



**TOWN OF AMHERSTBURG
SPECIAL COUNCIL MEETING
AGENDA**

2017 BUDGET DELIBERATIONS

Monday, January 9, 2017

5:00 PM

Council Chambers

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

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Pages

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

3. PRESENTATIONS - 2017 BUDGET
 - 3.1 Audit and Finance Advisory Committee Report and Presentation- John Purdie, Chair
 - 3.2 Amherstburg Community Services – Grant Request – Kathy DiBartolomeo, Executive Director
 - 3.3 Amherstburg Food and Fellowship Mission – Grant Request – Tim McAllister
 - 3.4 House of Shalom – Grant Request – Rebecca Vander Vaart, Events Co-ordinator
 - 3.5 Amherstburg Freedom Museum – Grant Request - Mary-Katherine Whelan, Curator/Administrator
 - 3.6 Amherstburg Historic Sites Association – Grant Request - Stephanie Pouget-Papak, Curator, Administrator
 - 3.7 Cat Assistance Team – Grant Request - Carla Leardi
 - 3.8 Christ Church Anglican – Grant Request – Reverend Bill Strang

It is recommended that:

The presentations **BE RECEIVED**.

4.	REPORTS - 2017 BUDGET	
4.1	Audit and Finance Advisory Committee 2017 Budget Review	6
	It is recommended that:	
	1. The report from the Audit and Finance Advisory Committee dated November 22, 2016, regarding Audit and Finance Advisory Committee 2017 Budget Review BE RECEIVED .	
4.2	2017 Grants to Community Groups and Organizations	13
	It is recommended that:	
	1. The report from the Municipal Clerk dated November 14, 2016, regarding 2017 Grants to Community Groups and Organizations BE RECEIVED ; and,	
	2. The requested funding for Grants to Community Groups and Organizations BE APPROVED to BE FUNDED from the 2017 Global Operating Budget.	
4.3	Libro Centre Financial Update	74
	It is recommended that:	
	1. The report from the CAO, Manager of Facilities and Manager of Recreation Services dated November 15, 2016, regarding Libro Centre Financial Update BE TABLED until Libro Budget discussions.	
5.	2017 BUDGET DELIBERATIONS	199

6. 2017 FINAL APPROVED BUDGET

It is recommended that: (9 recommendations)

1. The report from the Director of Corporate Services/Treasurer, dated November 7, 2016, regarding 2017 Final Approved Budget **BE RECEIVED**;
2. A municipal tax increase of 1.99 % **BE APPROVED**;
3. The 2017 Town Gross Operating Budget of \$25,799,253 and a net tax levy of \$20,132,837 **BE APPROVED**;
4. The 2017 Town Gross Capital Budget of \$8,248,581 (as can be seen in the appendices) to **BE APPROVED** and **FUNDED** from:

\$1,000,000 - 2017 Gas Tax
\$806,205 - Ontario Community Infrastructure Fund
\$1,700,000 - Tax Levy through Operations
\$149,630 - Police Operations
\$123,000 - IT Operations
\$469,946- Working Capital Reserve
\$75,000- Fleet Reserve Transfer
\$50,000- LED Reserve Transfer
\$50,000- AODA Reserve Transfer
\$2,200,000- Grants and Other Subsidies
\$1,624,800- Debentures
5. A pre-commitment of \$412,300 to the 2018 Town Capital Budget **BE APPROVED** for reconstruction of the traffic signals and intersection at Pickering and Sandwich Street;
6. A pre-commitment of \$35,000 to the 2018 Town Capital Budget **BE APPROVED** for construction of the new sidewalk from Seasons Retirement Home to Lowes Side Road;
7. The Director of Corporate Services/Treasurer **BE AUTHORIZED** to make the necessary transfers to fund capital projects as required from operations and reserves as per the 2017 Capital Budget;
8. The Director of Corporate Services/Treasurer **BE AUTHORIZED** to transfer the funds collected from the 2% Capital Replacement Levy to the Capital Replacement Reserve; and,

9. The Director of Corporate Services/Treasurer **BE AUTHORIZED** to transfer the funds collected from the 2% Capital Reserve Levy to the Capital Reserve.

7. ADJOURNMENT

That Council rise and adjourn the 2017 Budget deliberations at p.m.



THE CORPORATION OF THE TOWN OF AMHERSTBURG

AUDIT AND FINANCE ADVISORY COMMITTEE

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: John Purdie, Chair	Report Date: November 22, 2016
Author's Phone: N/A	Date to Council: November 29, 2016
Author's E-mail: johnpurdie@cdpwise.net	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Audit and Finance Advisory Committee 2017 Budget Review

1. RECOMMENDATION:

It is recommended that:

1. Report from the Audit and Finance Advisory Committee dated 11/29/2017 regarding Audit and Finance Advisory Committee 2017 Budget Review **BE RECEIVED.**

2. BACKGROUND:

The Audit and Advisory Committee (Committee) was established in 2015 by the Town of Amherstburg (Town). The seven member committee is comprised of professionals with accounting (2) and legal (2) designations in addition to two members of Town of Amherstburg Council and a representative from the Amherstburg Chamber of Commerce. Per the terms of reference the committee mandate is *"to consider matters related to the Town of Amherstburg financial affairs and report its findings, opinions and recommendations to Council."*

Town of Amherstburg Council (Council) has requested the Committee to provide input regarding the 2017 proposed budget. Council has been provided with a 2017 Operational and Capital Budget.

The report by the Committee comprised an analysis of the above noted documents along with supplemental information provided by the Director of Corporate Services. As part of the analysis, the Committee utilized historical data from the Town as well as a sample set of historical data from comparable municipalities along with their publicly proposed 2017 budget. The information was referenced with current economic trends, the effect of which impact residential and commercial rate payers.

3. DISCUSSION:

The 2017 Operational and Capital Budget recommends the following:

A 1.99% increase which equates to the approximate current 1.5% rate of inflation. That would increase the total Municipal assessment from \$903 per \$100,000 in 2016 to \$922 for 2017. This would be combined with a forecasted .5% increase to the County / Education assessment bringing a total combined effective tax rate of 1.49%

The Municipal position paper recommends the following staffing compliments:

1. Committee Coordinator (PT)
2. Health and Safety Officer (1 year contract)
3. Director of Parks, Recreation and Tourism
4. Fire Clerk (PT to FT)
5. Planner (PT)
6. Service and Support Technologist (PT to FT)
7. Firefighter/ Training Officer

4. RISK ANALYSIS:

As mentioned in the prior report, municipalities of Essex County are continuing to face stagnation within the industrial and commercial base. The Windsor Essex Economic and Development Corporation efforts have yet to materialize in new industry for the region. Amherstburg is impacted by a lack of diversification in the industrial and commercial sector and a diminishing base of residential development opportunities. The Town is in a transition period adopting a new strategic plan and implementing new procedures and strategies to support the pillars identified in the community based strategic plan. Consistent with the prior years report, municipalities have rebranded themselves in order to compete. Federal and Provincial infrastructure programs have targeted economic development. Municipalities face additional risk of addressing funding of their own infrastructure, capital replacement programs and operational challenges and balancing those cash flows through a competitive tax base while offering services to attract business and residential development.

The Town continues to practice fiscal restraint as reflected in the current operating and capital budget. As recently as 2013, Amherstburg had the highest per capita debt in Essex County at \$1,679 while having the lowest reserves per capita at \$444.

For 2014 & 2015, the debt per capita in Essex County has remained the highest in the region at \$2073 & \$1931 respectively. It should be noted that in 2013, the Town of Amherstburg had unfinanced capital of over 14 million dollars and this was final debentured in July 2014. This is what caused the spike in debt per capita in 2014. Prior to final debenture this was short term capital funding.

With regards to reserves per capita the town has experienced progress in the region seeing improvements in 2014 & 2015 bringing that per capita total to \$503 in 2014 & \$632 in 2015. Amherstburg still remains the lowest in this regard in the region.

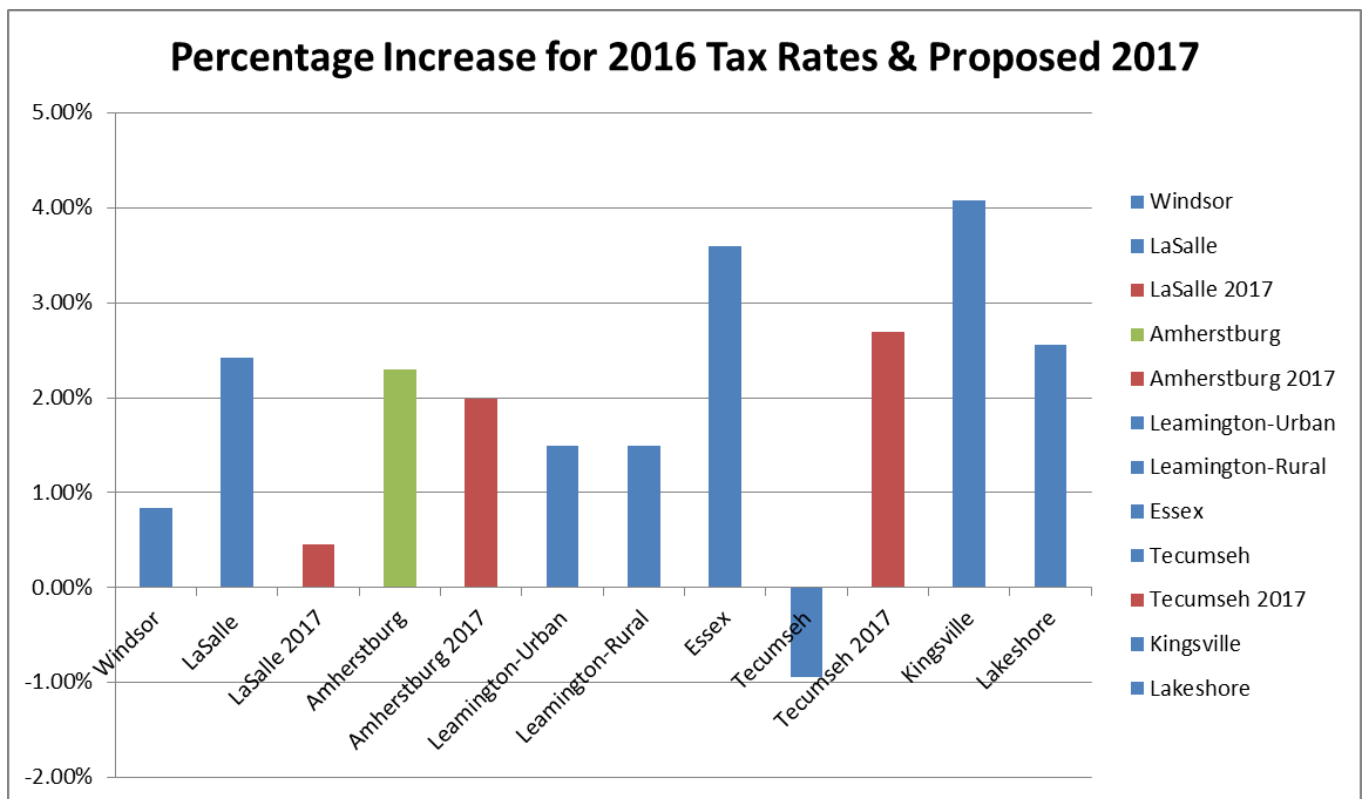
The risk factor as perceived by the Committee is to provide reliable advice to address the organizational needs of Administration, capital and operational cash flows necessary for Finance, responsible governance by Council whilst providing an attractive tax base for rate payers not only in respect of the current budget but taking into consideration future requirements.

5. FINANCIAL MATTERS:

2017 Operational and Capital Budget

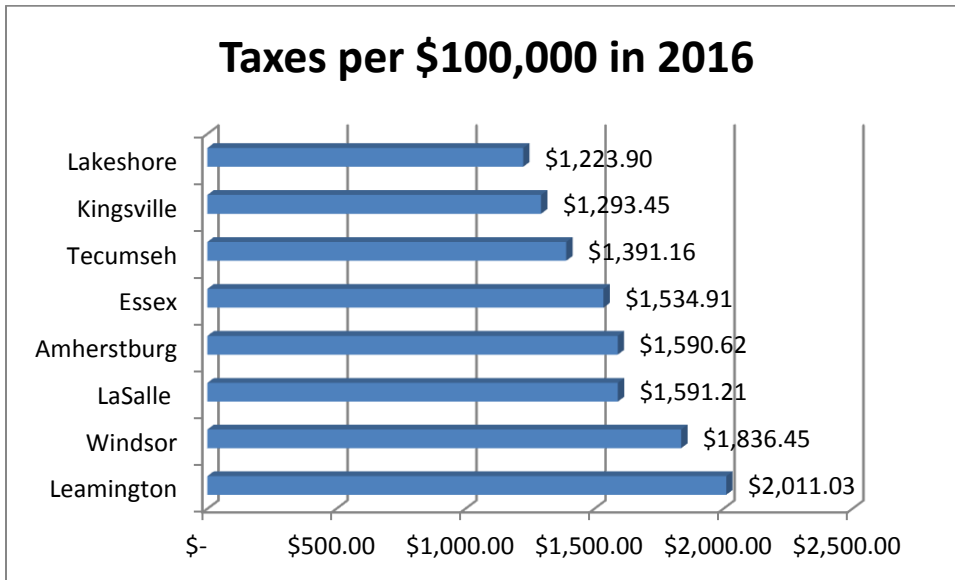
The 1.99% increase in the 2017 budget is commensurate with other municipalities. Currently Tecumseh is presenting a 2.7% increase and LaSalle has proposed a .49% increase on increase on the municipal rate.

CHART A– Actual & Proposed 2016/2017 tax increase



Factors taken into consideration by the Committee were the 2016 tax assessment of \$1,590 per \$100K of the Town which places them as the third highest within comparable communities as per Chart B below:

CHART B – 2016 Tax paid per \$100,000 - Update



The overall trend of taxes by the Town has risen from approximately \$1,400 in 2011 which is a cumulative 13.6% over the last five years.

Municipal positions

The strategic plan has been presented which provided Council with direction on where the Town should position its vision, mission, objectives and the implementation plan. Many of the new positions are tied to the delivery of objectives in the strategic plan or the reorganization report dated 11/26/2015.

Fundamental to the committee's priorities are cost containment measures, replenishment of reserves and to closing the infrastructure funding gap.

With this philosophy in mind the Committee has reviewed the business cases for each position in the budget and has the following overview.

Committee Coordinator Part-time (\$27,543 (Salary 22,827+ Statutory Deductions 4,716)) is a position that is new to the organization, the Committee supports the position in order to help the municipality ensure compliance with the Municipal Act and aid the town committees to ensure they are delivering effective advice to Council in a timely manner. The committee also notes that this position is a cost effective way to mitigate overtime cost.

Health and Safety Officer 1 Year Contract (\$88,531 (Salary 78,000+ Statutory Deductions 10,531)) is a recommended Contract extension. In 2016, Council approved the part time position in response to additional orders from the Ministry of Labour with regards to health and safety. The Committee supports the position for a 1 year period, with the hope that once the gaps identified in the health and safety program have been mitigated that the contract position is no longer needed and maintenance of health and safety can return to the Manager of Human Resources.

Fire Clerk Full time from Part-time (\$38,134 (Incremental Salary 21,643 + Benefits & Statutory Deductions 4,716)) is an existing position within the organization that is recommended to be transitioned to a full time position. The Committee supports the position given the added responsibilities added of the role since 2014.

Firefighter/Training Officer (\$130,122 (Salary 21,643 + Benefits & Statutory Deductions 4,716)) is a position that is new to the organization as a result of operational challenges and the need to mitigate overtime cost and risk exposure for the municipality. The Committee is in support of this position as well as the offsetting reduction in the proposed budget of \$49,908.

IT Service and Support Technologist Full time from Part-time (\$25,775 (Incremental Salary 13,764 + Benefits & Statutory Deductions 12,011)) the current part time position is recommended to be transitioned to a full time position. The Committee supports the position given the added projects in the future and review of municipal comparators.

Planner Part-time (\$67,561 (Salary 58,500 + Statutory Deductions \$9061)) is a newly created part time position that is being recommended. The Committee supports the position given the added demands on the department and review of municipal comparators. In addition it ties to the goals of the strategic plan.

Director of Parks, Recreation, Facilities and Cultural Services (\$159,090 (Salary 122,015+ Benefits & Statutory Deductions 37,075)) the areas of tourism, parks and as well as sports tourism have been identified as key functions in the strategic plan. The Committee does not support the recommendation unless the position is created through the realignment of the managerial staff the budget increase should not exceed \$60,000.

Contractual & Salary and Admin Policy Increases these are negotiated increases from the new union contract as well as inflationary increases based on Council policy. The Committee supports these increases.

The following is a table to summarize the above:

<u>POSITIONS SUPPORTED</u>	<u>ALL IN AMOUNT</u>	<u>SUPPORT</u>
Committee Coordinator	\$27,543	Support
Health and Safety Officer	88,531	Support
Firefighter /Training officer and offsetting deductions	80,214	Support
Fire Administrator	38,134	Support
IT Technologist	25,775	Support
Planner	67,561	Support
Director of Parks Facilities Recreation and Culture	60,000	Conditional**
Contractual & Salary and Admin Policy Increases	97,081	Support
Total budget dollars	\$484,839	

** The committee would support \$60,000 increase to budget contingent on realignment of managerial staff.

6. CONSULTATIONS:

The Town of Amherstburg Strategic Plan, and Proposed 2017 Budget dated 11/7/16 from the office of Financial Services. Proposed 2017 publicly posted budget information for the following municipalities; Town of LaSalle, Town of Tecumseh, and the Town of Amherstburg. Information provided by the Treasurer, Town of Amherstburg.

7. CONCLUSION:

The budget continues to promote fiscal restraint. The Committee believes incorporating the strategic plan and the asset management plan to incorporate a multiyear forecast of three, five and ten year targets prior to Council supporting all recommendations is prudent in order to minimize risk factors.

The Committee does support a 1.99% increase to the budget as submitted. The Town's overall tax per \$100,000 continues to place the municipality in a position of strength in the competitive environment to attract commercial, industrial and residential growth. Although trends have indicated that the cumulative rate of increase of the tax rate has increased incrementally at a higher rate in the Town, our overall rate remains competitive. While the operational budget addresses more immediate concerns, the capital budget has been identified as a higher risk area. A long term plan has not been finalized within the scope of the asset management plan to address underfunded reserves. The current budget should take into consideration a stronger emphasis on Capital where projects have the potential for extensive cost overruns if an emergency situation exists.

The recommendation of the Committee is to reevaluate the methodology of applying the capital reserves. Currently, Reserves are used on a dollar for dollar basis to fund capital projects. An alternative philosophy is using a percentage of the reserves to service capital spending and internally finance the town's capital projects.

The advantage of the philosophy is the reserve pools will increase, while the infrastructure funding gap will reduce. This strategy will under current interest rate conditions will result in reduced weighted average capital borrowing cost currently a weighted average of 4.1%. Risk mitigation factors include avoidance of increased CPI, increased in borrowing rates and construction cost increases.

This philosophy addresses the risk factor while availing Council of advantageous interest rates. This approach would allow Council to prioritize projects identified and delayed in past budgets while avoiding the increase in construction costs. The recommendation provides for a proactive approach to preliminary funding of the long term asset management plan while minimizing the potential fluctuations in tax increases. The Committee believes this approach balances the funding of projects through the tax base as it relates to the enjoyment of the asset.

As indicated above, the committee supports the 1.99% increase and the ideology of reallocating any operational budget reduction into further capital spending to deal with infrastructure. The committee also supports the ideology of increased capital borrowing due to the nature of interest rates at this time, this should be considered in order to reduce the infrastructure funding gap.

John G Purdie

John G Purdie CPA, CMA
AFAC Committee, Chair

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THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF THE CAO

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

Author's Name: Paula Parker	Report Date: November 14, 2016
Author's Phone: 519 736-0012 ext. 2238	Date to Council: November 29, 2016
Author's E-mail: pparker@amherstburg.ca	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: 2017 Grants to Community Groups and Organizations

1. RECOMMENDATION:

It is recommended that:

1. The report from the Municipal Clerk dated November 14, 2016, regarding 2017 Grants to Community Groups and Organizations **BE RECEIVED**; and,
2. The requested funding for Grants to Community Groups and Organizations **BE APPROVED** to **BE FUNDED** from the 2017 Global Operating Budget.

2. BACKGROUND:

In accordance with Town of Amherstburg Policy F10-Grants to Community Groups and Organizations, 5 applications for 2017 grants have been received. At present the 2017 budget has not been approved by Council. A provision for grant requests has been included in the 2017 Proposed Budget for Council's consideration based on grant requests from 2016.

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

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

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

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

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

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

3. **DISCUSSION:**

Administration has conducted a review of each requesting group. It has been determined that each requesting group meets the criteria of the policy. Christ Church Anglican's grant request was received by the Clerk's office on November 7, 2016, which is beyond the deadline date set by the policy, however the request is still being provided to Council for its consideration. It should also be noted that returning requestors have submitted the required Post Report to the Town.

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

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

Organization	Particulars	Requested Amount
Amherstburg Community Services (ACS)	Continuation of services, which include: <ul style="list-style-type: none"> • acting as the local agent for Jumpstart Children's Recreational Subsidy programs and within the last year for the Ontario Electricity Support Program • to run programs assisting low income families and providing 	\$5,000.00

	<p>satellite office space for a variety of agencies (Teen Health, counseling, Hiatus House, legal aid and more)</p> <ul style="list-style-type: none"> • income Tax clinics and computer classes • fill a backpack/Family Fun Day • Meals on Wheels, Care A Van • Income Tax clinics 	
Amherstburg Food and Fellowship Mission	<p>Continuation of services, which include:</p> <ul style="list-style-type: none"> • providing programs to economically disadvantaged residents through hot meals • emergency food baskets • clothing center programs • Baby program providing formula, diapers, etc. 	\$1,500.00
House of Shalom Youth Centre	<p>Continuation of services, which include:</p> <ul style="list-style-type: none"> • expand cultural, educational, recreational and social activities for the benefit of young people in Amherstburg • launched R.E.C.E.S.S designed for Grade 8 students to focus on healthy relationships, decision making, effective communication, and peer pressure • partners with Canada Day festivities, Rotary Club of Amherstburg, Riverlights, Bright Child Montessori, the Chamber of Commerce, Fort Malden and Big Brothers Big Sisters • brought the Game On and Go Girls programs to public grade schools in the community 	<p>\$8,000.00</p> <p>(2016 – requested \$8,000.00 Council approved \$7,000.00)</p>
Amherstburg Freedom Museum	<p>Continuation of services, which include:</p> <ul style="list-style-type: none"> • open year round to walk-in visitors • provide tours and educational programming regarding the preservation of the Black heritage of the region from African origins to the present day and to continue to draw visitors to Amherstburg • 2017 cultural programming includes; Ribs & Ragtime, Emancipation Day Celebration, Annual Christmas at the 	\$ 6,500.00

	Museum, presentation of the Mac Simpson Award <ul style="list-style-type: none"> • Introduction of the Amherstburg Freedom Summit 	
Amherstburg Historic Sites Association	Continuation of services, which include: <ul style="list-style-type: none"> • preservation of artifacts that tell the history of Amherstburg and its people through exhibits, talks and written material • Women of Amherstburg: A Herstory – the role of women in society since the confederation 	\$8,500.00 (2016 – Council approved \$6,500.00)
Cat Assistance Team	Continuation of services, which include: <ul style="list-style-type: none"> • Trapping 2-3 days per week • Food to bait traps and feed existing colonies • Shelters for the winter to reduce human interaction with feral animals • Educational materials to keep the community informed 	\$7,500.00 (2016 – requested \$15,000.00 Council approved \$5000.00)
Christ Church Anglican	Maintenance of the military cemetery dating to War of 1812 <ul style="list-style-type: none"> • grave markers, beautification of the grounds 	\$750.00

4. RISK ANALYSIS:

The Community Grants Budget recommended for funding in the 2017 budget is based on the funding levels approved by Council in 2016. It should be noted that not all grant submissions were received prior to the budget preparation as per the policy and others may come forward seeking similar consideration.

