing for Boblo Island   | 675,000                    |   |                |  | 675,000    |           |            |           |           |           | 675,000      |
| Fire  | Replace Pavement at station 2   | 100,000                    |   |                |  | 100,000    | 100,000   |            |           |           |           |              |
| Fire  | Replace Pavement at station 3   | 65,000                     |   |                |  | 65,000     | 65,000    |            |           |           |           |              |
| Fire  | Emergency Operations Centre upgrade   | 75,000                     |   |                |  | 75,000     |           | 75,000     |           |           |           |              |
| Parks   | Co-An Park Capital Funding  | 150,000                    |   |                |  | 150,000    | 15,000    | 15,000     | 15,000    | 15,000    | 15,000    | 75,000       |
| Libro   | Diamond improvements  | 75,000                     |   |                |  | 75,000     | 75,000    |            |           |           |           |              |
| Libro   | Replace compressors   | 15,000                     |   |                |  | 15,000     | 15,000    |            |           |           |           |              |
| Parks   | Demolitions Massen Building   | 75,000                     |   |                |  | 75,000     | 75,000    |            |           |           |           |              |
| Fire  | Remove Communication Tower  | 25,000                     |   |                |  | 25,000     | 25,000    |            |           |           |           |              |
| Parks   | Construct fueling station   | 25,000                     |   |                |  | 25,000     |           |            | 25,000    |           |           |              |
| Facilities  | Replace HVAC Parks  | 100,000                    |   |                |  | 100,000    | 55,000    | 45,000     |           |           |           |              |
| Parks   | Mickle Park Upgrades- Phase 1   | 75,000                     |   |                |  | 75,000     | 75,000    |            |           |           |           |              |
| Parks   | Mickle Park Upgrades- Phase 2   | 175,000                    |   |                |  | 175,000    |           |            |           | 175,000   |           |              |
| Parks   | Jack Purdie Park Upgrades   | 300,000                    |   |                |  | 300,000    |           |            |           |           | 100,000   | 200,000      |
| Parks   | Brnar Ridge Park Upgrades   | 300,000                    |   |                |  | 300,000    |           |            |           |           |           | 300,000      |
| Parks   | Golf view Park Upgrades   | 175,000                    |   |                |  | 175,000    |           |            |           |           |           | 175,000      |
| Parks   | Malden Park Upgrades  | 125,000                    |   |                |  | 125,000    |           |            |           |           |           | 125,000      |
| Parks   | Todd Jones and splash pad renewal   | 300,000                    |   |                |  | 300,000    | 50,000    |            |           |           |           | 250,000      |
| Parks   | Ranta Park Upgrades   | 170,000                    |   |                |  | 170,000    | 170,000   |            |           |           |           |              |
| Parks   | KNYP Gazebo Renewal   | 50,000                     |   |                |  | 50,000     |           |            |           |           |           | 50,000       |
| Parks   | KNYP Lighting Refurbish   | 85,000                     |   |                |  | 85,000     |           |            |           |           |           | 85,000       |
| Parks   | Skate Park Relocation   | 75,000                     |   |                |  | 75,000     | 75,000    |            |           |           |           |              |
| Parks   | Refurbish Tennis courts   | 25,000                     |   |                |  | 25,000     | 25,000    |            |           |           |           |              |
| Town  | Town Hall Upgrades/ Relocation  | 3,000,000                  |   |                |  | 3,000,000  |           |            |           |           |           | 3,000,000    |
| Town  | Development of Waterfront   | 11,325,000                 |   |                |  | 11,325,000 | 300,000   |            |           |           |           | 11,025,000   |
| Town  | BelleVue Restoration  | 8,900,000                  |   |                |  | 8,900,000  |           | 70,000     |           |           |           | 8,830,000    |
| Town  | Library   | 950,000                    |   |                |  | 950,000    |           |            |           |           |           | 950,000      |
| Town  | Scout Hall  | 230,000                    |   |                |  | 230,000    |           |            |           |           |           | 230,000      |
| PW  | Public Works Garage   | 875,000                    |   |                |  | 875,000    |           |            |           |           |           | 875,000      |
| <b>Total Facilities TOTALS</b>  |   | 37,975,000                 |   |                |  | 37,975,000 | 1,175,000 | 205,000    | 95,000    | 245,000   | 2,115,000 | 34,140,000   |
| <b>Development Servicing</b>  |   |                            |   |                |  |            |           |            |           |           |           |              |
| PW  | Engineering - 2nd Concession South (Fryer Street). Reconstruction from Lowes Side road 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                  | A sanitary sewer and water main will be installed along this stretch of roadway as part of the SE Quadrant servicing strategy. With the new residential developments this provides oportune timing to reconstruct this section of the 2nd Concession and create an urban cross section. |                |  | 1,100,000  |           | 550,000    | 550,000   |           |           |              |
| PW  | 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.   |                |  | 1,700,000  |           | 750,000    | 950,000   |           |           |              |
| <b>Total DevelopmTOTALS</b>   |   | 2,800,000                  |   |                |  | 2,800,000  |           | 1,300,000  | 1,500,000 |           |           |              |