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

5. FINANCIAL MATTERS:

In 2016, Council approved a budget for Grants to Community Groups and Organizations of \$32,500. The 2017 Grants to Community Groups and Organizations budget line was projected prior to receiving all grant requests from community groups and was added to the 2017 budget as \$32,500 based on the 2016 approval. Should Council wish to approve the community grant applications as submitted for 2017, a total of \$37,750 would be required. As tabled, the 2017 operating budget is balanced, therefore should Council wish to provide the additional \$5,250 of funding requested to support Community Groups, Council will have two options:

1. Reallocate funding from another program in the operating budget
- OR
2. Collect additional funding from the general tax rate.

6. **CONSULTATIONS:**

N/A

7. **CONCLUSION:**

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



Paula Parker
Municipal Clerk

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APPENDICES: Community Grant applications



**Corporation of The Town of Amherstburg
Request for Grant to
Community Groups and Organization
(F-10)**

Thank you for applying for a Request for Grant to Community Groups and Organizations!

Our priority is to support programs or projects with tangible results that enrich and connect residents to their community.

Please answer the following questions in the space provided.

Date:	August 15, 2016		
Committee or Organization Name:	Amherstburg Committee Services		
Contact Person			
Name	Kathy DiBartolomeo		
Phone Number	519-736-5471		
Organization			
Address	179 Victoria St. S.		
Phone Number	519-736-5471		
E-mail Address	info@amherstburg-cs.com		
Website	www.amherstburg-cs.com		
Mission/Vision Statement:	<p>Mission-To improve the quality of life and social well-being of our community and surrounding areas.</p> <p>Vision-To create awareness of local issues for residents of Amherstburg and surrounding areas. We work together to create a fair and dignified community.</p>		
Board of Directors			
	<i>Name</i>	<i>Phone Number</i>	<i>Email</i>
1	Terri Barrette	519-978-0700	terri.barrette@publicboard.ca
2	Jennifer Hawksworth	519-982-0239	hawksworthdesigns@gmail.com
3	Brinton Sharman	519-736-5370	brinton.m.sharman@ca.pwc.com
4	Pam Burkhart-Badiuk	519-736-8334	pam.badiuk@publicboard.ca
5	Wendy Dade	519-736-9165	wen2470@gmail.com
6	Ashley Gibb	519-564-7364	ash.bree.g.@gmail.com
7	Stacey Anderson	519-736-1157	staceyanderson702@gmail.com
8	Shelley Pike	519-734-8987	shelley.pike@publicboard.ca
9	Estelle Tonietto	519-734-6262	tonieste@cscprovidence.ca
10			
11			
12			
Insurance Policy Carrier:	St. Clair Insurance Brokers Inc.		
Town Consultations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Department Consulted:	N/A		
Non-Profit/Charitable Status Number	11915 2692 RR0001		

Project or Proposal

Project Overview: (200 words max)

The project overview should present a concise summary of your project. Include the reason for your project, goals and objectives, who will be involved and the amount of funding requested.

As a not for profit agency, that has been incorporated since 1976, Amherstburg Community Services, understands the needs and demands of a growing community. We provide services, information and referrals on human services to residents in Amherstburg, McGregor, Harrow and LaSalle. We believe these services enhance quality of life as well as provide access on site, as a satellite office to agencies who have a main office in Windsor or elsewhere outside of Amherstburg.

As an agency, in the county, we also know the difficulties our residents have in finding transportation to Windsor or other towns in the county, to reach the appropriate agency that will meet their needs. Amherstburg Community Services is a vital agency that needs to remain in this community.

We assist with the difficult realities people must face every day and it makes a difference in their lives to have a helping hand for them. We are constantly striving to understand and fulfill the demands of the community while not duplicating already available services and fiscally responsible to our funders.

We are partially funded for MOW, Care A Van, Security Calls, Friendly Visits and Congregate Dining but all our remaining services are funded through room rentals, donations and fundraisers.

Amount requested:	\$5000.00
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Project Description: (500 words max)

The project description should provide in depth details of how you plan to bring your project to life. Include some of the key next steps and activities you will under take.

Market Reach or Attendance. Partnerships or Collaborations.

ACS will continue to act as a satellite office for many agencies, whose main offices are in Windsor. These agencies include Hiatus House, Teen Health Centre, Service Canada, probation services, Legal Aid lawyer, Windsor/Essex County Family Services and Sexual Assault Crisis Centre.

ACS will also continue to act as the delivery agent for two Children's Recreation Subsidies. These programs are possible through The City of Windsor, The County of Essex and the Canadian Tire Jumpstart Foundation.

Our volunteer based programs such as free Computer classes and Income Tax clinics will continue and expand to meet the needs and demands of those in the community.

Our Fill a Backpack/Family Fun Day, now in its 5th year, not only provides free school supplies, to children in low income families, but continues to grow every year with activities that promote healthy lifestyles for children.

The Ministry of Health and Long Term Care partially funds our seniors programs which include Meals on Wheels, Care Link Transportation, Security Reassurance Calls, Friendly Visits and Congregate Dining. The MOHLTC has partnered us with the Erie St. Clair LHIN (Local Health Integrated Network) and we work together to provide Seniors in our Community the services necessary to remain in their homes longer, independently and with dignity.

We will also continue to work with The Unemployed Help Centre and Housing Information Services on the Coats for Kids Campaign and Keep The Heat Program.

In the past year, we have become the local agent for the Ontario Electricity Support Program. This new program that was implemented by the Ontario Energy Board provides low income families and individuals a monthly subsidy on their hydro bills.

We will continue to promote our programs with the local newspapers, our website, brochures, facebook, twitter, newsletters, and public information sessions. ACS will continue to monitor and assess the needs of the community through surveys and the collection of statistical information.

We will continue to provide these services with staff, partnering agencies and volunteers. There will be an Annual General Meeting to report all outcomes and funding to residents of the community.

Amount requested: \$

Desired Outcomes: (200 words max)

This section should also include what will be accomplished and the desired outcomes.

Our goals are to continue to identify gaps in services in our community and work with others to fill those gaps and build on community capacity to enhance the quality of life of our community members.

Our central location allows residents better access to our services.

We will continue to meet the needs for seniors and those with mobility issues with our accessible transportation service. ACS has partnered with South Essex Community and Essex Community Services to provide shuttles to rural students to St. Clair College.

ACS believes that our programs provide the municipality with less stress for service demands and our efforts assist with reducing the effects of the impact of poverty with the positive aspects of our services.

We will continue to assist with keeping our Seniors in their homes longer, providing our children with access to recreational programs that builds healthy minds and bodies and raises self-esteem as well as assisting all residents with information and services that enrich their lives.

Goals & Objectives:

Describe the project goals and objective in measurable terms by using the **Timeline and Tasks Completed by Date** requirement. Please see below.

Timeline & Tasks Completed by Date:

Provide a detailed timeline of the major milestones involved in your project using the chart below. An example may be execution or marketing.

Name of Task	Meals on Wheels	Date Completed By	Ongoing
Task Description	Continue to provide meals to seniors and residents, who cannot care for themselves, in Amherstburg, LaSalle, Harrow and McGregor. The goal is to allow residents to remain in their own homes longer and with dignity. This service is provided by our agency and is partially funded through the ESCLHIN, User fees and donations.		
Name of Task	Care A Van	Date Completed By	Ongoing
Task Description	Continue to provide handi-accessible transportation in Amherstburg and LaSalle for seniors and those with mobility issues ride locally and Essex County. The goal is to allow residents to carry on an independent lifestyle. Our bus service has expanded through a collaboration with South Essex Community Council and Essex Community Services and we now offer a shuttle for students attending St. Clair College. This service is provided by our agency and partially funded through the ESCLHIN, User Fees and donations.		

Name of Task	Security Calls and Visits	Date Completed By	Ongoing
Task Description	Provide seniors and residents with a friendly call or visit from a volunteer. The volunteer will provide social contact as well as monitor their well-being and allow the individual to remain in their home longer with dignity. This service is provided by our agency and is funded through the ESCLHIN and donations.		
Name of Task	Senior Congregate Dining	Date Completed By	Ongoing
Task Description	Provides seniors and residents with social contact as well as occasional guest speakers that provides health information. The goal is to allow residents to carry on an independent lifestyle and allow them to feel like a vital part of the community. This service is provided by our agency and funded by the ESCLHIN and user fees.		
Name of Task	Fill A Backpack	Date Completed By	Ongoing
Task Description	Provides low income local families the necessary school supplies for their children. The goal is to allow children to return to school prepared, self-confident and ready to learn. This service is provided by our agency and funded through fundraisers and donations.		
Name of Task	Computer Classes	Date Completed By	Ongoing
Task Description	To provide local residents with computer instruction at no charge. The classes are taught by volunteers one on one to learn the basics or upgrade their computer knowledge. This service is provided by our agency.		
Name of Task	Revenue Canada Income Tax Clinics	Date Completed By	Annually
Task Description	To provide free income tax clinics through volunteers who prepare simple returns. The goal is to allow low income residents an easy and dignified process of receiving their tax returns. Our volunteers work along with Revenue Canada employees to provide this service.		
Name of Task	Teen Health Centre	Date Completed By	Ongoing
Task Description	To provide local youth access to emotional counselling with a counsellor in a safe and local environment. This is an outreach location.		
Name of Task	P2P Children's Subsidy	Date Completed By	Ongoing
Task Description	To subsidize low income families with funding to allow children to partake in sports activities along with their peers. This service is provided by our agency in collaboration with the City of Windsor and the County of Essex.		
Name of Task	Jumpstart	Date Completed By	Ongoing
Task Description	To subsidize low income families with funding to allow children to partake in sports activities along with their peers. This service is provided by our agency in collaboration with Canadian Tire.		
Name of Task	Keep the Heat	Date Completed By	Ongoing
Task Description	To provide low income residents in our community with assistance with their utility bills. This service is available to those in disconnect or in threat of a disconnect from their utility provider. This service is provided by our agency in collaboration with the Unemployed Help Centre, Housing Information Services and the City of Windsor.		

Name of Task		Date Completed By	Ongoing
Task Description	Services also available at ACS include Hiatus House, Legal Aid Lawyer, Family Services Windsor/Essex County, Service Canada, Financially Counselling, Youth & Adult Probation, Foot Care Nurses, Sexual Assault Crisis Centre and Stuff a Stocking for Seniors at Christmas.		

Budget:

1. Include a budget breakdown of how the grant funding will be used for your project. List and describe actual and pending costs and any other sources of outside income.

Budget Breakdown 2016-2017

Wages-	\$7578.78
Office Expenses-	2700.00
Professional-	480.00
Advertising-	1720.00
HST Expense-	1050.00
Bank Charges-	200.00
Insurance-	800.00
Meeting Expense-	60.00
Memberships-	108.00
Volunteers-	962.00
Education-	214.26
Telephone-	2447.84
Travel-	180.00
Equipment Lease-	396.00
Equipment R&M-	276.00
Rent-	19,547.12
Fundraising-	7500.00
Building R&M-	1,380.00
Total-	\$47,600.00

Our funding request will be used towards-

Wages-	\$2200.00
Offices-	500.00
Rent-	1000.00
Advertising-	300.00
Education-	200.00
Telephone-	800.00
Total-	\$5000.00

2. Please attach copy of last fiscal operating budget.

3. Other Funding Sources for Project; please list all.

Source	Amount
Rental Income	\$ 20,000.00
Donations	\$ 9,000.00
Keep The Heat	\$ 400.00
P2P Children's Recreation Subsidy Program	\$ 2,700.00
Fundraising	\$ 10,000.00
Interest	\$ 500.00
	\$
Total	\$ 47,600.00

	\$
	\$
Total amount received or anticipated:	\$

4. What services will your project require from the Town of Amherstburg? Example; picnic tables, PW services, water, hydro etc. Yes or No and list items?

Picnic Tables

5. Has your organization received a grant previously from the program?		Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Amount (cumulative)	\$37,000.00	Year(s)	2006 through 2015

Volunteers:

Please describe the number of volunteers and volunteer hours that will be used for your project. How will you recruit and train them for the task?
(150 words max)

We have approximately 100 volunteers that deliver meals, make calls and visits to seniors, teach computer classes, coats for kids, provide income tax clinics and assist with our fundraisers. We will recruit through our social media, local newspapers and information events. All training will be provided by agency staff.

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos, etc.
(200 words max)

Disclaimer and Signature:

I certify that my answers are true and complete to the best of my knowledge.

I agree to complete an "Annual Report" and disclose all relevant information to the Town.

The committee takes full responsibility for the actions of all members and volunteers associated with the committee.

Name:
Signature Kathy D. Bartolomeo Date: August 27, 2016

Witness

Name:
Signature; Jenni Banette Date: Aug. 27, 2016

Incomplete applications will not be considered.



**Corporation of The Town of Amherstburg
Request for Grant to
Community Groups and Organization
(F-10)**

Thank you for applying for a Request for Grant to Community Groups and Organizations!

Our priority is to support programs or projects with tangible results that enrich and connect residents to their community.

Please answer the following questions in the space provided.

Date:	09/19/16		
Committee or Organization Name:	AMHERSTBURG FOOD AND FELLOWSHIP MISSION		
Contact Person			
Name	Tim McAllister		
Phone Number	519-736-9140		
Organization			
Address	298 VICTORIA ST.S. AMHERSTBURG ON N9V 2K5		
Phone Number	519-736-9140		
E-mail Address	INFO@ABURGMISION.CA		
Website	WWW.ABURGMISION.CA		
Mission/Vision Statement:	<p>To help relieve poverty, promote health and comfort through fellowship to residents of this community, that may be economically disadvantaged. To promote good mental and physical health to the community through the Offer of fellowship to residents in need. Our Motto "PEOPLE helping PEOPLE"</p>		
Board of Directors			
	<i>Name</i>	<i>Phone Number</i>	<i>Email</i>
1	TIMOTHY MCALLISTER	519-736-7014	tmcallister@yahoo1.com
2	LANA TALBOT	519-252-9056	
3	SHANNON DOBSON	519-982-1329	
4	BART DI'PASQUALE	519-736-4813	
5	SHIRLEY HITCHCOCK	519-736-4334	
6	ANN FOX	519-736-4653	
7	TAMMY PASCERI	519736-1327	
8	PAUL KASCJAK	519-736-6830	
9	JOHN DROP	519-736-6386	
10	DENISE SGRAZZUTTI	519-736-3790	
11			
12			
Insurance Policy Carrier:	Co-Operators General Insurance Policy# 4778962		

Town Consultations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Department Consulted:	Clerks office
Non-Profit/Charitable Status Number	87021 6157 RR 0001

Project or Proposal

Project Overview: (200 words max)

The project overview should present a concise summary of your project. Include the reason for your project, goals and objectives, who will be involved and the amount of funding requested.

We were founded in 1998 with the motto, "People helping People". The Amherstburg Food and Fellowship Mission are run wholly by a group of dedicated Volunteers. Our goal is to relieve poverty, promote health and comfort to those residents who may be economically or socially disadvantaged.

We have approx. 55 members, over 100 volunteers and more than 250 donors who work diligently to provide our services 6 days a week. This has been accomplished through ongoing careful planning, budgeting, and the hard work of all involved.

The Mission provides a hot meal program six days per week. From July 2015 – June 2016, the Amherstburg Food & Fellowship Mission served over 15,540 hot meals in 2015-16. In our 17 years of operation the need has never stopped growing.

In addition, 635 emergency Food Baskets were distributed to help over 1,500 area residents feed their families ~ with almost half of that number being children.

Our Baby Program provides formula, diapers, etc. to families that need a helping hand when their little ones arrive.

We distribute used household goods and clothing at no cost throughout the year.

Rising costs and changing employment rates in this area has been instrumental in increasing in the need for our services over the last few years.

We ask that the Town continues to recognize our hard work and will support our grant request.

Amount requested:	\$ 1500.00

Project Description: (500 words max)

The project description should provide in depth details of how you plan to bring your project to life. Include some of the key next steps and activities you will under take.
Market Reach or Attendance. Partnerships or Collaborations.

In addition to our hot meal and food bank programs, the Mission provides a free clothing and household items in our donation center, a computer lab for adults and children, a lending library for used books, a Christmas toy drive as well as Easter, Thanksgiving and Christmas community dinners.

EVENTS PLANNED 2016-17

THANKSGIVING DINNER	OCTOBER 10, 2016
FUNDRAISER TAMBOLA	DECEMBER 3, 2016
CHRISTMAS DINNER	DECEMBER 25, 2016
EASTER DINNER	APRIL 2017
HUNGER AWARENESS WEEK	MAY 2017
ANNUAL GOLF TOURNAMENT	JUNE 2017
FUNDRAISER BBQ	JULY 2017

Amount requested: \$ 1500

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Desired Outcomes: (200 words max)

This section should also include what will be accomplished and the desired outcomes.

Goals & Objectives:

Describe the project goals and objective in measurable terms by using the **Timeline and Tasks Completed by Date** requirement. Please see below.

Timeline & Tasks Completed by Date:

Provide a detailed timeline of the major milestones involved in your project using the chart below. An example may be execution or marketing.

Name of Task		Date Completed By	
Task Description			
Name of Task		Date Completed By	
Task Description			
Name of Task		Date Completed By	

Task Description	
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Budget:

1. Include a budget breakdown of how the grant funding will be used for your project. List and describe actual and pending costs and any other sources of outside income.

It will be used for the purchase of food only

2. Please attach copy of last fiscal operating budget.

3. Other Funding Sources for Project; please list all.

Source	Amount
ALL FUNDING IS PROVIDED THROUGH GRANT OR	\$
DONATION ONLY	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total amount received or anticipated:	\$

4. What services will your project require from the Town of Amherstburg? Example; picnic tables, PW services, water, hydro etc. Yes or No and list items?

5. Has your organization received a grant previously from the program?		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Amount (cumulative)	\$ 500.00	Year(s)	2007-2013
	\$1500.00		2014-2015
	\$1500.00		2015-2016

Volunteers:

Please describe the number of volunteers and volunteer hours that will be used for your project. How will you recruit and train them for the task?
(150 words max)

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos, etc.
(200 words max)

Once you have completed the follow-up assessment please **email or mail or fax your responses to:**

Disclaimer and Signature:

I certify that my answers are true and complete to the best of my knowledge.

I agree to complete an "Annual Report" and disclose all relevant information to the Town.

The committee takes full responsibility for the actions of all members and volunteers associated with the committee.

Name:

Signature

Timothy McAllister

Date:

09/19/2016

Witness

Name:

Signature:

J. Suinta

Date:

09/19/2016

Incomplete applications will not be considered.



Corporation of The Town of Amherstburg
Request for Grant to
Community Groups and Organization
(F-10)

Thank you for applying for a Request for Grant to Community Groups and Organizations!

Our priority is to support programs or projects with tangible results that enrich and connect residents to their community.

Please answer the following questions in the space provided.

Date:	July 20, 2016		
Committee or Organization Name:	House of Shalom Youth Centre (The House)		
Contact Person			
Name	Rebecca Vander Vaart		
Phone Number	519-736-6811		
Organization			
Address	247 Brock Street		
Phone Number	519-736-6811		
E-mail Address	info@thehouseyouthcentre.com		
Website	www.houseofshalom.ca		
Mission/Vision Statement:	The House of Shalom Youth Centre exists to create, promote and advance cultural, educational, recreational, and social activities for the benefit of young people residing in the Town of Amherstburg and surrounding areas since 1971.		
Board of Directors			
	<i>Name</i>	<i>Phone Number</i>	<i>Email</i>
1	Bill Wark	519-736-6781	Billwark1@gmail.com
2	Ciara Holmes	519-816-9842	ciaralouhol@gmail.com
3	Wes Thrasher	519-736-6481	wthrasher@hotmail.com
4	Jamie Lucier	519-995-5997	
5	Sarah Wilson	226-787-3140	smwilson@gmail.com
6	Josh Buller	519-965-5403	bullerj@uwindsor.ca
7	William Hawksworth	519-982-0825	hawksworthdesigns@gmail.com
8	Blanche Durocher	519-560-7837	Blanshee444@hotmail.com
9	Curtis Botscheller	519-917-4585	cbotscheller@hyattlassaline.com
10			
11			
12			
Insurance Policy Carrier:	ING – policy #501132531		
Town Consultations?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Department Consulted:			

Non-Profit/Charitable Status Number	04353056RR0001
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Project or Proposal

Project Overview: (200 words max)

The project overview should present a concise summary of your project. Include the reason for your project, goals and objectives, who will be involved and the amount of funding requested.

The House of Shalom is a non- denominational youth centre that helps *today's youth become tomorrow's leaders* by teaching important life skills through a variety of outlets for self- expression, creativity and community service. This is accomplished through the provision of a safe forum for youth to discuss the issues and challenges that they face daily. This is done by offering a staff supervised weekly program, lead by a team of 50+ volunteer peer support leaders. This allows the youth we serve an opportunity to share experiences and express feelings in a healthy environment that is built on trust. In addition to peer support meetings, The House offers a diverse range of activities and workshops both at our facility as well as within the community for members to participate in that promote social interaction, positive communication and community service.

Amount requested:	\$8000.00
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Project Description: (500 words max)

The project description should provide in depth details of how you plan to bring your project to life. Include some of the key next steps and activities you will under take. Market Reach or Attendance. Partnerships or Collaborations.

The program year at the House of Shalom Youth Centre runs from September through May. All volunteer leaders undergo a screening process which includes a valid Police Records Check. Leaders are trained and help to plan as well as implement weekly peer support meetings using a variety of themes supported through the use of different media that enhance the topic of discussion. Guest speakers are often invited to share their life experiences with our youth. The target ages for these meetings are 13 to 19.'

All grade 8 students from Amherstburg spend a special Grade 8 Day at the House. This event focuses on positive decision making and helps educate the students on the services we offer. We recently launched R.E.C.E.S.S, an 8 week program designed specifically for Grade 8 students. This recreational program will focus on developing healthy relationships, decision making, effective communication, and standing up to peer pressure. We believe the inclusion of a program for graduating elementary school students will help make their transition into secondary school a smoother process, while introducing them to our program in a fun way.

A key component to supporting the House of Shalom program is the opportunity to collaborate with other service organizations, event committees, and local businesses where the youth can showcase their civic pride, develop a strong work ethic and hone their leadership skills.

The House of Shalom is proud of its ongoing partnerships with The Town of Amherstburg's Canada Day Celebration, The Amherstburg Chamber of Commerce, Rotary Club of Amherstburg, Fort Malden, Bright Child Montessori, and many more. It is our goal to connect youth with all different sectors of our community; to be a hub for teens in the area, connecting them to Amherstburg, and Amherstburg to them.

To maintain the high level of service while continuing to offer fun and innovative activities for area youth, the House of Shalom has entered into a management agreement with Big Brothers Big Sisters to remain fiscally responsible in light of financial cutbacks by the United Way due to a decrease in financial contributions to their organization. We have been working with them, and the University of Windsor Nursing Program in the last year to bring the Game On and Go Girls programs to local Public Grade Schools.

Amount requested:	\$8000.00
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Desired Outcomes: (200 words max)

This section should also include what will be accomplished and the desired outcomes.

The desired outcome for the House of Shalom Youth Centre is to increase the number of youth participants who regularly attend weekly peer support meetings thereby reinforcing the qualities of each young person so they can discover and achieve their potential.

We are looking to expand from our core-peer support program, and grow into a full support network for youth of varying ages.

We strive to increase awareness of the House of Shalom Youth Centre and the services we provide within the community with updated promotional materials as well as through our continued community service and collaborations.

All of the above combine to nurture a crucial skill set that will serve the youth their entire lives. The life skills they obtain will help them to be socially responsible by creating positive, productive members of society who are accepting of themselves and respectful of others.

Goals & Objectives:

Describe the project goals and objective in measurable terms by using the **Timeline and Tasks Completed by Date** requirement. Please see below.

Timeline & Tasks Completed by Date:

Provide a detailed timeline of the major milestones involved in your project using the chart below. An example may be execution or marketing.

Name of Task	Increase attendance	Date Completed By	Weekly
Task Description	Attendance is documented weekly at the beginning of each meeting. -Sign in sheets are also used to track youth using the House amenities during off meeting nights and scheduled activities.		
Name of Task	Develop Leadership	Date Completed By	December, March, August
Task Description	Leader reviews are conducted 3 times during the program year to ensure the group is on target to fulfilling program outcomes and to give opportunity to leaders to discuss with the program coordinator any issues or concerns they may have.		
Name of Task	Community Awareness	Date Completed By	May

Task Description	All elementary schools are contacted in September to schedule a full day of orientation at the youth centre. -Promotional material is sent home for the parents to review.		
Name of Task	Community Awareness	Date Completed By	September
Task Description	All local area high schools are given updated brochures and literature to distribute to students through the guidance department. -Announcements are arranged for the first week of school to notify the start of the program year.		

Budget:

1. Include a budget breakdown of how the grant funding will be used for your project. List and describe actual and pending costs and any other sources of outside income.

Actual Pending

Program materials 3000.00

Promotional materials 1000.00

Activity materials 3000.00

A/V, computer equipment 1000.00

2. Please attach copy of last fiscal operating budget.

3. Other Funding Sources for Project; please list all.

Source	Amount
United Way	\$92,000.00
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total amount received or anticipated:	\$

4. What services will your project require from the Town of Amherstburg? Example; picnic tables, PW services, water, hydro etc. Yes or No and list items?

N/A

5. Has your organization received a grant previously from the program?

Yes x No

Amount (cumulative)	\$3900.00	Year(s)	2007-2015
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Volunteers:

Please describe the number of volunteers and volunteer hours that will be used for your project. How will you recruit and train them for the task?
(150 words max)

45 volunteer peer support leaders = 9000 hours
8 volunteer supervisors = 960 hours
Volunteers with Community Events (RibFest, Mardi Gras, Canada Day, Haunted Fort Tours, etc) = 4000 hours approx

Youth from the program also volunteer for events and fundraisers.

Peer support leaders have often completed the program and have demonstrated the qualities that are required to be an effective leader and positive role model for youth. Once teams are established for each grade level, team building workshops and planning meetings take place to address expectation of behavior from leaders. Goals and objectives for the program are set using the program outcome as guidelines.

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos, etc.
(200 words max)

www.houseofshalom.ca
Twitter: @HouseOfShalomYC
<https://www.facebook.com/TheHouseYouthCentre/>

Once you have completed the follow-up assessment please **email or mail or fax** your responses to: Anne Rota – Fax – 519-736-5403 Email – arota@amherstburg.ca

Disclaimer and Signature:

I certify that my answers are true and complete to the best of my knowledge.

I agree to complete an "Annual Report" and disclose all relevant information to the Town.

The committee takes full responsibility for the actions of all members and volunteers associated with the committee.

Name:

Signature _____ Date: _____

Witness

Name:

Signature; _____ Date: _____

Incomplete applications will not be considered.



**Corporation of the Town of Amherstburg
Request for Grant to
Community Groups and Organization
(F-10)**

POST REPORT

Must be completed and submitted 60 days after fiscal project or proposal is administered.

Please fill out the following questions.

Date:	
Committee or Organization Name:	
Contact Person	
Name	
Phone Number	
Organization	
Address	
Phone Number	
E-mail Address	
Website	

PAST EVENTS

Please list events held during the previous year including those associated with the project.

Event Name	Date of Event	Number of Patrons	Financial Contribution from Town

Have the actions of the committee reflected the committee's initial purpose? Explain: (150 words or less)	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Does the committee plan on running the event again?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
Does the committee plan on seeking funding from this grant again?	YES <input type="checkbox"/>	NO <input type="checkbox"/>

Volunteers:
Please describe the number of volunteers and volunteer hours that was used for your project. How will you recruit them again? (150 words max)

Budget:

List any known or anticipated new sources of funding:

Financial position for most current fiscal year ending.

Annual Revenue:	\$
Less: Annual Costs:	\$
Equals: Financial position at year end:	\$
Forecasted Budget for next year:	\$

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos of project or proposal, partnerships etc. **(200 words max)**

Disclaimer and Signature:

I certify that my answers are true and complete to the best of my knowledge.

I agree to complete an "Annual Report" and disclose all relevant information to the Town.

The committee takes full responsibility for the actions of all members and volunteers associated with the committee.

Name:

Signature; _____ Date: _____

Witness

Name:

Signature; _____ Date: _____



**Corporation of The Town of Amherstburg
Request for Grant to
Community Groups and Organization
(F-10)**

Thank you for applying for a Request for Grant to Community Groups and Organizations!

Our priority is to support programs or projects with tangible results that enrich and connect residents to their community.

Please answer the following questions in the space provided.

Date:	August 6, 2016		
Committee or Organization Name:	The Amherstburg Freedom Museum		
Contact Person			
Name	Mary-Katherine Whelan		
Phone Number	519-736-5433		
Organization			
Address	277 King St.		
Phone Number	519-736-5433		
E-mail Address	curator@amherstburgfreedom.org		
Website	www.amherstburgfreedom.org		
Mission/Vision Statement:	The Amherstburg Freedom Museum is a not for profit organization that shares Amherstburg's stories of the Underground Railroad and the compassion and solidarity it took to make this network possible.		
Board of Directors			
	<i>Name</i>	<i>Phone Number</i>	<i>Email</i>
1	Philip H. Alexander	519/253-4814	alexand@uwindsor.ca
2	Camille Armour	519/259-2374	clarmour@live.com
3	J. Trisha Bray	313/458-1020	rundeer1@yahoo.com
4	Darryl Hogan	248/720-9903	darryl.hogan@me.com
5	Barbara K. Hughes-Smith	313/259-0430	barbarak.smith03@yahoo.com
6	Tom Hurst	519/996-7336	tomhurst580@gmail.com
7	Monty Logan	313/378-2217	wmlogan29@yahoo.com
8	Barbara Porter	519/735-7624	porterbarb50@hotmail.com
9	Janice Wood	226/344-2056	Jwood37@sympatico.ca
10			
11			
Insurance Policy Carrier:	Intact Insurance		
Town Consultations?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Department Consulted:	Public Works, Culture & Tourism, Development services		
Non-Profit/Charitable Status Number	11905 8923 RR0001		

Project or Proposal

Amount requested: \$6,500

Desired Outcomes: (200 words max)

This section should also include what will be accomplished and the desired outcomes.

The museum will continue to be open to area residents and visitors to Amherstburg. We will also continue outreach to Essex County Schools as well as those beyond, which will increase visitors and our educational reach. We will work towards increasing the number of visitors we see and we will strive to ensure that these visitors are aware of:

- the significance of this town as a settlement for Black refugees at the end of the Underground Railroad, and
- the contributions that the descendants of formerly enslaved people made in this region.

The museum will increase its ability to provide unique, authentic experiences in Black history through its annual events. The first Amherstburg Freedom Summit will also use the lessons of the past to build stronger leaders for the future.

The museum will be able to build on its growing reputation of enriching Amherstburg's culture and increase community support for its programs and events.

Amherstburg will be known as the chief entry point for Black refugees seeking freedom from slavery during the Underground Railroad years. The immigrants contributed to the growth of Canadian society and to the town of Amherstburg.

Goals & Objectives:

Describe the project goals and objective in measurable terms by using the **Timeline and Tasks Completed by Date** requirement. Please see below.

Timeline & Tasks Completed by Date:

Provide a detailed timeline of the major milestones involved in your project using the chart below. An example may be execution or marketing.

Name of Task	Emancipation Day	Date Completed By	Summer, 2017
Task Description	Following on the success of 2015 and 2016's Emancipation Day Celebration and Walter Perry Golf Classic, to continue these two events and build on their success. Recruit entertainment, create and sell tickets, obtain sponsorships. Create promotional materials and advertise event.		
Name of Task	Amherstburg Freedom Summit	Date Completed By	August 31, 2017
Task Description	The inaugural Amherstburg Freedom Summit will be held in July 2016, tying into the Emancipation Celebration (to be the conclusion of the Summit). The summit will bring together young people from Essex and Kent Counties, the GTA, and Michigan to discuss issues of freedom and oppression in today's society. To recruit volunteers and speakers, create partnerships and seek funding, promotion and advertising.		
Name of Task	Christmas at the Museum	Date Completed By	December 14, 2017
Task Description	Continue the success of our Christmas Event, holding a sold out event. Book talent for musical and spoken word components. Have tickets printed. Create promotional materials and advertise event.		
Name of Task	Increase number of	Date Completed By	December 31, 2017

4. What services will your project require from the Town of Amherstburg? Example; picnic tables, PW services, water, hydro etc. Yes, or No and list items?

Town of Amherstburg monthly published calendar and website:

- Having our major events listed.
- The Amherstburg Freedom Summit will likely require permits and supplies, as planning continues.

5. Has your organization received a grant previously from the program?		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Amount (cumulative)	\$38,000	Year(s)	2011-2016

Volunteers:

Please describe the number of volunteers and volunteer hours that will be used for your project. How will you recruit and train them for the task?

(150 words max)

We will require 100 volunteers to contribute more than 1000 hours to the Museum. These include volunteers to work bingo hosting sessions, serve on Museum committees, provide support at the Museum for events, maintenance, and programming. This also includes volunteers for the first Amherstburg Freedom Summit.

They will be recruited:

- from our membership and subscribers
- through our newsletter (currently sent out to over 1200 people)
- from personal contacts of the Board, staff, members and volunteers
- through promotion on our website and social media platforms.
- Partnerships with schools, especially the University of Windsor

They will be trained by staff and experienced volunteers.

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos, etc.

(200 words max)



**Corporation of The Town of Amherstburg
Request for Grant to
Community Groups and Organization
(F-10)**

Thank you for applying for a Request for Grant to Community Groups and Organizations!

Our priority is to support programs or projects with tangible results that enrich and connect residents to their community.

Please answer the following questions in the space provided.

Date:	August 16, 2016		
Committee or Organization Name:	Amherstburg Historic Sites Association		
Contact Person			
Name	Stephanie L. Pouget-Papak		
Phone Number	519 736 2511		
Organization			
Address	Park House Museum, 214 Dalhousie St, Amherstburg, Ontario, N9V 1W4		
Phone Number	519 736 2511		
E-mail Address	curator@parkhousemuseum.com		
Website	www.parkhousemuseum.com		
Mission/Vision Statement:	<p>Park House Museum, owned and operated by the Amherstburg historic Sites Association, was established to collect, preserve, study and exhibit the heritage of the Town of Amherstburg. The Museum will provide for the preservation and availability of such material for all those who wish to see and study it. The Museum will be a non-profit, educational establishment run by a volunteer Board, appointed by Amherstburg Historic Sites Association, operated for the benefit of the Town and open to the public regardless of race, creed or occupation. The Museum will co-operate with schools and other institutions providing programs that interest, involve and educate people in their heritage. Local interest groups will be encouraged to use the program area of the Museum to present complimentary activities and events.</p>		
Board of Directors			
	<i>Name</i>	<i>Phone Number</i>	<i>Email</i>
1	President, Bill Wark	519 736 6781	billwark1@gmail.com
2	Vice President, Hazen Price	519 736 3218	n/a
3	Treasure, Janet Gardiner	519 730 0960	jaygardiner@gmail.com
4	Secretary, John McDonald	519 736 2573	mcdonaldjster@gmail.com
5	Paul Laframboise	519 736 0978	plafamboise@abetravel.com
6	Ken Gardiner	519 736 8035	kenniebob@live.ca

7	Valerie Buckie	226 350 3408	valeriebuckie@gmail.com
8	Peter Mingay	519 562 0839	psmingay@sympatico.ca
9			
10			
11			
12			
Insurance Policy Carrier:		The Co Operators	
Town Consultations?		No	
Department Consulted:		na	
Non-Profit/Charitable Status Number		0424 804 5081	

Project or Proposal

Project Overview: (200 words max)

The project overview should present a concise summary of your project. Include the reason for your project, goals and objectives, who will be involved and the amount of funding requested.

Community Collection Project

The aim of the project is to collect, document, research, store, exhibit, and make available to the public artifacts of importance to the community of Amherstburg.

The purpose of the project is to preserve items that tell the history of Amherstburg and its people for future generations and to foster pride in our community by telling its story through exhibit. The project is on-going as the history of Amherstburg is constantly growing.

Involvement in this project comes from many sources. It begins with the staff of the Park House Museum, members of the Amherstburg Historic Sites Association, and is continued with local students and members of the community.

Amount requested: \$8,500.00

Project Description: (500 words max)

The project description should provide in depth details of how you plan to bring your project to life. Include some of the key next steps and activities you will under take.
Market Reach or Attendance. Partnerships or Collaborations.

The conservation and preservation of the *Community Collection* is comprised of a number of principal components. The care of our Community's Collection involves researching, registering, photographing, and storing each item that is being added to the collection.

It is rather important to know the provenance of each item, i.e., what each item is, where and who it came from, what it looks like, and most critically, how it will be preserved for future generations to experience. This work requires training, specialized materials, and a temperature, light, and humidity controlled environment that is essential to the conservation and preservation of all artifacts in the collection.

Each year the existing collection must be examined to certify that it is in good condition and evaluate if it is in need of professional care. Specialized packing materials absorb damaging chemicals from the artifacts, and these must be replaced each year.

The A.S.H.A seeks outside funders and conservation specialists in the event professional conservation is needed. This current year, 2015 we have begun a planning process to increase the archival storage and have acted on improvements in fire safety standards.

"Women of Amherstburg: A History Herstory" The summer exhibit will run from July1, 2017 to October 6, 2017.

Exhibit Summary

- Since confederation the role of women in society has been ever-changing; we can learn about developments in sexuality, social history, and local history by exploring artifacts in the museum's collection.
- This exhibit is about women finding and equal balance between the private and public sphere since confederation. This exhibit investigates town of Amherstburg and its influential women. Focus areas include: suffrage, employment, motherhood, war efforts, and education.

Amount requested:	\$8,500.00
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Desired Outcomes: (200 words max)

This section should also include what will be accomplished and the desired outcomes.

All items in the *Community Collection*, whether on display or in storage, will be checked for signs of damage or deterioration, and to take appropriate action where necessary; the desired conclusion is a collection of artefacts in the best possible condition.

The purpose of the *Annual Exhibit* is to educate the community on what is being held in the museum's archive/*Community Collection*. We encourage visitors to learn more about the community and to become active community members, which promote good citizenship skills. The museum co-operates with schools, community groups and other institutions providing programs that involve and educate people in their heritage.

Summer Exhibit Learning Objectives:

- To learn more about social and political developments in Canadian history
- To engage visitors in learning about important/ changing developments in gender history and its overall the town's history during the last 150 years.
- To inspire visitors to become engaged in appreciation for the heritage of the Town of Amherstburg and its people through the presentation of artefacts, and it supports the multi-faceted nature of Canadian heritage, culture, and identity.
- Two main components that support one another
 - The identification of historical events, artefacts, and practices
 - A reflection on impact on the past and present society

Goals & Objectives:

Describe the project goals and objective in measurable terms by using the **Timeline and Tasks Completed by Date** requirement. Please see below.

Timeline & Tasks Completed by Date:

Provide a detailed timeline of the major milestones involved in your project using the chart below. An example may be execution or marketing.

Name of Task	Collection Care	Date Completed By	December 31, 2017/ Ongoing
Task Description	Collection care is maintained on a continual basis throughout the year. The purpose is to maintain the Collection in the best possible condition. Items on display will be checked regularly for possible wear, put into storage, and (if needed) sent for conservation. Items in storage will be checked for signs in infestation, mold etc... and re-packaged at least once a year.		
Name of Task	Exhibit One	Date Completed By	December 31, 2017
Task Description	Research catalogued items and pick those in a suitable condition for exhibit. Condition inspection of current exhibit artefacts. Exhibit labels prepared, where necessary. Curriculum guidelines reviewed and assigned to exhibit expectations. Promotion and evaluation of exhibit's corresponding programs and events.		
Name of Task	Exhibit Two	Date Completed By	November 3, 2017

Task Description	Community Collection searched for suitable exhibit items. Artifacts researched. Local history researched. Exhibit design prepared. Exhibit installed. Reception for exhibit. Exhibit maintained. Exhibit Dismantled and stored properly.
------------------	--

Budget:

1. Include a budget breakdown of how the grant funding will be used for your project. List and describe actual and pending costs and any other sources of outside income.

Please see attached breakdown.

2. Please attach copy of last fiscal operating budget.

3. Other Funding Sources for Project; please list all.

Source	Amount
Province of Ontario, Community Museum Operating Grant	\$ 7,459.00
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total amount anticipated:	\$7459.00

4. What services will your project require from the Town of Amherstburg? Example; picnic tables, PW services, water, hydro etc. Yes or No and list items?

No, we do not anticipate any services needed at this time.

5. Has your organization received a grant previously from the program?		Yes	
Amount (cumulative)	\$162 250	Year(s)	38

Volunteers:

Please describe the number of volunteers and volunteer hours that will be used for your project. How will you recruit and train them for the task?
(150 words max)

The care and exhibition of the *Community Collection* will involve an estimated 20 volunteers and a total of 1500 hours in 2017.

The Park House museum volunteer program includes about 45 Docents and Junior Volunteers. New members are recruited by word of mouth, the Park House news board, our Facebook page, and our website. On occasion, when a particular skill is required, an advertisement will be placed on the local museum internet site.

Training is carried out by staff, board members, and experienced volunteers.

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos, etc.
(200 words max)

To find out more about the Park House Museum, please refer to our website at:
www.parkhousemuseum.com
www.instagram.com/parkhouse_historyrocks
www.facebook.com/parkhouseamherstburg

The Park House Museum is a member of the Amherstburg Museums and Galleries. The group works to promote the individual sites, local culture and heritage, and the Town of Amherstburg.

The Park House Museum participates in the activities requested by the River lights Festival to the best of our ability, including free admission requests, with hopes to help bring enjoyment to our community.

Photographs of this year's exhibits are attached.

Once you have completed the follow-up assessment please **email or mail or fax** your responses to: Anne Rota – Fax – 519-736-5403 Email – arota@amherstburg.ca

Disclaimer and Signature;

I certify that my answers are true and complete to the best of my knowledge.

I agree to complete an "Annual Report" and disclose all relevant information to the Town.

The committee takes full responsibility for the actions of all members and volunteers associated with the committee.

Name: Stephanie L. Pouget-Papak, Curator, Park House Museum

Signature _____ Date: August 18, 2016

Witness

Name: William Wark, President, A.H.S.A

Signature; _____ Date: August 18, 2016

Incomplete applications will not be considered.

Please see the signed PDF , which is a file that is attached as a separate PDF in the email.



**Corporation of The Town of Amherstburg
Request for Grant to
Community Groups and Organization
(F-10)**

Thank you for applying for a Request for Grant to Community Groups and Organizations!

Our priority is to support programs or projects with tangible results that enrich and connect residents to their community.

Please answer the following questions in the space provided.

Date:			
Committee or Organization Name:	Cat Assistance Team of Amherstburg.		
Contact Person			
Name	Renee St Pierre		
Phone Number	519 736 9991 519 890 1345		
Organization			
Address	229 Simcoe St		
Phone Number	226-345-7339.		
E-mail Address	aburgcat.com		
Website			
Mission/Vision Statement:	To reduce the community cat population in Amherstburg through the most proven and human method.		
Board of Directors			
	Name	Phone Number	Email
1	Renee St Pierre	519 736 9991	reneestpierre@mytools2go.ca
2	Carla Peardi	226-345-7339	prochienella@gmail.com
3	Kim Curtis	519-990-3771	special.k86pops@yahoo.com
4	Carly St Pierre	519-790-9315	carly.st.pierre.cstp@gmail.com
5			
6			
7			
8			
9			
10			
11			
12			
Insurance Policy Carrier:			
Town Consultations?		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Department Consulted:		Bylaw Office.	
Non-Profit/Charitable Status Number		1943162.	

Project or Proposal

Project Overview: (200 words max)

The project overview should present a concise summary of your project. Include the reason for your project, goals and objectives, who will be involved and the amount of funding requested.