| Town of Amherstburg - 2021 Budget        |                                  |                            |                     |                |  |                    |                  |                   |                  |                  |                  |                   |
|--|----------------------------------|----------------------------|---------------------|----------------|--|--------------------|------------------|-------------------|------------------|------------------|------------------|-------------------|
| 5 Year Capital Outlook - Taxation Funded |                                  |                            |                     |                |  |                    |                  |                   |                  |                  |                  |                   |
| Budget Centre                            | Project Name                     | Total Capital Project Cost | Project Description | Funding Source | Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible | Net Cost           | 2021             | 2022              | 2023             | 2024             | 2025             | Over 5 Years      |
| <b>Other</b>                             |                                  |                            |                     |                |  |                    |                  |                   |                  |                  |                  |                   |
| IT                                       | Telecommunications Tower         | \$ 600,000                 |                     |                | -  | 600,000            | 600,000          |                   |                  |                  |                  |                   |
| Fire                                     | Paging equipment replacement     | \$ 20,000                  |                     |                |  | 20,000             | 20,000           |                   |                  |                  |                  |                   |
| Staffing                                 | Various                          | \$ 46,830                  |                     |                |  | 46,830             | 46,830           |                   |                  |                  |                  |                   |
| IT                                       | IT Life Cycle Capital            | \$ 1,230,000               |                     |                | -  | 1,230,000          | 55,800           | 123,000           | 123,000          | 123,000          | 123,000          | 682,200           |
| <b>Total - Other</b>                     | <b>TOTALS</b>                    | <b>1,896,830</b>           | <b>-</b>            | <b>-</b>       | <b>-</b>   | <b>1,896,830</b>   | <b>722,630</b>   | <b>123,000</b>    | <b>123,000</b>   | <b>123,000</b>   | <b>123,000</b>   | <b>682,200</b>    |
|  |                                  | <b>130,436,079</b>         |                     |                |  | <b>130,436,079</b> | <b>7,216,379</b> | <b>11,848,000</b> | <b>8,698,000</b> | <b>7,205,500</b> | <b>7,213,000</b> | <b>88,255,200</b> |
| <b>Available Funding</b>                 |                                  |                            |                     |                |  |                    |                  |                   |                  |                  |                  |                   |
|  | Gas Tax                          |                            |                     |                |  |                    | 1,110,000        |                   |                  |                  |                  |                   |
|  | OCIF                             |                            |                     |                |  |                    | -                |                   |                  |                  |                  |                   |
|  | IT Reserve                       |                            |                     |                |  |                    | 123,000          |                   |                  |                  |                  |                   |
|  | Fleet Reserve                    |                            |                     |                |  |                    | 300,000          |                   |                  |                  |                  |                   |
|  | Fire Reserve                     |                            |                     |                |  |                    | 53,000           |                   |                  |                  |                  |                   |
|  | AODA Reserve                     |                            |                     |                |  |                    | 50,000           |                   |                  |                  |                  |                   |
|  | Co-Ann Reserve                   |                            |                     |                |  |                    | 15,000           |                   |                  |                  |                  |                   |
|  | Libro                            |                            |                     |                |  |                    | 31,000           |                   |                  |                  |                  |                   |
|  | Capital New                      |                            |                     |                |  |                    | 500,000          |                   |                  |                  |                  |                   |
|  | Capital Levies                   |                            |                     |                |  |                    | 1,302,664        |                   |                  |                  |                  |                   |
|  | Capital From Rates               |                            |                     |                |  |                    | 528,798          |                   |                  |                  |                  |                   |
|  | Lifecycle Funds                  |                            |                     |                |  |                    | 3,195,000        |                   |                  |                  |                  |                   |
|  | Total Capital Funds in a Year    |                            |                     |                |  |                    | 7,208,462        | 7,208,462         | 7,208,462        | 7,208,462        | 7,208,462        | 7,208,462         |
|  | Grant Funding Development Funded |                            |                     |                |  |                    |                  | 3,340,000         |                  |                  |                  |                   |
|  | Short Fall                       |                            |                     |                |  |                    |                  | 1,300,000         | 1,500,000        |                  |                  |                   |
|  |                                  |                            |                     |                |  |                    | 7,917            | (462)             | (10,462)         | (2,962)          | 4,538            | 81,046,738        |

## Town of Amherstburg - 2021 Budget

### 5 Year Capital Outlook - Wastewater Rate Funded

| WASTEWATER BUDGET CENTRE - 2020 CAPITAL BUDGET                |  |                            |                  |                    |                    |                  |                    |                    |
|---|--|----------------------------|------------------|--------------------|--------------------|------------------|--------------------|--------------------|
| Budget Centre   | Project  | Total Capital Requirements | 2021             | 2022               | 2023               | 2024             | 2,025.00           | Over 5 Years       |
| <b>Sewage Collection System - Upgrades &amp; Replacements</b> |  |                            |                  |                    |                    |                  |                    |                    |
| Wastewater  | Inflow and Infiltration study - Engineering  | \$ 1,140,000               |                  | \$60,000           | \$60,000           | \$60,000         | \$600,000          | \$360,000          |
| Wastewater  | Inflow and Infiltration - Program<br>Sanitary sewer renewal and repair   | \$ 4,500,000               |                  | \$500,000          | \$500,000          | \$500,000        | \$500,000          | \$2,500,000        |
|   | <b>TOTALS</b>  | <b>\$ 5,640,000</b>        | <b>\$0</b>       | <b>\$560,000</b>   | <b>\$560,000</b>   | <b>\$560,000</b> | <b>\$1,100,000</b> | <b>\$2,860,000</b> |
| <b>Southeast Quadrant Servicing</b>                           |  |                            |                  |                    |                    |                  |                    |                    |
| Wastewater  | Southeast Quadrant Phase 1 - Lowes<br>Sideroad Pump Station, Sanitary sewers   | \$ 2,945,000               | \$230,000        | \$1,000,000        | \$1,715,000        |                  |                    |                    |
| Wastewater  | Pump Station west of Big Creek and<br>associated forcemain   | \$ 2,710,000               | \$125,000        | \$1,000,000        | \$1,585,000        |                  |                    |                    |
|   | <b>TOTALS</b>  | <b>\$ 5,655,000</b>        | <b>\$355,000</b> | <b>\$2,000,000</b> | <b>\$3,300,000</b> | <b>\$0</b>       | <b>\$0</b>         | <b>\$0</b>         |
| <b>Sewage Collection System - Pump Stations</b>               |  |                            |                  |                    |                    |                  |                    |                    |
| Wastewater  | Generator replacement for McGregor PS#1<br>(Site 9)  | \$ 80,000                  |                  | \$80,000           |                    |                  |                    |                    |
|   | <b>TOTALS</b>  | <b>\$ 80,000</b>           | <b>\$0</b>       | <b>\$80,000</b>    | <b>\$0</b>         | <b>\$0</b>       | <b>\$0</b>         | <b>\$0</b>         |
| <b>Environmental - McGregor Wastewater Lagoon System</b>      |  |                            |                  |                    |                    |                  |                    |                    |
| Wastewater  | MCG WW Lagoon System - Inflow &<br>Infiltration Program- Investigation of PS#1<br>with respect to increasing flow capacity to the<br>lagoon. | \$ 450,000                 |                  | \$450,000          |                    |                  |                    |                    |