CAT is committed to humane trapping of community cats, spay/neuter + releasing animals back to their environments and maintaining existing colonies. Research has shown that this is the most effective way to manage community cats by reducing the population, reducing spraying and fighting over territory and reducing foraging for food in garbage. CAT also attempts to inform the community about our goals at community events like Weofaroo, Farmers Market, Facebook and other events. As people become more informed about TNR they are more receptive to working with the group to trap in their area. While CAT is run by a small group of committed individuals, many members of the community help by donating food (Diagio), building supplies for shelters, and trapping materials. Many others assist with cats in their own area.

Northwest, No Frills

Amount requested:

\$ 7500.

Project Description: (500 words max)

The project description should provide in depth details of how you plan to bring your project to life. Include some of the key next steps and activities you will under take.

Market Reach or Attendance. Partnerships or Collaborations.

Trapping 2-3 days a week - sometimes more, sometimes less.

Driving - volunteers to drive to Humane Society - Money for gas is being requested more frequently.

Food - Needed to bait the traps and feed existing colonies. Cats that are feed will not get into garbages looking for food. We do not set-up colonies - they already exist.

Shelters - Needed to provide shelter in the winter to reduce human interaction with feral animals seeking shelter in ~~gar~~ garages or sheds.

- building supplies, wood, nails, screws, caulking, insulation,

Trapping Supplies - traps (\$120.00) each, pee pads, covers, flashlights, holding cages - needed for females (kept up to three days after surgery)

Flyers/pamphlets - needed to keep the community informed to hand out at events.

Miscellaneous - laundry detergent, bleach, litter,

Amount requested: \$ 7500.

Desired Outcomes: (200 words max)

This section should also include what will be accomplished and the desired outcomes.

TNR of as many cats as we can - we are only limited by time and money.

Increase our presence in Amherstburg - get more volunteers.

Reduce time spent fundraising ~~and~~ which takes away from energy + time trapping.

Goal - To TNR 150 cats in the 2017 year.

Goals & Objectives:

Describe the project goals and objective in measurable terms by using the **Timeline and Tasks Completed by Date** requirement. Please see below.

Timeline & Tasks Completed by Date:

Provide a detailed timeline of the major milestones involved in your project using the chart below. An example may be execution or marketing.

Name of Task		Date Completed By	
Task Description	Project is ongoing throughout the year - Not Applicable.		
Name of Task		Date Completed By	
Task Description			
Name of Task		Date Completed By	
Task Description			

Name of Task	Date Completed By
Task Description	
Name of Task	Date Completed By
Task Description	
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Task Description	
Name of Task	Date Completed By
Task Description	
Name of Task	Date Completed By
Task Description	

Budget:

1. Include a budget breakdown of how the grant funding will be used for your project. List and describe actual and pending costs and any other sources of outside income.

7000. - Humane Society Fees.
500 - Traps

2. Please attach copy of last fiscal operating budget.

3. Other Funding Sources for Project; please list all.

Source	Amount
Fundraising Dinner	\$ 1500.
Donations	\$ 800.
Woofa Roo	\$ 1000.
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total amount received or anticipated:	\$

4. What services will your project require from the Town of Amherstburg? Example; picnic tables, PW services, water, hydro etc. Yes or No and list items?

No

5. Has your organization received a grant previously from the program?

Yes No

Amount (cumulative)

\$ 5000.

Year(s)

2016.

Volunteers:

Please describe the number of volunteers and volunteer hours that will be used for your project. How will you recruit and train them for the task?
(150 words max)

We presently have 8 active members - 3 extremely active trappers working up to 80 hours a week - trapping, answering phone calls from the community, feeding and maintaining colonies, relocating some animals, finding homes for others, building shelters.
Volunteers are usually recruited by word of mouth - not many responses to ~~add~~ advertisements placed. Usually people that need assistance to clean up their own neighbourhood.

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos, etc.
(200 words max)

In 2015 - Approximately 57 cats were TNR'd - much time was spent on raising funds to afford the cost.
2016 - with the help of Grant money, 96 cats were captured and the funds have run out before the end of October. Less time was spent on yard sales and other small fundraisers.
93% of funds given in this year's grant were spent directly at the Humane Society while funds the group raised were spent on food, shelters, and other costs listed on page 2.

Once you have completed the application and post report please **email, mail or fax** your responses to:

Paula Parker, Municipal Clerk
271 Sandwich Street South
Amherstburg, ON
N9V 2A5
Telephone: 519-736-0012 ext. 2238
Fax: 519-736-5403
Email: pparker@amherstburg.ca

Disclaimer and Signature:

I certify that my answers are true and complete to the best of my knowledge.

I agree to complete an "Annual Report" and disclose all relevant information to the Town.

The committee takes full responsibility for the actions of all members and volunteers associated with the committee.

Name:

Signature

Renee St. Pierre

Date: Oct 12, 2016

Witness

Name:

Signature;

Bob Reed

Date: Oct. 12/2016.

Incomplete applications will not be considered.



**Corporation of The Town of Amherstburg
Request for Grant to
Community Groups and Organizations
(F-10)**

RECEIVED
NOV 07 2016
TOWN OF AMHERSTBURG

Thank you for applying
Request for Grant
to Community Groups and Organizations!

**Our priority is to support programs or projects with tangible results that enrich
and connect residents to their community.**
Please answer the following questions in the space provided.

Date:	November 7, 2016		
Committee or Organization Name:	Christ Church Anglican		
Contact Person			
Name	Rev. Bill Strang		
Phone Number	519-736-2329		
Organization			
Address	317 Ramsay St., Amherstburg, Ont, N9R 1Y6		
Phone Number	519-736-2329		
E-mail Address	bstrang@cogeco.ca		
Website			
Mission/Vision Statement:	As a community, we're devoted to building an engaged, spiritually healthy community of people that makes up the Town of Amherstburg.		
Board of Directors			
	Name	Phone Number	Email
1	Rev. Bill Strang	519-736-2329	
2	Cheryl Yako	519-736-2281	
3	Tom Vajdik	519-736-3341	
4	Charlene Gaunt	519-736-5693	
5	Cecile Browning	519-736-9964	
6			
7			
8			
9			
10			
11			
12			
Insurance Policy Carrier:	DIOCESE OF HURON		
Town Consultations?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Department Consulted:			
Non-Profit/Charitable Status Number	10691 7735 RR002		

Project or Proposal

Project Overview: (200 words max)

The project overview should present a concise summary of your project. Include the reason for your project, goals and objectives, who will be involved and the amount of funding requested.

The project is to maintain the historic cemetery dating from the War of 1812. Christ Church is the oldest church in the area and was built in 1818-19 as the Garrison Church of Fort Malden. It has been in continuous use since that time.

Amount requested: \$ 750.⁰⁰

Project Description: (500 words max)

The project description should provide in depth details of how you plan to bring your project to life. Include some of the key next steps and activities you will under take to meet your objectives for the year. Please include Market Reach or Anticipated Attendance. Partnerships or Collaborations

The steps involved are maintenance of grave markers and beautification of the grounds by cutting and trimming grass, removal of weeds and refuse, planting of shrubs and flowers, for the many visitors to the grounds.

Desired Outcomes: (200 words max)

This section should include what will be accomplished and the desired outcomes.

Christ Church and the military cemetery are among the historic sights in town to which visitors come. A beautification of the military cemetery adds to their experience and benefits the town in attracting future visitors. The grounds have been recognized in the past with prizes from Michigan Horticultural and locally the Trillium Awards

Goals & Objectives:

Describe the project goals and objective in measurable terms by using the **Timeline and Tasks Completed by Date** requirement. Please see below.

Name of Task	Cleaning of Grave Markers	Date Completed By	June 2017
Task Description	washing and removing moss off the markers		
Name of Task	Cutting grass	Date Completed By	May - Oct. 2017
Task Description	Continuous grass cutting throughout the season		
Name of Task	Shrubs & Flowers	Date Completed By	May - Oct. 2017
Task Description	Planting, weeding and care of the shrubs and flowers		

Budget:

1. Include a budget breakdown of how the grant funding will be used for your project. List and describe actual and pending costs and any other sources of outside income.

You can attach a separate financial account if this is what you have.

Purchase of shrubs, flower, fertilizer, etc.	\$300.
Purchase of fuel for equipment	\$300.
Repairing to equipment	\$150.

2. Please attach copy of last fiscal operating budget.

3. Other Funding Sources or Donations for Project; please list all.

Source	Amount
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total amount received or anticipated:	\$

4. What services or additional support will your project require from the Town of Amherstburg? Example; picnic tables, PW services, water, hydro etc. Yes or No and list items?

No support required.

5. Has your organization received a grant previously from the program? Please list each year if applicable.		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Amount	\$ 750	Year(s)	1965 - 2015
Amount	\$	Year(s)	

Volunteers:

Please describe the number of volunteers and volunteer hours that will be used for your project. How will you recruit and train them for the task?
(150 words max)

Various volunteers (approx. 5-6) for grass cutting and grounds clean up. (approx. 350 - 400 hours)
One primary volunteer and 2 helpers for garden planting and maintenance (approx. 400 hours)

Other Information:

Include any other useful information about your project. This could include reference letters, website pages, photos, etc.
(200 words max)

Once you have completed the follow-up assessment please **email or mail or fax** your responses to:

Rick Daly
Manager of Business Development and Programs
Town of Amherstburg
3295 Meloche Road
Amherstburg, Ontario, N9V 2Y8
Tel: 519.736.5712
rdaly@amherstburg.ca

Disclaimer and Signature:

I certify that my answers are true and complete to the best of my knowledge.

I agree to complete an "Annual Report" and disclose all relevant information to the Town.

The committee takes full responsibility for the actions of all members and volunteers associated with the committee.

Name:

Signature

*William Young*⁹

Date:

Nov - 7, 2016

Witness

Name:

Signature;

Cheryl Gpho

Date:

Nov 7, 2016

Incomplete applications will not be considered.



THE CORPORATION OF THE TOWN OF AMHERSTBURG
OFFICE OF PARKS, FACILITIES, RECREATION & CULTURE

MISSION STATEMENT:

Author's Name: Giovanni (John) Miceli, Sandy Lindsay & Rick Daly	Report Date: November 15, 2016
Author's Phone: 519 736-5712 ext. 2126	Date to Council: November 29, 2016
Author's E-mail: jmiceli@amherstburg.ca slindsay@amherstburg.ca rdaly@amherstburg.ca	Resolution #: N/A

To: Mayor and Members of Town Council

Subject: Libro Centre Financial Update

1. RECOMMENDATION:

It is recommended that:

1. The report from the CAO, Manager of Facilities and Manager of Recreation Services dated November 15, 2016, regarding Libro Centre Financial Update **BE RECEIVED**;
2. The requested funding for the Libro Centre **BE CONSIDERED** during the 2017 Operating Budget Deliberations;
3. Administration **BE DIRECTED** to develop a programming plan to utilize the dry floor surface in both rinks between the months of May and July;
4. The Treasurer **BE AUTHORIZED** to establish the Multiuse Complex Capital Reserve
5. A facility surcharge **BE APPROVED** for the Libro Centre to fund the Multiuse Complex Capital Reserve; and,
6. Savings realized in utility costs from dry programming **BE TRANSFERRED** to the Multiuse Complex Capital Reserve.
7. Administration **BE DIRECTED** to consult with stakeholders and prepare a surcharge schedule for Council approval for all rentals at the Libro Centre.

EXECUTIVE SUMMARY:

The Libro Centre is a state-of-the-art facility that the Town and residents take great pride in. The facility is well utilized and enjoyed by a large number of user groups and individuals. However, since opening, the facility has been operating on a budget that does not adequately provide for a level of service that citizens have become accustomed to and expect.

Avoiding timely maintenance and inspections in effort to stay on budget presents several risks such as loss of the facility LEED Certification, deferred and inflated “unbudgeted” repair and maintenance costs, further deterioration of the facility and most importantly citizen safety. In an effort to avoid these risks, Administration has provided three alternative options that may assist in the reduction of the overall operating costs of the Libro Centre for Council’s consideration.

2. BACKGROUND:

Leadership in Energy and Environmental Design (LEED) is a rating system devised to evaluate the environmental performance of a building and encourages market transformation towards sustainable design. Projects earn points for environmentally friendly actions taken during construction and use of a building.

To maintain LEED Certified accreditation, the facility requires re-certification every five years. This requires demonstration of compliance for the entire period of time from the project’s previous certification and requires administration to continuously assess the environmental performance of their buildings. Failure to comply with these requirements puts the LEED certification at risk.

The Libro Credit Union Centre (Libro Centre) is a LEED-Silver certified, state-of-the-art building that opened in 2010. Encompassing approximately 165,000 square feet, the Libro Centre provides a wide variety of amenities that suit the needs of our community.

LEED is a voluntary program; however, prior to construction the Town committed to obtaining a LEED certification for the Libro Centre. Obtaining a LEED certification projects a positive environmental image to the community. Additionally, using many green building practices can result in better indoor air quality and energy and cost savings over the life of the structure.

The Libro Centre Indoor features:

- two NHL-sized ice pads
- sledge hockey compatibility
- goalie/shooting/training rink
- 16 dressing rooms (8 dressing rooms are AODA accessible)
- indoor turf regulation soccer field
- walking track
- tournament room
- concession facility with food court
- meeting and banquet facilities

- leasing space
- community kitchen
- recreation zone
- On-site sports shop with skate sharpening

The Libro Centre Outdoor features:

- premier baseball diamond
- Miracle League diamond - specially designed to make mobility easier for children with walkers and wheelchairs
- 20 soccer fields - festival ready for all age categories
- turf field for football or soccer
- field house
- horseshoe pits
- outdoor concession facilities
- dressing rooms and AODA accessible washrooms

With a facility of this size and complexity, there is a constant need for preventative maintenance. There are also unexpected operational costs and pressures that will arise. As the building ages these needs and pressures only increase as major building components start to fail and require replacement. For example, much of the mechanical equipment used in such facilities are designed by manufacturers to meet American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards and have a life cycle expectancy of 20 years. This life cycle is determined with established preventative maintenance occurring. With much of the budget reductions experienced at the Libro Centre since opening, preventative maintenance has been minimized and the Town has adopted a reactive method of maintenance.

This is not a problem unique to Amherstburg. A high level comparison of arena operating costs of other local Municipalities, that offer similar facilities and offer similar programming, confirmed the financial pressures and lack of capital reinvestment is a common factor.

It should be noted that Lasalle recently completed a detailed review of their Recreation operations, which has resulted in a proposal to significantly increase their Recreation User Fees in 2017. Council may elect to take a similar path or address service levels or a combination thereof.

3. DISCUSSION:

On August 8th 2008, a special public meeting was held at the Verdi Club for a presentation from Nustadia, the Town engaged consultants. Nustadia presented a feasibility study regarding the viability of a Multi-Use Recreation facility for the Town of Amherstburg. There were also presentations from the then Manager of Recreation Services and Supervisor of Budget Services, as well as many user groups and residents. (see Appendix A)

This presentation included a financial estimate that showed projected revenues at \$1,248,900 for the multi-pad-plus indoor facilities, with an estimated operating cost

before debt repayment of \$938,250 and a projected surplus of \$310,650 to service any debt repayment. This meeting began the process of the development of the building now known as the Libro Centre.

From August 8th 2008 to its opening in December 2010, the community rallied behind the project and fundraising and grant efforts took place to make the new facility a reality for the citizens of Amherstburg.

In 2011, the Town set a budget for the first year of operations of the new facility. The budgeted revenue was set at \$1,239,800 which was consistent with the projections from Nustadia. The actual revenue recognized was \$682,941; this created a revenue shortfall of (\$556,859). From an expenditure standpoint 2011 had a proposed budget of \$1,220,328; the actual costs came in at \$1,532,657, a budget shortfall of (\$312,329). The Libro Centre overall, year-end variance for 2011 was a deficit of (\$869,188).

	Nustadia Suggested Budget	2011 Budget	2011 YE Actuals	2011 YE Variance
Revenue	\$1,248,900	\$ 1,239,800	\$ 682,941	(\$556,859)
Expenses	\$ 938,250	\$ 1,220,328	\$ 1,532,657	(\$312,329)
Year End:	\$ 310,650	\$ 19,472	(\$ 849,716)	(\$869,188)

These results are significantly different than the projected operating surplus of \$310,650, originally presented by Nustadia. This resulted in change net in position from budget to actual of (\$1,179,838). It is also important to note that no provision was made in the operating budget for the future replacement of major equipment or major facility capital replacements going forward into a reserve. The purpose of such a contribution would be to mitigate the impact on future rate payers for the facility. Typically, such contributions are 1% to 2% of the construction cost of such a facility. The cost of the facility was \$24,770,418 and therefore the range of the annual contribution would be \$247,704 to \$495,408 and would have increased the operating deficit accordingly to \$1,116,892 and \$1,364,596.

This was the town's first indication that the revenue and expense projections presented during the business case for the arena would not be a realistic outcome to expect with this new facility. Accordingly, decisions were made by Council (both current and future) and managers of municipal facilities to endeavor to run the facility as lean as possible and minimize the impact on ratepayers. It appears that all involved believed that running the facility as lean as possible was the most appropriate solution and decisions were made to support such an outcome.

After 2011, budgets were significantly adjusted, specifically on the revenue side. Budget to actuals figures stabilized in 2012-2015 without significant variances to the organization, however in the years 2014 and 2015 as financial constraints became a concern for the organization, the Libro Centre budget was reduced in an effort to reduce spending. The reduced budget makes it difficult to effectively maintain the building at an appropriate level of standard without producing a deficit variance at year end.

Going forward, this issue must be addressed. There are challenges that are being experienced in the operation of the Libro Centre, affecting the mechanical and refrigeration systems of the facilities. User groups such as the seniors have come before Council with complaints regarding inadequate heating/cooling issues that have been present since inception. As a result, Council has earmarked \$25,000 for administration to address the issue. Other user groups such as the Amherstburg Admirals and AMHA have had concerns with the quality of ice.

As a result of the mechanical and refrigeration concerns of the facility, Administration has engaged the services of Mechanical Engineer Mark Kurzuk of Fieldcraft Engineering Ltd to review the performance and operation of the facility's mechanical systems and return the building to its LEED status operation when previously commissioned. Fieldcraft has advised that this process will take several months to complete.

In an effort to provide Council options for consideration that may assist in the reduction of the overall operating costs of the Libro, Administration has reviewed the following options:

1. Do nothing and continue operation as is resulting in status quo budget request.
2. Increase revenues through increased user fees and/or alternative programming, resulting in either reduced operating costs or the development of a reserve to address future facility requirements.

Administration supports the development of a reserve to ensure that the current and future users of the facility are contributing to funding the future replacements. It should be noted that ice rentals account for approximately 82% of the rental revenue. For illustrative purposes the report will only address the ice rental component of the facility however, Council may wish to apply a surcharge to all rentals at the facility including indoor soccer and outdoor sports field rentals. The following chart summarizes ice hours rented at the Libro Centre for each full year.

Year	Movati Rink Rental Hours	Rink A Rental Hours	Goalie Rink Rental Hours	Total Rental Hours
2013	2,458.5	2,020.5	547	5,026
2014	1,920	2,428	711	5,059
2015	2,254.25	2,286.25	706	5,246.5
2016	2,198.75	2,058.75	705	4,962.5
Average	2,207.875	2,198.375	667.25	5,073.5

For illustrative purposes, the following chart indicates the impact a surcharge will have on revenue generation for total hours rented at the facility:

Total Average Hours	\$5.00 Surcharge	\$10.00 Surcharge	\$15.00 Surcharge
5,074	\$25,370	\$50,740	\$76,110

Should Council adopt the surcharge model, all revenues will be collected to fund the Multiuse Complex Capital Reserve. The purpose of the reserve is to provide funding for capital expenditures and the future replacement of the facility.

3. Reduce service levels and hours of operation thus reducing operating costs resulting in reduced budget request.

In this option Administration believes that Council may wish to consider the time period ice is offered to users. It should be noted that Ice Rentals include Goalie Pad rentals and rentals during the summer months when ice is removed from the rinks and replaced with a dry floor rental opportunity. Of the \$575,000 projected to be gained through ice rental for the year, the following is a breakdown of summer ice rental (April – August) for 2016, not including dry floor rentals:

	Movati Rink		Rink A		Goalie Pad Rink		Totals	
	Rental Hours	Revenue @ \$132.53/hr	Rental Hours	Revenue @ \$132.53/hr	Rental Hours	Revenue @ \$32.10/hr	Rental Hours	Revenue
April	0*	\$ 0	145.5	\$19,283.12	65	\$ 2,086.50	210.5	\$ 21,369.62
May	0*	\$ 0	95.5	\$12,656.62	53	\$ 1,701.30	148.5	\$ 14,357.92
June	13*	\$ 1,722.89	9**	\$ 1,192.77	28	\$ 898.80	50	\$ 3,814.46
July	75	\$ 9,939.75	0**	\$ 0	36	\$ 1,155.60	111	\$ 11,095.35
August	209	\$27,698.77	10**	\$ 1,325.30	56	\$ 1,797.60	275***	\$ 30,821.67
Totals	297	\$39,361.41	260	\$34,457.81	238	\$ 7,639.80	795	\$ 81,459.02

* ice was removed beginning of April and put back in on week of June 14th

** ice was removed week of June 5th and put back in week of August 15th

*** majority of ice rented in August for resident hockey camp and AMHA and Admirals tryouts.

As indicated, ice rentals are low during the months of May to July. Revenue generated during this period is calculated at **\$29,267.73**. With all three ice surfaces running, along with all other activity within the Libro Centre, the average cost of utilities is \$49,000 per month + HST for a utility cost of \$147,000 +HST. When one ice surface is removed and a dry floor is substituted in as a rental opportunity, the average cost of utilities is reduced to \$40,000.00 per month + HST. It is estimated utilities for the Libro Centre without any ice production would cost approximately \$20,000.00 +HST per month resulting an estimated savings of \$29,000 per month.

For illustrative purposes, a review of the last four years' May-July Rental Hours demonstrates a downward trend.

May-July for the Year	Movati Rink Rental Hours	Rink A Rental Hours	Goalie Pad Rental Hours
2013	308	43	85
2014	16	331	152
2015	154.5	12	143
2016	88	104.5	117

If the Town was to shut down the ice making plant between the months of May and July, an estimated cost savings on utilities alone would be approximately \$87,000.00. Administration further recommends that any savings in utilities should be used as an

additional funding source to fund the Multiuse Facility Capital Reserve. In addition, other savings or benefits that may be realized are:

- Reduced staffing levels or repurposing staff for other municipal purposes
- Reduced wear and tear on refrigeration system and pumps therefore extending the useful life of the equipment
- Opportunity for annual maintenance and inspections outside of operating hours

Should Council choose to move forward with this option, Administration will explore new recreation programming opportunities utilizing the second dry floor surface. Possible opportunities include:

- Ball Hockey Leagues and tournaments (adult and youth)
- In Line Hockey Leagues
- Added Pickleball courts (would now have ability to run tournaments and leagues)
- Parent/Tot Activity Centre
- Basketball/Dodgeball Leagues
- Indoor Tennis Camps/Leagues
- Other rentals e.g. home shows, auctions, etc

Revenue would be generated from these new opportunities that would offset the loss of revenue that is generated from ice rentals, while at the same time adding to the overall cost savings in the operation of the Libro Centre in the summer months and maximizing use of the facilities.