## Town of Amherstburg - 2021 Budget

### 5 Year Capital Outlook - Wastewater Rate Funded

| WASTEWATER BUDGET CENTRE - 2020 CAPITAL BUDGET |  |                            |            |                  |            |            |            |              |
|--|--|----------------------------|------------|------------------|------------|------------|------------|--------------|
| Budget Centre                                  | Project  | Total Capital Requirements | 2021       | 2022             | 2023       | 2024       | 2,025.00   | Over 5 Years |
| Wastewater                                     | Install Fencing along County Road 11 (Walker Road) | \$ 60,000                  |            | \$60,000         |            |            |            |              |
| <b>TOTALS</b>                                  |  | <b>\$ 510,000</b>          | <b>\$0</b> | <b>\$510,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>   |

| Environmental - Edgewater Lagoon System |                                  |                   |                  |            |            |            |            |            |
|---|----------------------------------|-------------------|------------------|------------|------------|------------|------------|------------|
| Wastewater                              | Edgewater Lagoon Decommissioning | \$ 900,000        | \$900,000        |            |            |            |            |            |
| <b>TOTALS</b>                           |                                  | <b>\$ 900,000</b> | <b>\$900,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

| Environmental - Big Creek System |  |             |             |             |             |             |             |             |
|----------------------------------|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Wastewater                       |  |             |             |             |             |             |             |             |
| <b>TOTALS</b>                    |  | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

| Environmental - Boblo System |   |                   |                   |             |             |             |             |             |
|------------------------------|---|-------------------|-------------------|-------------|-------------|-------------|-------------|-------------|
| Wastewater                   | Town portion of the forcemain that will be installed to service Phase 2 of the Boblo development on the south end of the island - Work estimated to cost \$1,550,000. (Use an estimate of 25% cost to Town) | \$387,500         | \$387,500         |             |             |             |             |             |
| <b>TOTALS</b>                |   | <b>\$ 387,500</b> | <b>\$ 387,500</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

## Town of Amherstburg - 2021 Budget

### 5 Year Capital Outlook - Wastewater Rate Funded

| WASTEWATER BUDGET CENTRE - 2020 CAPITAL BUDGET           |   |                            |                    |                    |                    |                  |                    |                    |
|--|---|----------------------------|--------------------|--------------------|--------------------|------------------|--------------------|--------------------|
| Budget Centre  | Project   | Total Capital Requirements | 2021               | 2022               | 2023               | 2024             | 2,025.00           | Over 5 Years       |
| <b>Environmental - McLeod Wastewater Treatment Plant</b> |   |                            |                    |                    |                    |                  |                    |                    |
| Wastewater   |   |                            |                    |                    |                    |                  |                    |                    |
|  | <b>TOTALS</b>   | \$ -                       | \$0                | \$0                | \$0                | \$0              | \$0                | \$0                |
| <b>Wastewater - Equipment</b>                            |   |                            |                    |                    |                    |                  |                    |                    |
| Wastewater   | LifeCycle Replacement Program Work  | \$ 2,500,000               | \$250,000          | \$250,000          | \$250,000          | \$250,000        | \$250,000          | \$1,250,000        |
| Wastewater   | Vehicle Replacement - WM-05. 2007 1/2 ton van. Replace with 3/4 ton van - Budget \$51,500 - 60% Water 40% Sewer | \$ 18,000                  |                    | \$18,000           |                    |                  |                    |                    |
| Wastewater   | Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer                  | \$ 16,000                  | \$16,000           |                    |                    |                  |                    |                    |
| Wastewater   | Vehicle Replacement - Unit SW-1: Sewer Truck - Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer | \$ 18,000                  |                    | \$18,000           |                    |                  |                    |                    |
| Wastewater   | Allowance for equipment purchases 2022 to 2027. Budget \$350,000 - 60% Water 40% Sewer                          | \$ 180,000                 |                    | \$20,000           | \$20,000           | \$20,000         |                    | \$120,000          |
|  | <b>TOTALS</b>   | \$ 2,732,000               | \$266,000          | \$306,000          | \$270,000          | \$270,000        | \$250,000          | \$1,370,000        |
| <b>TOTAL 2019 WASTEWATER CAPITAL BUDGET</b>              |   | <b>\$ 15,517,000</b>       | <b>\$1,521,000</b> | <b>\$3,456,000</b> | <b>\$4,130,000</b> | <b>\$830,000</b> | <b>\$1,350,000</b> | <b>\$4,230,000</b> |



**Town of Amherstburg - 2021 Budget  
5 Year Capital Outlook - Water Rate Funded**

| WATER BUDGET CENTRE - 2020 CAPITAL BUDGET                |   |                            |                 |            |                  |                  |            |                    |
|--|---|----------------------------|-----------------|------------|------------------|------------------|------------|--------------------|
| Budget Centre  | Project   | Total Capital Requirements | 2021            | 2022       | 2023             | 2024             | 2025       | Over 5 Years       |
| <b>Distribution System - Upgrades &amp; Replacements</b> |   |                            |                 |            |                  |                  |            |                    |
| Water  | Pacific Avenue Watermain Replacement from Simcoe to Richmond. Upgrade 200mm ductile pipe watermain to class 150. 600m | \$ 12,500                  | \$12,500        |            |                  |                  |            |                    |
| Water  | MXU (transmitter replacement)   | \$ 1,500,000               |                 |            | \$300,000        | \$400,000        |            | \$800,000          |
| Water  | AMI Tower for meter reads   | \$ 300,000                 |                 |            |                  |                  |            | \$300,000          |
| Water  | Future Watermain Replacements 2021-2027   | \$ 3,500,000               | \$70,000        |            | \$500,000        | \$500,000        |            | \$2,430,000        |
| <b>TOTALS</b>  |   | <b>\$ 5,312,500</b>        | <b>\$82,500</b> | <b>\$0</b> | <b>\$800,000</b> | <b>\$900,000</b> | <b>\$0</b> | <b>\$3,530,000</b> |

| Southeast Quadrant Servicing |                          |                     |                 |                    |            |            |            |            |
|------------------------------|--------------------------|---------------------|-----------------|--------------------|------------|------------|------------|------------|
| Water                        | Concession 2 Watermain   | \$ 500,000          |                 | \$500,000          |            |            |            |            |
| Water                        | Lowes Sideroad Watermain | \$ 800,000          | \$82,000        | \$718,000          |            |            |            |            |
| <b>TOTALS</b>                |                          | <b>\$ 1,300,000</b> | <b>\$82,000</b> | <b>\$1,218,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

| Amherstburg Water Treatment Plant - Upgrades and Replacements |                                    |              |           |           |           |           |           |             |
|---|------------------------------------|--------------|-----------|-----------|-----------|-----------|-----------|-------------|
| Water   | LifeCycle Replacement Program Work | \$ 2,000,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,000,000 |

**Town of Amherstburg - 2021 Budget  
5 Year Capital Outlook - Water Rate Funded**

| WATER BUDGET CENTRE - 2020 CAPITAL BUDGET |   |                            |             |           |             |             |      |              |
|---|---|----------------------------|-------------|-----------|-------------|-------------|------|--------------|
| Budget Centre                             | Project   | Total Capital Requirements | 2021        | 2022      | 2023        | 2024        | 2025 | Over 5 Years |
| Water                                     | Supervisory Control and Data Acquisition (SCADA) Upgrade. New computer system to operate the plant. Upgrades to MCC electrical, panels, cabling and conduit to be done at the plant as well | \$ 1,265,000               | \$1,265,000 |           |             |             |      |              |
| Water                                     | Engineering - Secondary Discharge Pipe at the Amherstburg Water Treatment Plant   | \$ 25,000                  | \$25,000    |           |             |             |      |              |
| Water                                     | Construction of a new clarifier at the water treatment plant to provide 100% redundancy of the existing clarifier.  | \$ 4,000,000               |             | \$262,000 | \$3,738,000 |             |      |              |
| Water                                     | WTP Chlorine driveway   | \$ 75,000                  |             | \$75,000  |             |             |      |              |
| Water                                     | Reservoir Replacement Redundancy. Installation of new 7,400 cubic metre reservoir.  | \$ 7,200,000               |             | \$200,000 | \$7,000,000 |             |      |              |
| Water                                     | Existing Reservoir Modifications and Refurbishment  | \$ 1,400,000               |             |           | \$200,000   | \$1,200,000 |      |              |
| Water                                     | Process Waste Treatment Facility Construction. Collection, thickening, and dewatering for plant rated flow of 22,400 cubic metres per day.  | \$ 5,000,000               |             | \$500,000 | \$4,500,000 |             |      |              |