4. RISK ANALYSIS:

As discussed, LEED re-certification for the Libro Centre is at risk should the building not be maintained at the level of standards required. Over the past several years, decisions have been made independent of the system design and performance requirements that were driven primarily from a financial perspective which have now impacted the systems performance. As a result, a re-commissioning and rebalancing of the building system is necessary to return the facility to the LEED certified and commissioned design. Failure to do will result in loss of the LEED certification and accordingly will impact the performance of the building's mechanical system and result in increased operating and capital costs.

Financial risks exist should the Municipality run into a scenario in which town-wide budgetary dollars cannot sustain a departmental variance of this size. In other words, annually, the other departments will collectively need to produce a surplus at year end which is large enough to cover the deficit produced at the Libro Centre. Should this not occur, the tax stabilization account may be required as a funding source in order to prevent increases to the tax rate. This practice is not sustainable and will eventually deplete the reserve, thus the need to create a self-sustaining reserve for the Libro Centre. The reserve should be funded by users of the facility to ensure the ongoing sustainability of the facility.

Future Libro Centre budgets should be adjusted to prevent this scenario and to ensure proper preventative maintenance programs are being done to prolong the life of this significant asset.

Preventative maintenance is a mitigation measure not only used to ensure the longevity of municipal infrastructure; it is also used to ensure the safety of facility users. If the facility is allowed to further deteriorate, the risk of personal injury increases. Both the facility and the safety of its users are of the utmost importance to the organization.

5. FINANCIAL MATTERS:

The 2016 expense budget for Libro Centre is \$329,258 lower than it was in 2013 and 2016 projected costs have increased by \$13,484, for the same period. This would indicate that the budget has been adjusted to a level below what the service levels and the facilities require to successfully operate.

There are several factors that make developing the budget for a facility such as the Libro Centre challenging: programming usage, utilities, staffing needs, etc.

Budget to Actuals comparison of Total Expenses-Libro Centre, over the past 4 years are as follows:

Year	Budget	Year End Actuals	Year End Variance Surplus/(Deficit)
*2017	\$ 1,622,666		
**2016	\$ 1,111,920	\$ 1,498,923	\$ (387,003)
2015	\$ 1,368,697	\$ 1,367,672	\$ 1,625
2014	\$ 1,439,618	\$ 1,272,918	\$ 166,700
2013	\$ 1,441,178	\$ 1,485,439	\$ (44,261)

**Proposed Budget*

***Projected YE Actuals and Variance*

2016 Budget to Actuals-By Category of Expenses-Libro Centre:

Expense Category – Libro Centre	Proposed 2017 Budget	2016 Budget	Actual as at Sept 30, 2016	Projected Year End Actuals	Projected Year End Variance
Salaries, Wages & Benefits	\$ 836,496	\$ 575,762	\$ 502,543	\$ 657,414	\$ (81,652)
Benefits	253,470	171,950	118,764	180,891	(8,941)
Allocation of Salaries and Benefits to Facilities	(220,000)	(149,542)	(112,157)	(149,542)	-
General Expenses	102,000	32,750	93,970	112,958	(80,208)
Building	634,700	464,000	565,872	681,202	(217,202)
Equipment and Vehicles	16,000	17,000	10,867	16,000	1,000
Total Expenses – Libro Centre	\$1,622,666	\$1,111,920	\$1,179,859	\$1,498,923	\$(387,003)

The projected year-end variance for the Libro Centre expenses is (\$387,003), due to unexpected repairs and rising utilities cost, as well as variances in staffing cost. The projected deficit is broken down into two areas: Salaries, Wages & Benefits which make up (\$90,593) of the variance, and General Expenses, Building, Equipment and Vehicles – which make up the remaining (\$296,410) deficit.

Salaries & Wages, Benefits: (\$ 90,593)

The projected year end staffing costs are consistent with prior years; however there was a \$107,235 decrease in the 2016 budget in this area from 2015, resulting in a projected year end deficit of (\$90,593). Both Libro Centre staff and Facilities Operations staff are combined in this data. Facility staffing costs are re-allocated to Facility Operations each pay period at a fixed amount, which offsets the staffing costs and is factored into these calculations. Unbudgeted, full-time positions were established in 2016 through Collective Bargaining. Administration has adjusted the 2017 Proposed Budget for staffing costs accordingly.

Moving forward, the staff will be doing some work in-house that was previously performed by outside contractors, as the Town is in the process of hiring skilled labour positions, a plumber and an electrician.

General Expenses, Building, Equipment & Vehicles: (\$ 296,410)

	2016 Budget	Projected YE Variance
Utilities	\$ 360,000	\$ (130,000)
Contracted Services	9,000	-
Misc. Expenses (Training, Office Supplies, etc)	23,750	-
Bldg Repairs & Maintenance & Programming Materials	104,000	(167,410)
Equipment & Vehicle Maintenance	17,000	1,000
Totals:	\$ 513,750	\$ (296,410)

Utilities

There is a \$513,750 operating budget relating to the costs of maintaining and operating the building and/or facilities. Utilities make up the most of this budget at \$360,000 and also contribute a (\$130,000) deficit to this year-end projected (\$296,410) variance, with a year-end projected total cost of \$490,000, which is an approximately \$10,000 increase over 2015.

Contracted Services

The \$9,000 Contracted Services budget relates to routine contracts for pest control, mats throughout the building, drinking water, disposal services and telecommunications. The year-end cost for these contracted services will be within budget, with no variance projected.

Miscellaneous Expenses

There are miscellaneous expenses such as clothing, health & safety, training, office supplies, etc. that are trending to be on budget with no variance projected.

Building Repairs and Maintenance & Programming Materials

The Libro Centre building and programming budget is \$104,000. The costs for building repairs, maintenance and programming materials are trending a year-end deficit of (\$160,202).

	Expenses as at Sept 30, 2016
Unexpected Repairs	\$ 66,823
Miscellaneous Building Maintenance	52,132
Programming Materials: Sportsfields & Ice	29,130
Fire Protection/Sprinkler System	16,883
Total as at Sept 30, 2016:	\$ 164,968

Unexpected Repairs: \$66,823

These repairs are not routine in nature and not considered routine maintenance repairs.

There were a number of leaks in the system related to the association refrigeration piping that caused further leaks and eventually caused leakage to the glycol system, resulting in various pressure fluctuations. A complete shut-down was necessary to complete the costly repair to the entire refrigeration system.

In addition to the refrigeration issues, there was a costly repair required to the Fieldhouse electrical system.

In early 2016, due to a significant rainfall, the ground was saturated causing damage to a previously repaired electrical line from the Libro Centre to the Fieldhouse, which houses the building management system. This computerized system is used for the baseball, soccer/football field lighting and associated power and lighting to the Fieldhouse itself.

The necessary repairs were completed. However, the cost to replace the circuit boards of the building management system was estimated in excess of \$10,000. To mitigate some of these replacement costs, the decision was made to replace the system with a manual system at a lower expense.

Miscellaneous Building Maintenance: \$52,132

These costs relate to janitorial supplies, parking lot maintenance, entranceway repairs, and routine inspections, heating & cooling system, the boiler and the facility plumbing. These are costs that are to be expected on an annual basis.

Programming Materials: \$29,130

These costs relate to the materials required for the program activities at the Libro Centre. For example, the paint for the field lines and glass repairs to the arena boards. Again, these are expected annual costs related to the business of programming recreational activities.

It should be noted, moving forward, the staff (where feasible) will be doing some work in-house that has typically been performed at a higher cost, by outside contractors, for example, painting the ice surfaces. Painting and logo installation for the three ice pads could cost upwards of \$8,000. In 2016, the Libro Centre purchased ice painting equipment and staff is being trained to perform this work in-house, which will reduce the overall cost to the Town.

Fire Protection/Sprinkler System: \$16,883

Annual inspections of fire protections systems such as the sprinkler system at the Libro are required under the Ontario Fire Code.

Several deficiencies were noted in the annual inspection from previous years and discussions with the Deputy Fire Chief took place. Administration from the Libro Centre was informed that the deficiencies noted required repair and there was no extension of time given to complete these repairs.

These fire code deficiencies are a violation of the Ontario Fire Code and are also a health and safety concern for staff and the public who attend the Centre. Not completing these deficiencies was not an option and thus, they were completed in 2016.

Equipment and Vehicle Maintenance

Equipment and Vehicle Maintenance budget is \$17,000. This area is trending a slight surplus of \$1,000 for year-end.

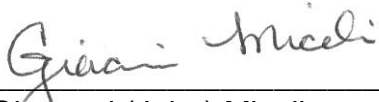
6. CONSULTATIONS:

Justin Rousseau, Director of Corporate Service/Treasurer
Bobbi Reive, Financial Planning Administrator
Lee Tome, Deputy Fire Chief

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7. **CONCLUSION:**

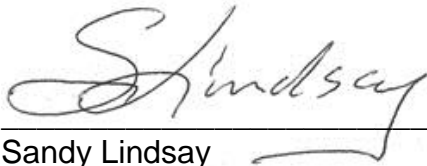
A full service delivery and cost analysis is required to continue to address operating costs of the Libro Centre; furthermore the establishment of a Multiuse Complex Capital Reserve is necessary to assist in the long term maintenance and replacement of capital items at the facility. This facility is a significant community asset that if not maintained will continue to experience operational and capital challenges in the future.



Giovanni (John) Miceli
C.A.O. & Acting Director Parks, Facilities, Recreation & Culture



Rick Daly
Manager, Recreation Services



Sandy Lindsay
Manager, Municipal Facilities

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**TOWN OF AMHERSTBURG
PUBLIC MEETING
Proposed Multi-Use Inclusive Recreation Complex**

**WEDNESDAY, AUGUST 13, 2008
6:00 P.M.**

**The Verdi Club
689 Texas Road, Amherstburg, Ontario**

PRESENT: Mayor Wayne Hurst
Deputy Mayor Robert Bailey
Councillor Rick Fryer
Councillor Robert (Bob) Pilon
Councillor Paul Renaud
Councillor John Sutton
Councillor Rosa White

ALSO PRESENT: Pamela Malott, Chief Administrative Officer/Town Clerk
Paul Beneteau, Treasurer
Ron Dzombak, Manager of Recreation Services
Ivano Fregonese, Supervisor Budget Services
Cindy Hazael-Gietz, Deputy Clerk
Nick Renaud, IT Analyst Support

Ed Pavao, Nustadia

CALL TO ORDER

The meeting was called to order at 6:05 by Mayor Wayne Hurst

OPENING COMMENTS – MAYOR WAYNE HURST

Mayor Hurst welcomed everyone, thanked the residents for attending and introduced the panel. He stated that Council had been briefed on the presentations being made and that this was an opportunity for residents to present their questions, concerns and feedback to Council.

OPENING COMMENTS – PAMELA MALOTT, CAO AND CLERK

Pamela Malott, CAO and Clerk made opening comments a copy of which is attached to and form part of these minutes.

NUSTADIA FEASIBILITY STUDY PRESENTATION

Ron Dzombak, Manager of Recreation Services presented an overview of the Nustadia Feasibility study a copy of which is attached to and form part of these minutes.

PRESENTATIONS BY MUNICIPAL OFFICERS

PRESENTATION # 1

Ron Dzombak, Manager of Recreation Services presented a report dated July 28th, 2008 regarding the Inclusive Recreation Facility Development Feasibility Study a copy of which is attached to and form part of these minutes.

PRESENTATION # 2

Ivano Fregonese, Supervisor Budget Services presented a report dated July 28th, 2008 regarding financial implications associated with the Inclusive Recreation Facility Development a copy of which is attached to and form part of these minutes.

COMMENTS FROM THE PUBLIC:

DELEGATION # 1 – PAMELA BRUSH – SKATE AMHERSTBURG

Pamela Brush, President Skate Amherstburg presented comments to Council. Ms Brush has provided a copy of her delegation which is attached to and form part of these minutes.

DELEGATION # 2 – MARC RENAUD – PRESIDENT, AMHA

Marc Renaud, President AMHA presented comments to Council. Mr. Renaud has provided a copy of his delegation which is attached to and form part of these minutes.

DELEGATION # 3 – STEEVE BOUCHARD, PRESIDENT AMHERSTBURG MINOR BASEBALL

Steeve Bouchard, President Amherstburg Minor Baseball presented comments to Council. Mr. Bouchard provided a copy of his delegation which is attached to and form part of these minutes.

DELEGATION # 4 – ALLISON BALDWIN , AMHERSTBURG ROTARY CLUB

Allison Baldwin from Amherstburg Rotary Club presented comments to Council. Ms. Baldwin provided a copy of her delegation which is attached to and form part of these minutes.

DELEGATION # 5 – BILL AMLIN, VICTORY SPORTS

Mr Amlin a Small Business owner and attendant in the arena expressed his willingness to enter into a long term contract for a larger area within the new complex. Mr. Amlin commented that he was in support of the complex and felt this is a good step for Amherstburg that will positively impact the local economy. Mr Amlin stated his eagerness to participate in the growth and development potential.

EMAIL COMMENTS RECEIVED FROM THE FOLLOWING 5 INDIVIDUALS WERE READ BY ADMINISTRATION:

Jason Petro, Program Coordinator: Cardiac Wellness, Windsor Essex Cardiac Wellness Centre
Kathy Mayville, Resident of Amherstburg
Marlene Ryan, Resident of Amherstburg
Sharon Kawai, Member Recreation Committee, Member Skate Amherstburg
Alison Beetham, Resident of Amherstburg

Copies of the above listed emails are attached to and form part of these minutes.

COMMENTS WERE THEN RECEIVED FROM THOSE IN ATTENDANCE:

1. Ed Smith, Business Owner Amherst Quarries, 667 Simcoe, Town of Amherstburg. Mr. Smith stated that he was at the meeting not to oppose the arena complex, but to strongly oppose the location. Mr. Smith's business, Amherst Quarries, is located in close proximity to the proposed site and has unique circumstances; drilling and blasting is the nature of this business which produces vibration, noise and dust. Mr. Smith's operation entails shipping products by heavy truck. Amherst Quarries blasts 5 – 6 times per week with heavy truck traffic on a daily basis. Mr. Smith stated his opinion that the location of any future development of this nature would be better suited to the current arena location. Mr. Smith advised Council that Amherst Quarries have been generous supporters of Amherstburg in the past but cannot support this project in the proposed location.
2. Anthony Leardi on behalf of his Clients: The Verdi Club. Mr. Leardi offered comments to Council regarding the Banquet facility component of the development. Mr. Leardi stated that the proposed cost for the banquet facility as reflected in the documents provided would not provide the quality of facility that is found at the Verdi Club. Mr. Leardi went on to say that the operating costs for such a facility are quite substantial and this type of facility will not generate a profit. Mr Leardi strongly advised Council to proceed with caution on that portion of the proposal. Mr. Leardi, on behalf of Verdi Club,

suggested that the Town not include a banquet facility within the new complex. Mr. Leardi also advised that there is substantial lands available on either side of the Verdi Club location and proposed that the Town consider these lands as an alternate site ; the Town could enter into a joint facility with the Verdi Club and the Multi-Use Recreation Facility

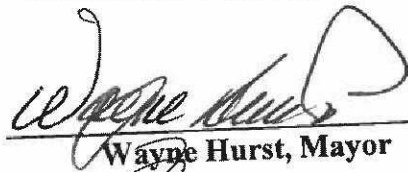
3. Bill Wark, resident of Amherstburg, Member of Amherstburg Accessibility Advisory Committee. Mr Wark indicated that he was pleased to hear the comments regarding accessibility and inclusive initiatives. Mr. Wark also stated that moving forward with any facility would require full implementation with respect to Accessibility and Inclusiveness. Mr. Wark spoke to the “Big Picture” and the need to look to the future by attracting recreation tourism, health care facilities and other amenities. Mr Wark was confident a Facility of this scope would attract these amenities. Mr. Wark indicated the Town must move forward responsibly and efficiently.
4. Allan Rogers, AMHA. Mr Rogers stated the following statistics from AMHA: Last year’s season we had enrolment of 529. Mr. Rogers indicated that to date AMHA have 500 registered, not including Midget, House League and Travel Teams (an additional 60 players). Mr. Rogers stated that AMHA currently have 10 children in the 9-10 age group on the waiting list and further that AMHA have approached all the arenas in the area including LaSalle and Essex and have been told that these facilities are full. Mr. Rogers indicated that AMHA still have house league teams that will be going to Ice Park for ice time. Mr. Rogers requested that Council look at the numbers because the community needs a twin pad. Mr Rogers stated that the Complex would be a source of community pride for years to come and something that will accommodate community needs.
5. Diane Pouget, resident of Amherstburg. Ms. Pouget thanked the presenters for a job well done. Ms. Pouget asked Council if Amherstburg could afford a complex like this. Ms. Pouget asked the Budget Supervisor to confirm the possibility that the debt level over the next 3 years could reach the \$25 million mark and the figures presented here did not include the waste water treatment plant that Amherstburg must build. The Budget Supervisor confirmed this statement is correct. The Budget Supervisor added that the debt of \$25 million is funded by general tax and by water and wastewater user fees. Ms. Pouget asked if the \$45.00 per household quoted is only with regard to the Multi-use Recreation Facility. The Budget Supervisor indicated that was correct. Ms. Pouget posed the question to Council weather or not the Town can get a guarantee regarding the federal and provincial grants before construction? Mayor Hurst stated that Council will deliberate on all of these concerns and have a decision some time this fall. Ms. Pouget asked that Council consider the current economic climate in their decision.
6. Joe Laframboise, Resident of Amherstburg. Mr. Laframboise stated his support for twinning the existing arena and his belief that the cost estimate with respect to this option as presented tonight was inflated. Mr. Laframboise asked if the current arena was paid for. The Budget Supervisor confirmed that it is paid for. Mr. Laframboise said that public is voicing a need for additional ice and further that Amherstburg does not need all the additional features. Mr. Laframboise suggested the Town obtain grant money for an addition to the existing arena.
7. Diane Freeman, Resident of Amherstburg. Mrs. Freeman asked about the option for Nustadia partial financing and management for the new facility. Ed Pavao from Nustadia responded that private sector financing is available however; the Town could receive a better rate through the government. The rate differential is approximately 2 – 3 %.
8. Marc Renaud, AMHA President read an email from Ron and Marissa Wismer. The Wismer’s email indicated their strong support for this development and expressed their belief that the community requires a facility to meet the needs of families in Amherstburg.
9. Wendy Trymbulak, Amherstburg In-Line Hockey Association. Ms. Trymbulak indicated that the association is 2 years old. Ms. Trymbulak stated that Amherstburg In-Line Hockey Assoc currently purchases limited floor time at the arena but are looking forward to growth. Mr. Trymbulak commented the current facility is not adequate and poses safety hazards; the roof leaks produce big puddles of water on the floor and tar drips from the roof into the spectator seating. Ms. Trymbulak further stated that temperatures reach


85 – 90 degrees and children experience vomiting and passing out due to heat exhaustion. Ms. Trymbulak is unsure weather the organization will survive with this inadequate facility. Ms. Trymbulak spoke about the adult and senior ice allocation requirements stating her belief that if Amherstburg does not have 2 pads of ice the adult and senior programs will not be accommodated. Ms Trymbulak works in a long term care facility in Amherstburg and has seen the effects of lack of exercise in adults. Ms. Trymbulak stated that the proposed facility would provide opportunities for all age groups to partake in recreational activities which would produce health benefits.

10. Ken Grant, Resident of Amherstburg, Recreation Committee Member. Mr. Grand stated his involvement with the arena project has spanned the past 10 years and he feels enough is enough with studies. Mr. Grant indicated that Amherstburg user groups have already fundraised for a facility. Mr. Grant quoted the following estimates: AMHA has fundraised approx. \$100,000.00, Skate Amherstburg \$35,000.00 and Individuals have raised \$63,000.00. Mr Grant asked council to move forward and “make it happen”.
11. Unidentified Participant: A Gentleman asked what happened to the option of Nustadia operating the new facility and financing the project. Ed Pavao from Nustadia responded that the Town is currently at Phase 1 of the process which called for a Feasibility Study only. Mayor Hurst added that the next step will provide pricing, location and operation model options to the Town. Nustadia has only been commissioned for Phase 1, the Feasibility Study
12. Tony DiBartolomeo, AMHA Member. Mr. DiBartolomeo asked that Council look at the Strathroy Complex which was built for approximately \$5 million dollars. Mr. DiBartolomeo suggested that Amherstburg look at the options in Strathroy facility as compared to this proposal.
13. Dave Cozens, Resident of Amherstburg. Mr Cozens asked if the construction will be open to public tender and competitive bids. Ed Pavao from Nustadia responded that Stage 2 of the process will include a design build model with guaranteed pricing. Mr. Pavao stated further that there will be one General Contractor and all of the trades will be tendered allowing for competitive bids.
14. Debbie Woods, Resident of Amherstburg. Ms Woods indicated her support for Option B and questioned what would happen to the old facility. Mayor Hurst responded that Council has not made a decision at this point. Ms. Wood voiced her concern that the old facility would become an eyesore in the middle of Town. Mayor Hurst advised that Council would make a decision regarding the disposition of the facility when the time comes and further that it is premature at this stage. Mayor Hurst indicated that this would be a factor that Council considers.

Mayor Hurst thanked the residents and presenters for coming out and providing their input into the process. Mayor Hurst stated that this exercise was very important and all that was said had been documented. Mayor Hurst stated that Council will review all of the information and come to a decision in the fall of 2008 at which time a public announcement will be made in order that the public can be present to hear the decision.

ADJOURNMENT: 8:15 P.M.


Wayne Hurst, Mayor


Pamela Malott, Clerk

I would like to welcome all of you this evening. We are here to discuss a new Inclusive Multi-Use Community Recreation Complex, in promotion of a healthier community; inclusive sports for persons with disabilities; commitment to the additional needs of the current user groups; equal access to programming for women's groups; opportunities for Sports Tourism; and growth of recreational and leisure programming.

Nustadia Recreation Inc. (NRI) and EllisDon Construction made a joint presentation to council in November 2007 on a proposed Inclusive Recreation Complex. NRI was retained by the Town to complete Phase 1 of the project – a Feasibility Study to determine the need and the financial viability of this project. NRI has completed the Council approved study with recommendations contained herein.

The Feasibility Study clearly shows a demonstrated need in the community and the ability for a multi-use complex to be financially viable and sustainable. The flexible facility shown in Option B allows the market to influence future development and expand with optional amenities.