**Town of Amherstburg - 2021 Budget  
5 Year Capital Outlook - Water Rate Funded**

| WATER BUDGET CENTRE - 2020 CAPITAL BUDGET                                      |  |                            |                    |                    |                     |                    |                  |                    |
|--|--|----------------------------|--------------------|--------------------|---------------------|--------------------|------------------|--------------------|
| Budget Centre  | Project  | Total Capital Requirements | 2021               | 2022               | 2023                | 2024               | 2025             | Over 5 Years       |
|  | <b>TOTALS</b>  | <b>\$ 20,965,000</b>       | <b>\$1,490,000</b> | <b>\$1,237,000</b> | <b>\$15,638,000</b> | <b>\$1,400,000</b> | <b>\$200,000</b> | <b>\$1,000,000</b> |
| Amherstburg Water Treatment Plant - Upgrades and Replacements - Growth Related |  |                            |                    |                    |                     |                    |                  |                    |
| Water  | New Filter Construction at Water Treatment Plant. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.  | \$ 2,500,000               |                    |                    |                     |                    |                  | \$2,500,000        |
| Water  | New Construction of Second Screen at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.            | \$ 1,000,000               |                    |                    |                     |                    |                  | \$1,000,000        |
| Water  | New Construction of Additional Low Lift Pump at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day. | \$ 220,000                 |                    |                    |                     |                    |                  | \$220,000          |

**Town of Amherstburg - 2021 Budget  
5 Year Capital Outlook - Water Rate Funded**

| WATER BUDGET CENTRE - 2020 CAPITAL BUDGET |   |                            |              |              |               |              |            |               |
|---|---|----------------------------|--------------|--------------|---------------|--------------|------------|---------------|
| Budget Centre                             | Project   | Total Capital Requirements | 2021         | 2022         | 2023          | 2024         | 2025       | Over 5 Years  |
| Water                                     | New Construction of Chemical Storage Room at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.                 | \$ 2,000,000               |              |              |               |              |            | \$2,000,000   |
| Water                                     | Purchase and installation of additional diesel generator for Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day. | \$ 400,000                 |              |              |               |              |            | \$400,000     |
|   | <b>TOTALS</b>   | \$ 6,120,000               | \$ -         | \$ -         | \$ -          | \$ -         | \$ -       | \$6,120,000   |
| Water Distribution - Equipment            |   |                            |              |              |               |              |            |               |
| Water                                     | Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer  | \$ 24,000                  | \$24,000     |              |               |              |            |               |
| Water                                     | Vehicle Replacement - Unit SW-1: Sewer Truck - Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer   | \$ 27,000                  |              | \$27,000     |               |              |            |               |
| Water                                     | Allowance for equipment purchases 2023 to 2027. Budget \$350,000 - 60% Water 40% Sewer  | \$ 210,000                 |              |              | \$30,000      |              |            | \$180,000     |
|   | <b>TOTALS</b>   | \$ 261,000                 | \$24,000     | \$27,000     | \$30,000      | \$0          | \$0        | \$180,000     |
| <b>TOTAL 2019 WATER CAPITAL BUDGET</b>    |   | \$ 33,958,500              | \$ 1,678,500 | \$ 2,482,000 | \$ 16,468,000 | \$ 2,300,000 | \$ 200,000 | \$ 10,830,000 |