Amherstburg has the least inventory and likely the oldest public recreation facilities of the communities surveyed in the report. Amherstburg falls short of the industry standard in meeting the leisure needs of the community due to limited recreation facility space and programming requiring families to travel to other areas to meet their recreation needs. A new twin pad would only satisfy the need for ice related sports. A multi-use complex containing an indoor playing field and multi-use Community Hall would provide new and expanded leisure programs. The indoor playing field is cost effective and would provide revenues to make the project economically sustainable.

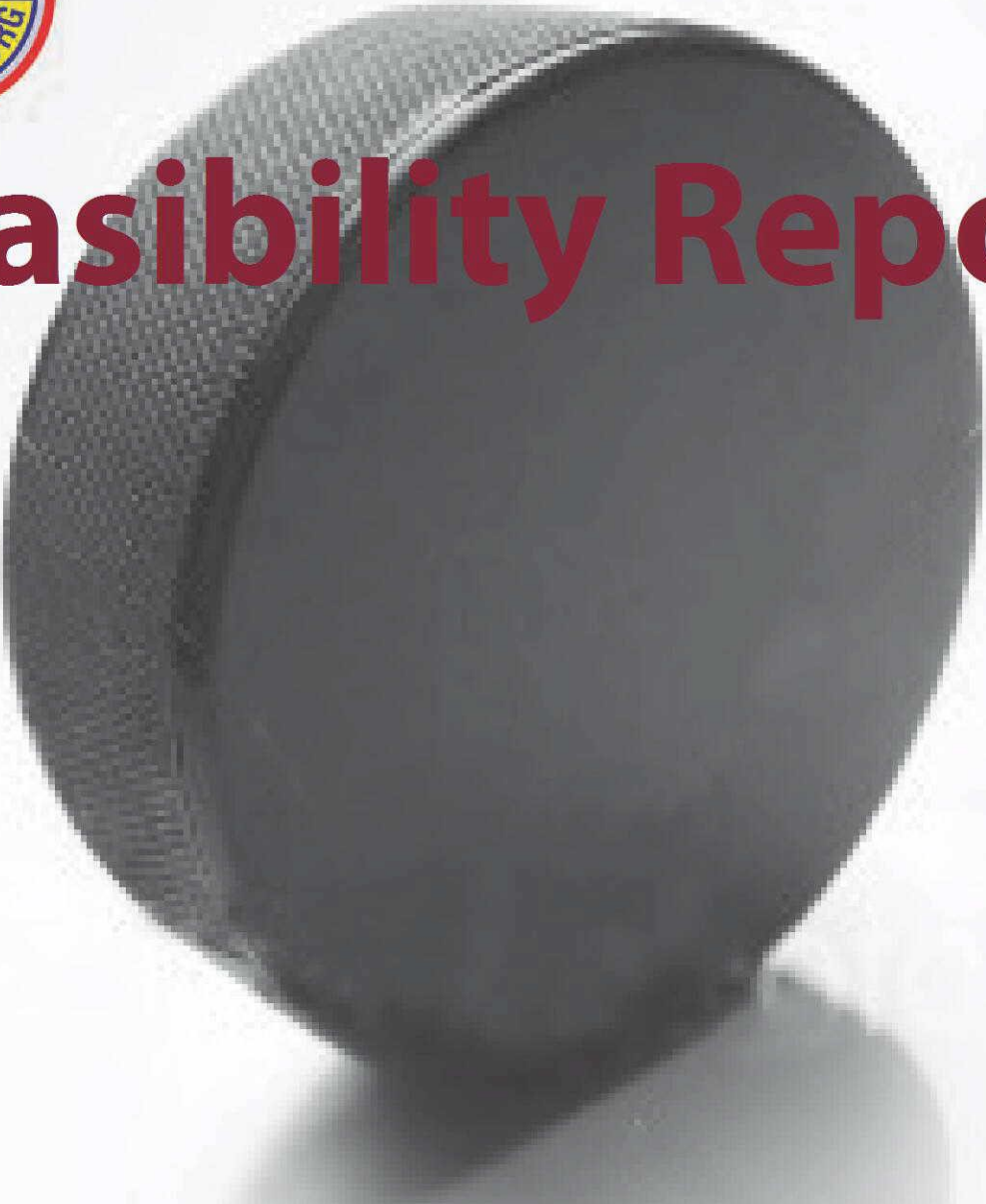
All current user groups have contributed to the feasibility study conducted by Nustadia Recreation and have indicated their needs moving forward.

We look forward to receiving your comments this evening.



Town of Amherstburg
May 28, 2008

Feasibility Report



NUSTADIA
RECREATION

This report was prepared by Nustadia Recreation Inc. (NRI) for the Town of Amherstburg. The material reflects Nustadia's best judgment in light of the information made available to them at the time of preparation. Any use of this report, or any reliance on or decisions to be made based upon the report are the responsibility of such third parties. This information is a preliminary feasibility report, and as such the background information is subject to a wide range of variables over which NRI has no control. The decision to proceed or not with a project should only be made after a due diligence phase whereby the assumptions herein can be verified through contractual agreements with the various stakeholders. Nustadia accepts no responsibility for damages, if any, suffered by any party as a result of decisions made or actions based on this report.



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1.0 Introduction

Nustadia Recreation Inc.(NRI) and EllisDon Construction made a joint presentation to council on November 13, 2007 on a proposed recreation complex for the Town of Amherstburg. As a result of this presentation, NRI was retained by the Town to complete the first phase of the project – a feasibility study to determine the need and the financial viability of this project.

This report analyzed multiple factors to conclude that the Town of Amherstburg should consider a new multi-use recreation complex for the community. These factors included the following:

- Past and projected growth patterns for the community
- Using recreation facilities to attract and attain a skilled workforce that is necessary for developing a strong regional economy
- Utilizing quality community recreation facilities to help build a healthy community
- The need and benefits of developing a sport tourism industry for the local economy.

The existing ice arena is over 38 years old and has out-lived its life expectancy. This is coupled with a demonstrated need for a new twin pad ice arena to meet the growing needs of the community. Currently, Amherstburg residents have to travel to outside communities to participate in ice related sports. In addition, programs like girls and women's hockey program that are offered in communities of comparable size, are not available in this community because of the lack of available ice time.

A new twin pad for the community will only alleviate the need for ice related sports in the community. Compared to several other communities of similar size, Amherstburg is below the industry standard in meeting the overall leisure needs of the community due to a limited recreation facility inventory in the community. A multi-use recreation complex consisting of the recommended indoor playing field and a large multi-use community hall will provide opportunity for new and expanded



leisure related programs. The indoor playing field, one of the most cost effective sport and recreation facilities when combined with a twin pad arena, will also provide additional revenues to make the entire project economically sustainable. Attached to the proposed recreation complex, a new community hall will allow for programming needs currently at the Amherstburg Recreation and Culture Centre and the Scout Hall to be met in a newer combined facility and in a more cost effective manner.

We have provided alternative capital funding options in this study, that need to be explored further in order to make the project a reality. This includes various grant programs from higher levels of government, community fund raising and facility naming rights. These funding options are not unique and have been successfully used by other communities in the development of municipal recreation projects.

2.0 Methodology

On November 13, 2008, Nustadia Recreation Inc. (NRI), EllisDon Construction, and Triamco Developments conducted a joint presentation to the Amherstburg Town Council on a proposed Recreation Complex. From this presentation, NRI, in January 10, 2008, NRI was awarded a phase one feasibility on the proposed recreation complex.

As part of this study, NRI reviewed the following documents that had some potential impact on this project:

- Windsor-Essex County Development Commission 2006 – Amherstburg Report
- Smart Choices for the Windsor-Essex Region: Inter-Municipal Planning Consultation Committee – 2007 Annual Report
- Windsor, Essex County and Pelee Island: A Premier-Ranked Tourist Destination Evaluation
- Facilities Management Plan conducted by Dillion Consultants – November 2007

In addition to the above reports, NRI also researched other published documents that are available in the endnotes of this document.



NRI also conducted open information meeting on February 28, 2008, for all potential user groups for the proposed recreation complex. This was followed up with private meetings with the actual user groups representatives that took place over two different dates. These user groups were:

- Amherstburg Minor Hockey Association
- Skate Amherstburg
- Amherstburg Minor Baseball Association
- Amherstburg Minor Soccer Association
- Amherstburg In-line
- Amherstburg Wednesday and Sunday Adult Hockey Leagues
- Amherstburg Recreation Committee (Chair Cathy Robertson)

There was also an information meeting for the general public that was held on March 6, 2008, scheduled information meetings with Frank Pizzuto, Chief Administrative Officer and Ron Dzombak, Manager of Recreation Services.



3.0 Demographics

The current population of the Town of Amherstburg is approx. 22,000. From 1996 to 2006, the population has increased steadily, with an average annual growth rate of 1.39%. This growth rate is higher than both the national and provincial averages. Population is expected to grow in future years but at a lower pace compared to the period from 1996 to 2006.¹

The Town of Amherstburg experienced the largest population increase in the 55 plus age group from 2001 to 2006.² Driven by the baby boom generation, this 55 plus age group will continue to grow in the future. The new proposed multi-use recreation complex for the Town of Amherstburg could also be utilized to meet the recreational needs of the rapidly growing 55 plus population. As the younger, fitter, senior becomes a more significant cohort; the traditional stand alone seniors centre cannot meet all the programming needs of this age group. Integrating activities for older adults into multi-use community centres is the preferred approach.³

From 2001 to 2006, the Town of Amherstburg has also maintained population numbers for age categories of: 0 to 4 years, 5 to 9 years, 10 to 14 years, and 15 to 19 years.⁴ Many other communities have typically experienced a decrease in population in the younger age groups. These younger age groups are also the majority users of community recreation facilities.

The Town of Amherstburg also had a recent population increase (447) in the 20 to 24, 25 to 29 and 30 to 34 year age groups. These typically are young adults starting new families in the community, and who will also have a need for community recreation facilities.

In 2006, Amherstburg residents had an average household income and per capita income above both the national and provincial averages, with over one third of all households having an income of over \$100,000. This was coupled with a 2006 average home price of \$162,000.⁵, below the provincial average. Therefore, Amherstburg residents have income levels slightly above the provincial average, so arguably they

have more disposable income and may be more likely to utilize community recreation facilities.

Approximately 55% of the population of the Town of Amherstburg, aged 20 years and over, have at least some post secondary education and over 17% have a university degree, similar education levels as the population of Ontario average.⁶ Parents with higher education levels are more likely to use public recreation facilities compared to individuals with lower levels of education.



4.0 Needs Analysis

"There are several studies, for example, that show that investment in recreation, particularly investment in youth recreation, increases self esteem, improves academic performance, improves health, and lowers crime rates.⁷ Furthermore, there is evidence that recreation "pays for itself" by reducing the use of social and health services such as child psychiatrists, social workers, and probation officers."⁸

4.1 Inter-Municipal Planning Consultation Committee for the Windsor-Essex Region

In the 2007 annual report for the Inter-Municipal Planning Consultation Committee, the Town of Amherstburg and all other communities in the Windsor Essex Region committed to "Healthy Places, Healthy Communities." One mechanism to achieve this objective is through quality opportunities for exercise and recreation.⁹ The proposed Town of Amherstburg Recreation Complex would certainly be a significant step towards achieving this community objective.

This same report goes on to identify the need to restructure the local economy... requiring an educated and skilled work force. To attract and train these types of individuals, communities that are globally competitive will possess a broad range of recreational, leisure and cultural amenities.¹⁰

4.2 Creating Healthy Community

Physical inactivity in our present day society is creating a burden on our present day health care system. Only 50% of Canadians age 12 and over were considered to be "active or moderately active" in leisure-time physical activity, meaning that 50% are insufficiently active for optimal health benefits. In a further study in 2004 by the Canadian Federal Government, it found that 6.8 million Canadians between the ages of 20 and 64 are overweight and an additional 4.5 million are obese. Of even greater concern is the number of overweight and obese children in Canada. The number of overweight Children between the ages of 7 and 13 has increased by 200%-300% between 1981 and 2001.¹¹



Solving this growing health problem related to physical inactivity will be a major societal problem that has to be addressed by all, including all three levels of government. In a study through the Ontario's Action Plan for Healthy and Active Living by the Ontario Ministry of Health Promotions, one of the main challenges for good health is the lack of recreation facilities.¹² Municipalities, including the Town of Amherstburg have a role in providing adequate sport and recreation facilities in their communities. The proposed multi-use recreation complex would provide increased physical participation opportunities for all Town of Amherstburg residents, young and old alike for many years to come.

4.3 Developing Sport Tourism Industry

"for at least one over night stay at local hotels and motels; six meals at a variety of restaurants; one tank of gas per family; at least one pizza for late night bite and a souvenir of their stay in Brantford...The Gretzky Hockey Tournament hosted by Brantford Minor Hockey was estimated to generate \$1.3 million... (Brant New, 1996)¹³

From the Canadian Tourism Commission – 2004 Report, states that there are over 200,000 sporting events held each year in Canada which generates \$2.4 billion in total tourism spending annually.¹⁴ In Ontario alone, sport tourism is a \$1.3 billion industry. On average, the over-night visitor will spend \$180 per day and the day visitor will spend \$50 per day in your community through sport travel.¹⁵

With the recent decline in the auto industry and the effects this has had on the entire Windsor-Essex Region including the Town of Amherstburg, there will be a need to diversify the local economy. Developing sport tourism for the Town of Amherstburg could be a viable option that would bring increased economic spin-off to the community. The Premier-Ranked Tourist Destination Evaluation Report for the Windsor, Essex County & Pelee Island area also recommended attention and funding towards developing sport tourism. The report goes on to say that investment in existing or new sporting facilities may prove beneficial to the entire region.

Developing a sport tourism industry for the community requires suitable sport and recreation facility infrastructure. The proposed multi-use recreation facility with twin pad arena and indoor playing field could provide a venue for hosting various sports tourism events and provide the initiative for developing a sport tourism industry for the Town of Amherstburg.

The proposed multi-use recreation complex could also be a driving force for the development of a mid size hotel for this community. In the communities of Fort Erie and Napanee, the recent development of a multi-use recreation complex spurred on the development of mid size hotel adjacent to both recreation complex properties.

With suitable recreation facility infrastructure, and given the Town of Amherstburg's geographical location, this would lend favorably to developing a sport tourism industry in this community. Approximately 4.6 million people reside within a one-hour drive; 25 million people live within three hours. In fact, 50 percent of North America's population lives within a one-day drive of the region. Windsor, Essex County and Pelee Island is also readily accessible through a variety of transportation options.¹⁶



4.4 Current Recreation Facility Infra-structure

"The Mayor of Fort Nelson, Christine Morey says the signs were there, but the collapse of the arena was still disturbing "Of course we are deeply saddened" says Morey. "the Fort Nelson Recreation Centre is the core of our community and has served citizens and visitors for 35 years." 17

"People in Springhill, N.S. want to know how the roof of an arena collapsed, narrowly missing nearly 150 people during a peewee hockey game". 18

The current arena facility in the Town of Amherstburg was built in 1970 and has served the community for 38 plus years. According to industry standards, the average life expectancy for an arena is about 32 years. In a recent facility condition assessment conducted by Dillon Consulting, \$1,009,684 would have to be spent on this facility between 2008 and 2012 in order for it to continue meet current operating standards. With this investment, the community would still have an outdated facility that has out-lived its usefulness and no longer meets the needs of the growing municipality . In addition, as with older and outdated facilities, there is limited control over structural or mechanical deficiencies that could cause it to be temporarily or permanently inoperable as other communities in Canada have recently experienced.

The Amherstburg Recreation and Cultural Centre and Scout Hall are two municipal properties that were also built around 1970. These are two smaller facilities that have been relatively well maintained over the years, and hence do not have the same replacement urgency. However, should the Town consider a new facility to replace the current arena; it may make financial sense for all three facilities and programs to be combined into one larger multi-use facility.

4.5 Recreation Facility Infra-structure with Similar Size Municipalities in Ontario

New Tecumseth, Ontario – population 27,701

- New Tecumseth Recreation Centre (twin pad arena with 200x85 indoor playing field and full service restaurant)
- 3 other single pad arena facilities (total of 5 ice pads in the community)

Brockville, Ontario – population 21,957

- Memorial Centre (single pad arena) and, 300 seat Auditorium
- Centennial Youth Centre (single pad arena – in the process of \$8m development to add a second ice surface and a large community hall and multi-use room to this existing facility)



Clarence Rockland – population 21,624

- Two ice pads
- 5 community centres

East Gwillimbury, Ontario – population 21,069

- East Gwillimbury Sports Complex (2 ice surfaces w/ Auditorium)

Essex, Ontario – population 20,000

- Harrow (single pad arena)
- Colchester South Arena (single pad arena)
- Currently In the process of building a new twin pad arena

Huntsville, Ontario – population 18,280

- Centennial Center 1 ice pad, 1 25m pool w/ Auditorium for 300-425 people

Grimsby, Ontario – population 25,937

- Multi-use recreation facility with twin pad arena
- 200 x85 Indoor soccer facility (owned and operated by private sector)

Midland, Ontario – population 16,300

- North Simcoe Sports and Recreation Centre (twin pad arena with auditorium for 500 people)
- Atlas Block Centennial Arena (single pad arena)

Napanee, Ontario - population 15,400

- Multi-use complex with twin pad arena and community room that accommodates 400 people,
- Three other small community halls

North Grenville, Ontario – population 15,380

- Twin pad arena one pad 2,000 seats, multi-purpose hall, and 300 seat theatre – opened in 2005
- \$16 million project

Port Colborne, Ontario – population 18,000

- Two single pad arenas
- Thomas A. Lannan Sports Complex (indoor baseball and soccer)
- In the process of building recreation complex – twin pad arena and indoor leisure pool

Tillsonburg, Ontario – population 14,822

- Tillsonburg Community Centre Twin pad (twin pad, meeting rooms, banquet halls, indoor pool, outdoor water park, health club, squash and tennis courts, senior centre, numerous sports fields, Mini practice rink - 20'X 35')

Whitechurch-Stouffville, Ontario – population 24,390

- Lebovic Leisure Centre (indoor pool, fitness centre, library, and multipurpose rooms)
- Currently in the process of building a new twin pad arena
- Stouffville Arena



Tecumseh, Ontario – population 25,105

- Tecumseh Arena two regulation size ice surfaces
- Tecumseh Leisure Pool

Trent Hills, Ontario – population 14,046

- Three single pad arena facilities
- Two seniors social centres

Partnership Township of Mahahide and Aylmer – combined population 16,000

- East Elgin Community Centre (opened in 2004 – twin pad arena and large multi-purpose community hall)

Fort Erie, Ontario – population 29,000

- Leisureplex (recently build twin pad arena and large multi-purpose community hall and large multi-use recreation/fitness centre with indoor leisure pool, gymnasium and other amenities)
- Ridgeway Arena (single pad arena facility)

4.6 Recreation Facility Infrastructure Bench-marking Analysis

Based on the Town of Amherstburg's current recreation infrastructure, as compared to other Ontario municipalities of similar size, the following conclusions can be made:

The Town of Amherstburg has the least inventory and likely the oldest public recreation facilities of the communities surveyed.

Recreation facility inventory relates directly to the leisure programming opportunities. Amherstburg is below the industry standard in terms of leisure programs that are available for its residents.

All communities bench-marked have a minimum of two ice surfaces in the community, compared to the Town of Amherstburg with one ice surface which is below industry standards for a community of its size.

Of all the municipalities that were bench-marked, they have at least one major development or retrofit of a recreation facility, or are in the process of doing so. Amherstburg has not had a new development or a major retrofit to an existing indoor recreation facility for the past 35 years.



4.7 Ice Time Needs –

Amherstburg Minor Hockey Association

During the 2007-08 winter season, Amherstburg Minor Hockey season used 45 hours of ice time per week as allocated through the Town of Amherstburg at the Amherstburg Arena. In addition to these 45 hours, Amherstburg Minor Hockey also rents an additional 10 hours at other local arenas throughout the Windsor-Essex Regions. It is also estimated that Amherstburg minor hockey teams privately book another 3 hours of ice time per week outside of Amherstburg. Some of these facilities are over half an hour away by car travel. They travel to places like the Windsor Ice Park, a privately operated facility that charges over \$200 per hour. Even with the additional ice time booked at other arena facilities, rep teams from the Amherstburg Minor Hockey Association still have less ice time per week compared to rep teams from other communities.

Should the proposed Amherstburg Recreation Complex become a reality for the 2009-10 winter season, the Amherstburg Minor Hockey Association have committed to an additional 23 hours per week to bring their ice total to 68 hours per week. This would be just enough ice time to meet program demand based on current registration numbers, and does not account for any future potential growth.

"Girls between the ages of 12 and 14 are least likely to participate in structured recreational activities as self-awareness decreases their interest in participating in traditional competitive sports with boys."¹⁹

Girls' hockey has experienced tremendous growth in Canada and Ontario over the past 15 years. Amherstburg is one of the few communities in Ontario with a population of over 20,000 that does not have a minor hockey program specifically for girls. There are currently 20 female players registered with the Amherstburg Minor Hockey Association. It is also estimated there are 35 to 40 Amherstburg female residents playing in girls minor hockey programs in outside communities – namely Harrow and Windsor. The Amherstburg Minor Hockey Association with the availability of additional ice time that would come with the proposed recreation complex would be interested in starting a girls minor hockey program. With this proposed facility and program, many Amherstburg girls could be offered the opportunity to play ice hockey within their own community.

4.8 Ice Time Needs – Amherstburg Skating Club

During the 2007-08 winter season, the Amherstburg Skating Club used 12 hours of ice time per week as allocated through the Town of Amherstburg at the Amherstburg Arena. Should the proposed Amherstburg Recreation Complex become a reality for the 2009-10 winter season, the Amherstburg Figure Skating Club would commit to an additional 6 hours per week - bringing their total to 18 hours. Within the second year, they would commit to an additional 2 hours - bringing their total to 20 hours. They would also require about 10 hours from May to the end of August. The Amherstburg Skating Club would commit to additional hours as they have the demand for it from the community; their biggest problem is having sufficient qualified coaches because of the limited program. With additional hours in the future, it will be easier to attract more qualified coaches as more teaching hours can be offered. An off-ice training area is also an identified need that could be met with a new recreation complex.

In addition to this weekly ice time requirement, with a new twin pad arena facility, Amherstburg Skating Club would also host a regional figure skating competition in Amherstburg. This type of event requires a twin pad arena, and it would run over a three day period (Friday to Sunday) - attracting several

hundred competitors, parents, coaches and officials to the community.

4.9 Ice Time – Adult Hockey

“Adult recreational hockey has experienced relatively widespread growth over the past five years and currently includes an estimated 500,000 participants across Canada, according to the Canadian Adult Recreational Hockey Association. The CARHA indicates that league activity among 19 to 30 year olds has experienced the highest rate of growth for men, while women’s adult hockey has also increased in the past five years. The CARHA projects that steady growth will continue because of the strength of minor hockey in Canada acting as a feeder system.” (Canadian Adult Recreational Hockey Association)

There are currently two different men’s hockey leagues playing out of the existing Amherstburg Arena – the Tri-County Men’s Senior Hockey League for men 40 plus years of age which uses 5 hours per week (4 hours on Sunday mornings and 1 hour on Thursday evenings). The majority of players in this league are 40 to early 50 years of age. With a new twin pad arena facility, Tri-County Men’s Senior Hockey League would operate a yearly 40 plus men’s hockey tournament. This type of event would attract 20 teams (300 players) to the community from Friday to Sunday.

The other men’s league – the Amherstburg Men’s Hockey League currently uses 4 hours per week (8 teams) on Wednesday evenings. To participate in this league, prior hockey experience at a semi-skilled level is required and

is geared for the 18 to 40 year olds. With the availability of ice time, the organizers of this league believe they can easily expand this league to 16 teams from the present 8 teams. They would form two divisions; a higher and lower caliber division. Most of this growth would come from the lower caliber or less skilled players 18 to 40 years. At present, there is no program for this level of participant in Amherstburg. With the ability to have ice time in new a twin pad arena, this program would also host a men’s hockey tournament. This type of event would also attract 20 teams (300 players) to the community from Friday to Sunday.

“In the 2002-03 season, a record 61,000 females registered in the sport across Canada, almost 7,000 more than the season before and a near fivefold increase from a decade before.”²⁰

“The Canadian Adult Recreational Hockey Association (CARHA), which governs more than 6,800 teams and 135,000 players across the country, has recently seen a 200 percent growth in its women’s hockey program. More women’s teams and leagues are joining CARHA each year. The organization has responded by expanding its national tournament program by offering divisions exclusively for women.” (Canadian Adult Recreational Hockey Association)

With the growth of girls’ hockey in Canada over the past 15 years, it is unlikely these players will stop playing as they get older and beyond the age of participating in organized girl’s minor hockey programs. As many communities across Canada and Ontario have already experienced, there is an existing demand that will continue growing rapidly for adequate ice time for women’s organized hockey leagues. At the present time, Amherstburg adult female residents wanting to play in an organized





women's ice hockey program are forced to travel to other communities in the Windsor-Essex Region. Without the proposed Recreation Complex, playing ice hockey in their own community for many Amherstburg female residents will never be a reality.

4.10 Other Ice Related Programs

Due to the popularity and the demand traditional boys minor hockey programs have placed on community arenas for ice time, groups like sledge hockey and girls hockey have traditionally experienced difficulties in acquiring sufficient ice time to develop and expand their programs. Should the proposed Amherstburg Recreation Complex become a reality, two Windsor-Essex Regional sports organization have committed to taking ice in this facility starting in the 2009-10 season. The Bullets Sledge Hockey Program, committing to 4 hours per week and the Sun Parlour Female Hockey Association committing to 20 hours per week. Both programs are currently based out of several different arenas in the Windsor-Essex Region.

These two regional based programs would be a good fit for the proposed facility as it will provide an opportunity for Amherstburg residents to participate in these programs in their own community. Both organizations are also committed to bringing regional tournaments to Amherstburg and during the less busy shoulder seasons of September and April when the ice time would likely be available and not cause major interruptions to existing community programs.

In serving these two sports groups (regionally based programs that have been disadvantaged in terms of access equality compared to boys minor hockey programs) the Town of Amherstburg would have a better opportunity of acquiring capital grant funding for the proposed facility from higher levels of government.

For the purpose of this feasibility study, discussions were also held with the Sun County Minor Hockey Association – a competitive 16 team Triple AAA/AA Hockey Program. This program is also regionally based in the Windsor-Essex County and currently operates out of several different arena facilities through out the County. They would

not commit to taking any ice time at the proposed Amherstburg facility unless there was a guarantee the facility was getting built and could accommodate their entire program. Later in this report, we will discuss in an option of an indoor playing field with the ability for future conversion to a third ice pad for the Town of Amherstburg. Under this scenario, accommodating this program in the future could be a possibility. Given the current inventory of community arenas in the Windsor-Essex Region, it is highly unlikely any community in the Windsor-Essex County will be able to solely accommodate this organization. It is likely that the Sun County Minor Hockey Association would commit to any ice time that might come available at the proposed Amherstburg Recreation Complex for both their regular program or for hosting tournaments.

4.11 Summer Ice

Given the present day demand for off-season ice time (July and August), and with commitments that have been made through the Amherstburg Skating Club and Power Point Hockey Program, we believe that there is sufficient



demand to keep one ice surface open year round (12 month operation). For the new proposed facility, we are projecting summer ice time sales (May to end of August) of 700 hours. With creative programming and marketing this could easily be increased to about 1,200 hours.

4.12 Summer Floor Rentals (In-line Hockey)

In the past few years, the Town of Amherstburg has been able to successfully establishing a spring in-line hockey program that is currently the premier in-line hockey program in the Windsor-Essex Region. This is despite having a non air conditioned facility for summer season activity, and only having a limited 10 week season because of other facility programming constraints. With a new facility that might provide an air condition playing environment and with the ability to extend the length of the current season to 16 or 20 weeks, it may enable inline hockey to continue to develop and grow in this community.

A modern air condition facility will also allow the potential to attract other new revenue generating events and programs to the Town of Amherstburg that are not possible with the current arena facility.

4.13 Ice Hockey Tournaments and Figure Skating Competitions

As previously discussed, a twin pad arena provides opportunities for hosting ice hockey tournaments and figure skating competitions not possible with a single pad facility. In addition to the above mentioned benefits of developing a sport tourism industry, there are other benefits worth noting. For the host facility, it normally means increased ice sales – many of these week-end events will book ice time during the daytime on the Friday. This is normally non-utilized ice time in most arenas. It also means increased food and beverage sales for the facility. For the organization that is hosting the event, it is also a good revenue source that is used to help lower program registration costs and makes programs more affordable for the entire community.

The proposed Recreation Complex for the Town of Amherstburg coupled with the close proximity to the new twin pad arena in the Town of LaSalle, could create good synergies to attract and bring major tournaments and events to this location of Windsor-Essex Region. Many of the major national, provincial and regional tournaments and events often require at least four ice surfaces – something that both communities could provide jointly and with new state-of-the-art facilities.



4.14 Current and Projected Ice Sales with New Twin Pad Arena

Current Arena Utilization 2007-08	
30 Week Winter Season	
	Prime Time
Minor Hockey	45
Skating Club	12
Wed. Men's Hockey	5
Sunday Senior Men	4
Private Rentals	2
Total	68
Total Winter Hours	2,040
Total Summer Hours	480
Total Annual Hours	2,520

Projected Arena Utilization 2009-10	
32 Week Winter Season	
	Prime Time
Minor Hockey	68
Skating Club	23
Essex Girls	20
Sledge Hockey	4
Wed. Men's Hockey	10
Sunday Senior Men	4
Private Rentals	2
Total	131
Total Winter Hours	4,096
Total Summer Hours	700
Total Annual Hours	4,796

4.15 Indoor Playing Field

Since the 1990's in the U.S. North-east and all across Canada there has been a large growth in the development of indoor playing fields largely due to the climatic restrictions for the use of outdoor fields. If programmed and marketed properly, they offer an excellent return on investment and are one of the most profitable sport and recreation facilities. An indoor playing facility, because it does not require the mechanical refrigeration ice-making equipment, additional and larger changing rooms, and the hockey board system is more economical to build compared to a hockey arena. In addition, an indoor soccer facility is much more economical to operate in terms of utilities and staffing costs. On the revenue side, the market rental rate for a hockey arena and a "same size" indoor playing field is comparable. When an indoor playing field is attached to a twin pad ice arena, the financial viability is even greater. No additional staffing is required and waste heat from the mechanical ice-making system can be used to heat the indoor playing field.

"According to the Ontario Soccer Association, half of all outdoor soccer players would play indoor soccer if adequate indoor facilities were available." (Ontario Soccer Association)

For the purpose of this feasibility study, we could not determine the exact demand for an indoor playing field for the Town Amherstburg. In our interviews with representative of Amherstburg Minor Soccer, they did not question the demand; the issue was having volunteers in place to operate both a winter indoor and summer outdoor program in the community, and hence they were not able to commit on the usage for a proposed indoor facility.

Nustadia Recreation Inc.'s experience as the development consultants with a recently opened twin pad ice arena and indoor playing field in the Town of New Tecumseth, Ontario, (with a similar population with the Town of Amherstburg) was very similar. Little interest was expressed from the minor soccer association in the early development stage, but after completing the first season of operation, all prime time hours were booked for the indoor playing field.

Despite our findings, and given the current circumstances in the Town of Amherstburg, serious consideration should be given to an indoor playing field attached to a twin pad

arena as a viable option for the Town of Amherstburg. Not only would this option provide the best financial viability for the facility (if utilized), it would also provide Amherstburg with the best option for meeting the recreational needs of the entire community. Provided is a list of some activities that can take place in an indoor playing field:

- Indoor youth and adult soccer leagues (for both genders), and operated by facility staff or by a private business
- Off season training for competitive youth and adult teams
- Baseball training – off season training (Amherstburg Minor Baseball has committed to using 5 hours per week during winter season)
- Football off season training and indoor leagues
- Indoor walking track for seniors during the winter season
- Golf driving range and instructional training during winter season
- Indoor ultimate freebie
- Indoor field hockey
- Indoor cricket
- Community gymnasium for activities like basketball, volleyball, badminton, etc. if artificial turf covered with sport court surface
- Indoor community festivals, large Banquets, and social events.
- Trade / Consumer Shows

Another benefit includes increased flexibility in achieving the fluctuating programming needs of the community. Should it be required in the future and with careful pre-design considerations an indoor playing field could be converted into another ice hockey rink if growth / demand requires the need for a third surface in the community.

For the purposes of this report, we are conservatively estimating that over a 30 week winter season, 50 hours per week will be rented at an average rental rate of \$150 per hour for a total revenue stream of \$225,000 per year. There may also be additional daytime revenue mainly from winter golf driving range and summer season rentals that were not included in this estimated revenue.



5.0 Current Trends in Canadian Recreation Facilities

Health is a priority for Canadians and all three levels of government. Recreation facilities are the integral vehicle to getting the entire community actively participating in physical activity.

Soccer participation is on the rise in many communities. The Canadian Soccer Association estimates that well over one million Canadians are active soccer players – surpassing the number of Canadians who are registered ice hockey players.

Despite the recent declines in birth rates over the past few years, demand for communities recreation facilities and specifically arenas remains high with increased participation in girls, women, and men’s hockey. In addition, there continues to be increased immigration into Canada, and this will continue to place a demand for community recreation facilities.

The recreation industry in Ontario has seen significant change in the basic design and compliment of facilities. Aging facilities have placed pressure on local governments to renovate or replace facilities. Changing demographic profiles with aging communities as well as the expectation of the user groups and spectators alike have placed new and increased demands on local facilities and services.

Traditional one rink facilities are being replaced with multi-pad, multi disciplined complexes with increased exposure to a retail component including pro shops, enhanced food and beverage programs as well as commercial office components to accommodate local users groups and professional services such as physiotherapy/sports therapy centres. A single pad arena has 100% revenues and 100% expenses. A twin pad arena

has 200% plus revenues and 150% expenses.

Community recreation facilities need to be flexible to provide a wide range of opportunities that is due in part to the changes in community composition. This means having multi-purpose rooms that can be divided for different programs uses and indoor playing fields that can be used for several different activities

Increase emphasis on user-pay philosophy for the provision of community recreation services. This user-pay approach can be used to pay for the day-to-day operating costs of a community recreation facility, but the long term debt financing of these facilities still has to be absorbed by the municipal tax payer or otherwise these types of community facilities would not be possible.



6.0 Proposed Facility Components

Twin Pad Arena

- 2 NHL regulation ice surfaces 200'x85'
- Main ice surface 500 seats, second surface to have about 200 seats. 500 seats would be suitable to accommodate Junior C or B hockey. Adding more seats would only add to the overall cost of project and would not be needed
- 6 change rooms per ice pad

Indoor Playing Field

- 1 – 200' x 85' indoor artificial playing field
- 6 changes room
- Option to have refrigeration piping under concrete slab. Should there be a demand in the future this could be converted into a third ice pad

Sport Retail Shop

- Depending on all the amenities that are included in the facility, sport retail shop could be up to 1,000 sq ft
- Revenue generator for the facility
- Would only recommend this amenity only after a qualified tenant has been secured to lease the space and all contracts have been signed

Multi-Purpose Space/Banquet Room

- Recommend about 4,000 sq ft – for large divisible activity space that will accommodate about 300 people in seated assembly or social function
- To accommodate the existing programs at Amherstburg Recreation and Cultural Centre and the Scouts Hall
- Could be used for other various community recreation programs i.e. dance classes, martial arts, fitness classes, youth drop-in-centre etc.
- Could also be used to rent out for various private social functions i.e. weddings and banquets
- Good revenue generator for the facility and would help sustain the full service restaurant



Full Service Restaurant

- Recommend about 3,000 sq ft of roughed in lease space for a full service restaurant – to accommodate about 200 patrons
- Recommend a third party lease arrangement and lease tenant would pay for the complete tenant improving including all equipment
- Recommend this amenity only after a qualified lease tenant has been secured and all contracts have been signed
- Could add about \$50,000 to \$60,000 per year in net revenue to the facility

Other - Commercial Retail Rental Space (* optional amenity)

- Recommend this amenity only after a qualified lease tenant has been secured and all contracts have been signed
- The tenant lease would need to cover construction financing and on going utility costs plus a marginal mark-up that would be used as a revenue source for the facility
- Could include tenants like sport injury clinic, mini ice pad for shooting and goalie schools, climbing wall, etc

Office Space for Community Sport Organizations (* optional amenity)

- Up to about 1,000 sq ft for office and storage space for community sports organization
- Construction roughed in space only – tenants would pay finishing construction costs
- Tenants would pay a lease that would cover construction financing and on going utility costs
- Recommend this amenity only after a tenant has been secured and all contracts have been signed

Outdoor Ball Hockey Court (* optional amenity)

- 1 – 156’ x 80’ fully lit outdoor ball hockey court
- No cost to the municipality – through public private partnership, partner will finance entire project in return for land lease
- Private partner operates all programs and handles all rental
- If decision is made to have full service restaurant, it will help sustain food and beverage sales during the summer season when ice pads are not at full capacity

Outdoor Sand Volleyball Courts (* optional amenity)

- 2 to 4 full size regulation outdoor sand volleyball courts
- Fully lit for use during the evenings
- Minimal cost to build and very popular with adults 18 to 40 years
- Could be used for drop-in program or organized leagues that could generate good revenue potential for the recreation complex
- If decision is made to have full service restaurant, it will help sustain food and beverage sales during the summer season when ice pads are not at full capacity

Outdoor Basketball Court (* optional amenity)

- 1 full outdoor regulation outdoor court
- Minimal cost to build
- Option to have fully lit for evening use
- Very popular with youths and teens for drop-in programs
- Could be used for 3 on 3 tournaments and organized youth and adult leagues during the summer season
- If decision is made to have full service restaurant, it will help sustain food and beverage sales during the summer season when ice pads are not at full capacity



7.0 Financial Analysis

The following chart is a financial comparison of the existing current arena operating program to the proposed new twin pad facility. A third comparison has been added to reflect the addition of an indoor playing field and its financial impact on the net operating revenues. These financial comparisons reflect net operating income and do not reflect any debt servicing.

The current single pad arena program for the year ending 2007 operated with an estimated total deficit of \$334,888. Based on our knowledge and experience in operating arena facilities and their utilities costs, we believe \$109,530 in utilities for a facility of this type and age is likely not correct and should be higher. We also used a new proposed rental rate of \$180 (current rate \$157) per hour for all prime time ice rentals and \$150 per hour for playing field rentals.

7.1 Current Program vs. New Twin Pad

Operation Revenues	2007 final estimate	New Twin Pad	New Twin Pad w/ Indoor Field
Canteen Sales	\$ 50,000.00	\$ 40,000.00	\$ 60,000.00
Vending	\$ 6,500.00	\$ 15,000.00	\$ 22,000.00
Ice Rentals -Winter	\$ 259,000.00	\$ 737,000.00	\$ 737,000.00
Ice Rentals - Summer	\$ 75,000.00	\$ 126,000.00	\$ 126,000.00
Public Skating	\$ 8,500.00	\$ 9,000.00	\$ 9,000.00
Skate Shop	\$ 1,400.00	\$ 5,000.00	\$ 6,000.00
Auditorium Rental	\$ 1,500.00	\$ 6,000.00	\$ 6,000.00
Floor Rental	\$ 260.00	\$ 3,500.00	\$3,500.00
Figure Skate Reg	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Sign Rental	\$ 8,000.00	\$ 28,350.00	\$ 36,000.00
Illuminated Sign	\$ 10,000.00	\$ 0.00	\$ 0.00
Pond hockey	\$ 1,200.00	\$ 0.00	\$ 0.00
Hockey School	\$ (261.00)	\$ 0.00	\$ 0.00
Roller Hockey	\$ 252.00	\$ 0.00	\$ 0.00
PA Day Skate	\$ 1,375.00	\$ 1,400.00	\$ 1,400.00
Miscellaneous	\$ 70.00	\$ 0.00	\$ 0.00
Field Rental	\$ 0.00	\$ 0.00	\$ 240,000.00
Total Revenues	\$ 424,796.00	\$ 973,250.00	\$ 1,248,900.00
Operational Expenses			
General & Administration	\$ 109,530.00	\$ 225,250.00	\$ 225,250.00
Operations & Maintenance	\$ 521,154.00	\$ 343,000.00	\$ 363,000.00
Utilities	\$ 110,000.00	\$ 200,000.00	\$ 280,000.00
Marketing, Sale and Events	\$ 0.00	\$ 0	\$ 0
Capital Reserves	\$ 19,000.00	\$ 70,000.00	\$ 70,000.00
Total Expenses	\$ 759,684.00	\$ 838,250.00	\$ 938,250.00
Net Operating Surplus/(deficit) before Debt Charges	\$ (334,888.00)	\$ 135,000.00	\$ 310,650.00

7.2 Preliminary Capital Investment Analysis

*"A city completely free of debt should not be the ultimate goal of fiscal policy, regardless of how well it plays with the public. This is especially the case if the fiscal trade-off is an underfunded stock of capital assets and infrastructure."*²¹

A project built today will result in benefits over the next, say 25 years. If funds are borrowed, the project is paid for over the next 25 years through repayment of the principal and interest. This means that those who benefit from the facility (the users and taxpayers over the next 25 years) also pay the costs. Borrowing is more equitable and efficient when those paying for services are enjoying the benefits.²²

Provided are two sample scenarios that the Town of Amherstburg could consider for financing of a new recreation complex. Option "A" is the debenture costs per year on \$15,000,000 for a new twin pad. The second, Option "B" is the debenture costs per year on \$17,850,000 for a new twin pad arena with indoor playing field.

Option "A" - Twin Pad Arena and roughed in restaurant and community hall/banquet room	\$15,000,000
Debenture costs through Infra-structure Ontario (30 years at 5.06%)	\$977,246
Projected Net Revenue for new twin pad arena facility	\$135,000
Current subsidy - existing single pad facility	\$334,888
Current subsidy – Centennial Hall	\$35,000
Current subsidy – Scout Hall	\$8,950
Additional cost to sustain per year	\$463,408

Option "B" - Twin Pad Arena with 200x85 Indoor Playing Field and roughed in restaurant and community/banquet room	\$17,850,000
Debenture costs through Infra-structure Ontario (30 years at 5.06%)	\$1,162,923
Projected Net Revenue for new twin pad arena facility with indoor playing field	\$310,650
Current subsidy - existing single pad facility	\$334,888
Current subsidy – Centennial Hall	\$35,000
Current subsidy – Scout Hall	\$8,950
Additional cost to sustain per year	\$473,435

For every \$1 million that can be paid down on the project through provincial or federal government grants, existing municipal reserves, or through community fund raising, \$65,150 per year is taken off the cost to sustain the facility by the municipality. As an example for Option "B", if \$5 million was put down on the project, the yearly cost to sustain the facility would only be about \$147,685 per year in addition to current subsidy on the current arena, community centre, and scout hall.



8.0 Funding Options

8.1 Infra-structure Ontario Grants/Special Loans Program

Through the Province of Ontario, the Ontario Infrastructure Projects Corporation offers that could be of financial assistance to the Town of Amherstburg for the proposed Multi-use Recreation Complex:

1. Infra-structure Grant Application - the Town of Amherstburg was rejected by the Province in their grant application in the amount of \$4.5 million at the end of February 2008. All funds have been allocated and this particular grant program has ended. Under this program 42 different Ontario Communities received funding for community centre, library and arena infra-structure projects. Town of Amherstburg representatives should lobby their local Member of the Provincial Legislature to determine if a similar program will be forthcoming in the near future, and to determine where their recent grant application might have failed. This information along with the information in this report could prove valuable in re-apply for future provincial funding programs.
2. A second program that is still open through this agency is special reduced loan rates to municipalities for financing infra-structure projects. The debenture costs for the proposed project as per the previous section of this document were calculated using the rates currently offered through Infra-structure Ontario. Provided on the next page is a chart with the different terms and loan rates:

Indicative Lending Rates as of May 16, 2008*

Term	Construction	Serial	Amortizer
1 month	3.36%	-	-
5 year	-	3.8%	3.9%
10 year	-	4.27	4.37
15 year	-	4.56	4.66
20 year	-	4.75%	4.85%
25 year	-	4.88%	4.98%
30 year	-	4.96%	5.06%
35 year	-	5.00%	5.10%
40 year	-	5.03%	5.13%

* Through Infra-structure Ontario



8.2 Ontario Ministry of Health Promotions - Communities in Action Fund

Under this current provincial program, the aim is to help bring about physical activity and community sport culture in Ontario by helping local, regional and provincial not-for-profit organizations provide and enhance opportunities for physical activity through community sport and recreation. Eligible program applicants can receive non-capital funding for projects falling under one or a combination of categories covering planning, implementation, and/or development. Though this program does not cover capital funding, the Province of Ontario has recently pledged \$4 million to the City of Orillia for a proposed recreation complex project. It is recommended that the local Member of Provincial Legislature also be contacted by the Town of Amherstburg representatives to inquire about this possible funding source.

8.3 Federal Government - Building Canada Fund

Representatives of the Town of Amherstburg should also contact their local Federal Member of Parliament to investigate possible funding for the proposed recreation complex through the "Building Canada Fund". This program recently announced by the federal government will provide funding to communities that meet the fund's overall environmental, economic and quality of life objectives. This encompasses all projects under the Municipal Infrastructure Component which includes the national priorities of: the core highway system; drinking water; wastewater; transit; and green energy; as well as culture, sport, and local roads and bridges. Selection is based on merit through a negotiated federal/provincial process, and all projects will be required to meet the three broad objectives noted above. Innovative technologies and partnerships will also be emphasized. The process will be application-based.

The Building Canada Program also includes Municipal GST Rebates and the Gas Tax Fund which will provide \$17.6 billion over seven years toward stable, predictable and flexible base funding for municipalities to invest in ongoing infrastructure needs. Under this program and another project Nustadia Recreation is currently consulting on, the City of Regina, Saskatchewan received \$20 million for a new 6 pad arena.

8.4 Other Government Funding Options

There are a number of government programs promoting environmental responsibility and energy efficiency in the design and operation of new recreation facilities that are available through both the federal and provincial governments and related agencies. These different funding programs should also be investigated and could potentially contribute to the upfront capital cost. Provided below is a list of these grants or funding sources:

- 2008/2009 Community Conservation Initiatives Program
- ecoENERGY Retrofit Incentive for Buildings
- ecoENERGY Retrofit Incentive for Industry
- Energy Wise Solutions Ltd.
- 2008 Common Grounds Funding
- Green Municipal Fund RFP re: Municipal Solid Waste Diversion Projects
- Community Go Green Fund
- New GMF Funding Opportunity
- EcoAction: A Community Funding Program.

Individual community sports groups that have a potential interest in office, meetings and storage space in the proposed facility should be encourage to apply for Ontario Trillium funding grants to help pay for the initial capital costs of their required rental space. Future lease costs of the space to the user groups would only include utility and maintenance up-keep costs, and it would be one less component of the facility that would need to be financed.

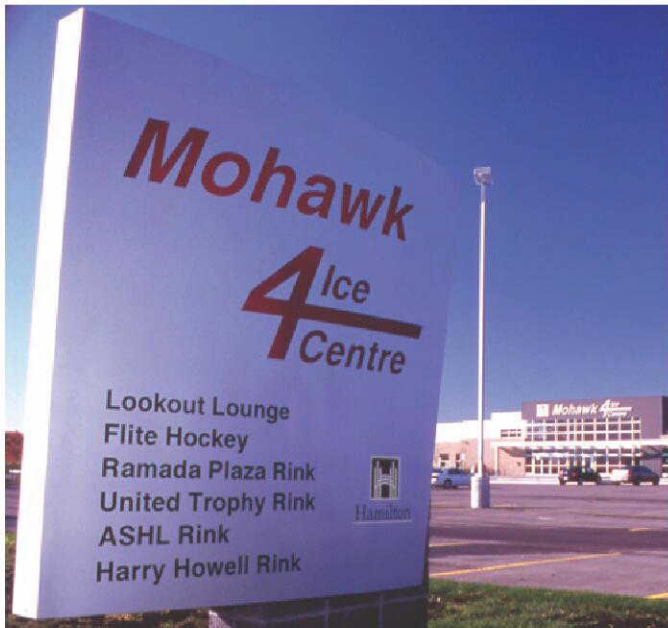
8.5 Community Fund Raising

"...Representatives of the Amherstburg Minor Hockey Association, Skate Amherstburg and the arena fundraising committee came before council at the April 14 meeting ready to commit funds towards the project".²³

In our discussions with both the Amherstburg Minor Hockey Association and the Amherstburg Skating Club representative, both organizations have committed to a fund raising program towards the capital costs of the project. If a decision is made to proceed with the project, a formal agreement should be made with a combined community fund raising committee that includes representatives from all user groups of the new proposed facility. In researching other community fund raising efforts for other similar projects across Ontario, it would not be unreasonable to estimate that on the low end \$500,000 and on the high end \$1,000,000 could be raised in an organized community fund raising effort.

Provided below are some examples of other community fund raising initiatives for recreation infra-structure projects:

- Peterborough Sport and Wellness Centre - \$1.1 million
- The Township of Woolwich established the Recreational Facility Foundation to raise \$5.6 million to build 4 new different community recreation facilities.
- City of Kingston has recently launched a \$2 million fund raising campaign for their 4 pad arena facility
- Vancouver, B.C. - Millennium Sports Centre - \$1.5 million
- Town of Daulphin Manitoba – Daulphin Community Centre - \$1.2 million



Consideration can also be given to hiring a professional firm that will assist the municipality with raising funds for a proposed recreation complex. The City of Orillia and Peterborough have both recently experienced good success with community fund raising for a recreation facility by hiring a professional fund raising firm.

8.6 Facility Naming Rights

*“Local businesses moved quickly to get their names attached to the Bob Gale Complex, the city’s (Niagara Falls) proposed four-pad arena, says the head of corporate fundraising campaign. All four ice pads are named after local companies, said Mick Wolfe, the chairman of the committee trying to raise \$2.4 million by selling naming rights for the \$40-million city-owned facility”.*²⁴

With overall reduced funding for community recreation infrastructure projects, many municipalities have turned to the corporate sector to provide much needed capital funding in turn for facility naming rights. With a proper community marketing campaign geared to the private sector, and as other communities have successfully done, this could potentially be a good source of funding for this proposed project. This revenue could come from overall facility naming rights, the naming rights for each of the two ice surfaces, the indoor playing field, community multi-purpose /banquet room, each of the change rooms and any other facility component that might be added to the overall complex.

Provided are some other examples for the naming rights of community recreation facilities in Ontario:

- Town of Whitechurch-Stouffville - naming rights to the Lebovic Leisure Centre \$100,000 per year for 10 years.
- City of Hamilton Mohawk 4 Ice Centre – naming rights for each of the 4 ice surfaces, \$8,000 per year per ice surface
- City of Niagara Falls future 4 pad arena facility - \$250,000 for life-time naming rights for the main 2,000 seat ice surface, and \$100,000 for life-time naming rights on one of the other ice pad, Lifetime Financial Group and Centennial Construction are each contributing \$75,000 for naming rights on the remaining two ice surfaces
- St. Catharine’s new four pad arena facility - Seymour Hannah Recreation Complex (facility naming rights)

8.7 Selling Property from Decommissioned Facilities

Should the decision be made to proceed with the proposed recreation complex and to decommission the existing arena, the Amherstburg Recreation and Cultural Centre and the Scout Hall, the property in which these currently facilities are on, could be sold off with the funds going to fund the capital costs of the new proposed project.



9.0 Summary & Recommendations

9.1 Summary

This report analyzed multiple factors to conclude that the Town of Amherstburg should consider a new multi-use recreation complex for the community. These factors included the following:

- Past and projected growth patterns for the community
- Using recreation facilities to attract and attain a skilled workforce that is necessary for developing a strong regional economy
- Utilizing quality community recreation facilities to help build a healthy community
- The need and benefits of developing a sport tourism industry for the local economy.

The existing ice arena is over 38 years old and has out-lived its life expectancy. This is coupled with a demonstrated need for a new twin pad ice arena to meet the growing needs of the community. Young and old Amherstburg residents have to travel to outside communities to participate in ice related sports. In addition, programs like girls and women's hockey program that are offered in communities of comparable size, are not available in this community because of the lack of available ice time.

A new twin pad for the community will only alleviate the need for ice related sports in the community. Compared to several other communities of similar size, Amherstburg is also well below the industry standard in meeting the overall leisure needs of the community due to a limited recreation facility inventory in the community. A multi-use recreation complex consisting of the recommended indoor playing field and a large multi-use community hall will provide opportunity for new and expanded leisure related programs. The indoor playing field, one of the most cost effective sport and recreation facilities when combined with a twin pad arena, will also provide additional revenues to make the entire project economically sustainable. The new community hall allows for programming needs currently at the Amherstburg Recreation and Culture Centre and the Scout



Hall to be met in a newer combined facility and in a more cost effective manner.

The development of a new Recreation Complex could proceed to phase two, where:

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We also provided some alternative capital funding options that need to be explored in order to make the project a reality. This includes various grant programs from higher levels of government, community fund raising and facility naming rights. These funding options are not unique and have successfully been used by other communities in the development of municipal recreation projects.

9.2 Recommendations

This report concludes phase one of the proposed development of the Amherstburg Recreation Complex. This phase has confirmed the overall community need for a new facility, the economic sustainability and the impact the project would have on the Town of Amherstburg. The funding options will need to be explored further and if a significant capital contribution is available from outside sources, this project is certainly very attainable for the community. The overall benefit of this facility may outweigh the financial investment by the community in any case.

- Design build performance specifications will be prepared through NRI and EllisDon Construction
- Development of a Guaranteed Maximum total development cost
- Due diligence for the revenues and expense projections will include signed long term agreements with various stakeholders
- Draft agreements will be developed for the following phases if approved
- Permits and authorizations and further site analysis

Endnotes

- 1 Windsor-Essex County Development Commission 2006 – Amherstburg Report
- 2 Ibid
- 3 The Randolph Group Management Consultants Inc. Emerging Issues in the Not-for-Profit Recreation Sector
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- 7 Browne, G., C. Byrne, J. Roberts, A. Gafni, and S. Whittaker. 2001. "When the Bough Breaks: Provider- Initiated Comprehensive Care is More Effective and Less Expensive for Sole-Support Parents on Social Assistance." *Social Sciences and Medicine*, 53(12) and Haldane, Scott. 2000. "Scientific Research Supports
- 8 Ibid
- 9 2007 Annual Report, Smart Choices for the Windsor-Essex Region, Inter-Municipal Planning Consultation Committee
- 10 I bid
- 11 Ontario's Action Plan for Healthy Eating and Active Living, Printed in 2006 by the Queens Printer for Ontario,
- 12 Ibid
- 13 Leisure Trends Monitor – Sport Tourism "Ann Robins & Associates, Spring 2004
- 14 Canadian Tourism Commission – 2004 Report
- 15 Presentation by Paul Charbonneau of Sport Alliance Ontario on "Sport Tourism Development", presented on March 30, 2006 in Brantford, Ontario
- 16 Windsor, Essex County & Pelee Island: A Premier-Ranked Tourist Destination Evaluation
- 17 Fort Nelson Arena Collapse", *Opinion 250 – The Voice of the North*, April 19, 2007
- 18 N.S. arena roof collapse examined" www.cbc.ca, Feb 03, 2001
- 19 National Heart, lung and Blood Institute, (2000), *Trail of Activity for Adolescent Girls*.
- 20 *Maclean's Magazine* March 8, 2004, *Girls Give Hockey a Badly Needed Lift*
- 21 Vander Ploeg, Casey. 2001. "Dollars and Sense: Big City Finances in the West, 1990-2000," *Canada West Foundation*, Calgary
- 22 Laidlaw Foundation, *Municipal Funding for Recreation*, By Enid Slack Consulting Inc., March 12, 2003
- 23 "User Groups Pledge Cash for Proposed Rec Complex" *The Amherstburg Echo*, April 22, 2008, by Ron Giofu
- 24 Businesses jumo to be attached to new four-pad arena



710 Mountain Brow Blvd.
Hamilton, ON.
L8T 5A9



AMHERSTBURG

Inclusive Recreation Facility Development FEASIBILITY STUDY

Review Edition

July 28, 2008



Amherstburg Demographics

1. Current population about 22,000

2. One (1) Single Pad Rink

3. Nearest Large Municipality –
Windsor 20 minutes away

4. Outside ice available to
stakeholders:
Windsor 20 Minutes
Leamington 45 Minutes

Alliston Demographics

1. Current population about 27,000

2. Four (4) operating ice pads and 1 to be
decommissioned (plus private twin pad)

3. Nearest Large Municipality – Barrie 36
minutes away

4. Outside ice available to stakeholders:
Nottawasaga Inn 6 Minutes



Current Recreation Facility Infra-structure

- Current Arena

- 38 years old

- Has outlived its 32 year avg life expectancy

- Recent Condition Assessment – over \$1.1 investment in next 4 years as required by Dillon Consulting Facility Audit.

- Recreation and Culture Centre and Scout Hall also built in around 1970

- Combine arena, Recreation & Culture Centre, and Scout Hall to one larger, multi-use complex



Recreation Facility Infra-structure with Similar Size Municipalities in Ontario

- Amherstburg was benched marked with 17 other similar size communities in Ontario – Results:
 - Least and oldest inventory
 - Below standards in community recreation programs offered
 - Minimum of two ice pads in other communities
 - No new indoor facilities since early 1970's



Ice Time Needs Amherstburg Minor Hockey Association

- 45 hours/week during 2007-08 season
- AMHA books 10 hours/week outside of Amherstburg
- Additional 3 hours per week booked privately by individual teams outside of Amherstburg
- Requesting 68 hours in facility to meet current demand only
 - no growth
- No current Girls/Women's Community Ice Hockey program



Ice Time Needs Amherstburg Skating Club

- 12 hours/week during 2007-08 season
- Additional 6 hours for 2009-10 season
- Additional 2 hours for 2010-2011 Season
- Additional 10 hours summer ice (May to Aug)
- Barrier to growth is both ice time and lack of coaches
- More teaching hours – more coaches



Ice Time – Adult Hockey

- Tri-County Men's Senior Hockey League, currently 5 hour per week
- New facility would operate annual tournament
- Amherstburg Men's Hockey League – currently 4 hours per week
- With new facility: 8 hour per week and annual tournament
- No adult female hockey program

Other - Ice Related Programs

- Essex Bullets Sledge Hockey Program committing to 4 hours/week in new facility
- Sun Parlour Female Hockey Association committing to 20 hours/week in new facility
- Increased participation opportunities within the community



Finances At-a-Glance

Break Even Point of a Double Ice Pad = 120 PT/hrs/week

Per the Feasibility Study shows = 131 PT/hrs/week

New Tecumseth Twin Pad w/third indoor field/rink

an event, multi-sport and soccer structure for future development represents another of 50 hour per week over a 30 week winter season @ \$150/hr (\$225,000 per year).

Unique development—only one of its kind in Essex County offering year round climate controlled event space in addition to recreation and arena operations.



Current and Projected Ice Sales with New Twin Pad Arena

Current Arena Utilization 2007-08

30 Week Winter Season

Prime Time

Minor Hockey	45
Skating Club	12
Wed. Men's Hockey	5
Sunday Senior Men	4
Private Rentals	2
Total	68
Total Winter Hours	2,040
Total Summer Hours	480
Total Annual Hours	2,520

Projected Arena Utilization 2009-10

32 Week Winter Season

Prime Time

Minor Hockey	68
Skating Club	23
Essex Girls	20
Sledge Hockey	4
Wed. Men's Hockey	10
Sunday Senior Men	4
Private Rentals	2
Total	131
Total Winter Hours	4,096
Total Summer Hours	700
Total Annual Hours	4,796



Indoor Playing Field

- Excellent return on investment,
- Event facility in climate controlled weather-safe environment
- Unique development – only one of its kind in Essex County
- Provides great opportunity to meet the needs of the entire community – not just stakeholders alone.
- Conservatively estimating usage of 50 hour per week over a 30 week winter season @ \$150/hr (\$225,000 per year)
- Potential conversation to third ice pad in the future



Current Program vs. New Twin Pad

Operation Revenues	Amherstburg Arena	New Twin Pad	New Twin Pad w/ Single Field
Canteen Sales	\$ 50,000.00	\$ 40,000.00	\$ 60,000.00
Vending	\$ 6,500.00	\$ 15,000.00	\$ 22,000.00
Ice Rentals -Winter	\$ 259,000.00	\$ 737,000.00	\$ 737,000.00
Ice Rentals - Summer	\$ 75,000.00	\$ 126,000.00	\$ 126,000.00
Public Skating	\$ 8,500.00	\$ 9,000.00	\$ 9,000.00
Skate Shop	\$ 1,400.00	\$ 5,000.00	\$ 6,000.00
Auditorium Rental	\$ 1,500.00	\$ 6,000.00	\$ 6,000.00
Floor Rental	\$ 260.00	\$ 3,500.00	\$ 3,500.00
Figure Skate Reg	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Sign Rental	\$ 8,000.00	\$ 28,350.00	\$ 36,000.00
Illuminated Sign	\$ 10,000.00	\$ 0.00	\$ 0.00
Pond hockey	\$ 1,200.00	\$ 0.00	\$ 0.00
Hockey School	\$ (261.00)	\$ 0.00	\$ 0.00
Roller Hockey	\$ 252.00	\$ 0.00	\$ 0.00
PA Day Skate	\$ 1,375.00	\$ 1,400.00	\$ 1,400.00
Miscellaneous	\$ 70.00	\$ 0.00	\$ 0.00
Field Rental	\$ 0.00	\$ 0.00	\$ 240,000.00
Total Revenues	\$ 424,796.00	\$ 973,250.00	\$ 1,248,900.00



Current Program vs. New Twin Pad

Operational Expenses	Amherstburg Arena	New Twin Pad	New Twin Pad w/ Single Field
General & Administration	\$ 109,530.00	\$ 225,250.00	\$ 225,250.00
Operations & Maintenance	\$ 521,154.00	\$ 343,000.00	\$ 363,000.00
Utilities	\$ 110,000.00	\$ 200,000.00	\$ 280,000.00
Marketing, Sale and Events	\$ 0.00	\$ 0	\$ 0
Capital Reserves	\$ 19,000.00	\$ 70,000.00	\$ 70,000.00
Total Expenses	\$ 759,684.00	\$ 838,250.00	\$ 938,250.00
Net Operating Surplus/(deficit) before Debt Charges	\$ (334,888.00)	\$ 135,000.00	\$ 310,650.00



Preliminary Capital Investment Analysis

Option “A” - Twin Pad Arena and roughed in restaurant and community/banquet room \$15,000,000

- Debenture costs through Infra-structure Ontario (30 years at 5.06%) \$977,246
- Projected Net Revenue for new twin pad arena facility \$135,000
- Current subsidy - existing single pad facility \$334,888
- Current subsidy – Cultural Centre \$35,000
- Current subsidy – Scout Hall \$8,950
- Additional cost to sustain per year \$463,408



Preliminary Capital Investment Analysis

Option “B” - Twin Pad Arena with 200x85 Indoor Playing Field & roughed in restaurant and community/banquet room \$17,850,000

- Debenture costs through Infra-structure Ontario (30 years at 5.06%)
\$1,162,923
- Projected Net Revenue for new twin pad arena facility with indoor playing field \$310,650
- Current subsidy - existing single pad facility \$334,888
- Current subsidy – Cultural Centre \$35,000
- Current subsidy – Scout Hall \$8,950
- Additional cost to sustain per year \$473,435



Capital Investment Analysis

For every \$1 million that can be paid down on the project through provincial or federal government grants, existing municipal reserves, or through community fund raising, **\$65,150** per year is taken off the cost to sustain the facility by the municipality.

As an example for Option “B”, if \$7 million was put down on the project, the yearly cost to sustain the facility would be reduced to \$141,461 per year from the current subsidy on the current arena of Nustadia \$343,000 (2007) and the stated 2008 Budget \$210,312 and Victoria St. Recreation and Community centre, and Scout Hall.



Conclusion

- Demonstrated the need and benefits for multi-use complex.
- Proposed option has been successful in other communities and provides best option to meet the overall leisure needs of the community.
- Willingness from users and the community to fundraise for new infrastructure to benefit recreation.
- Given demonstrated community need and accommodating currently disadvantaged user groups (women, girls, and persons with disabilities), Amherstburg is well positioned to get funding from higher levels of government.
- A \$7 Million combined capital grant initiative will marginally increase the Arena operational cost by \$141,461 over the 2008 Arena net budget of \$ 210,312.



Arena/Recreation Options Capital Investment Analysis

July 24, 2008 | 12:03 PM [CBC News](#)

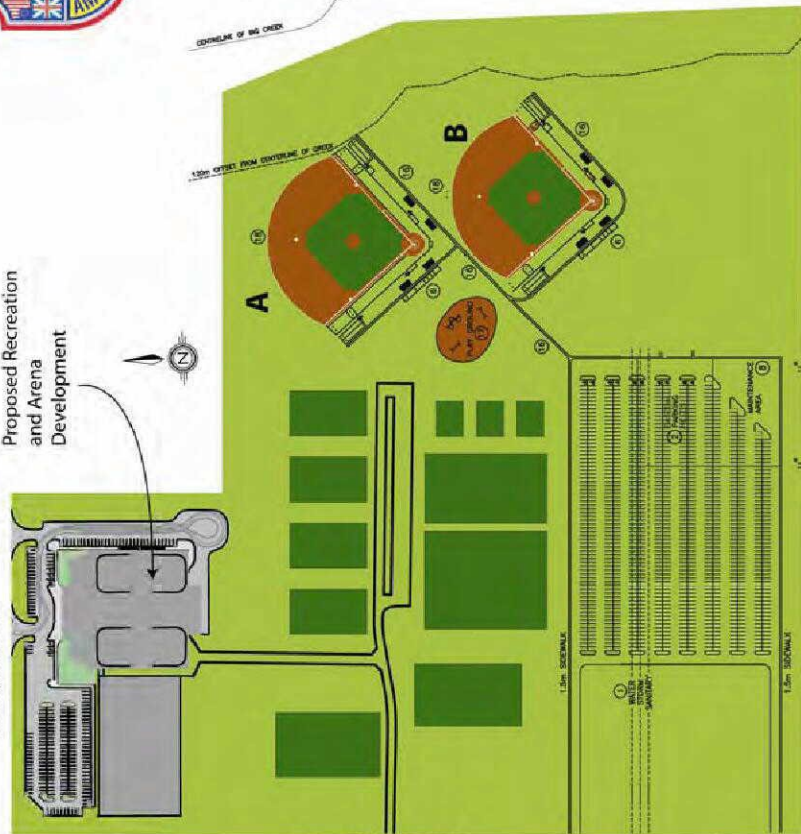
- The federal and Ontario governments have signed a deal that commits \$6.2 billion for roads, bridges, broadband internet and other infrastructure improvements in the province over the next six years.
- Lawrence Cannon, federal minister of transport, infrastructure and communities, announced Thursday morning that the federal government will provide \$3.09 billion of that money under Building Canada, a national plan launched in November, and Ontario will match the funding, which will be distributed through to 2014.
- The town of Amherstburg will be able to apply under this funding on the basis of Tourism and Sport and Recreation infrastructure improvements for a new recreation facility.



The Future of Recreation is in Larry Bauer Park



County Road 18
3295 Meloche Road



Amherstburg Rotary and Amherstburg Minor Baseball have teamed up with the Town of Amherstburg to construct an Inclusive Environment in Larry Bauer Park around the sport of baseball with a target set of \$2.3 Million to complete all facets.

Development within the town's largest park demonstrates an environment in which everyone gathers, learns, and enjoys the differences within us all regardless of ability, race, or gender.

The addition of an inclusive recreation facility in Larry Bauer Park maintains recreational programs year round, creates a focal point for youth to gather and learn of one another.

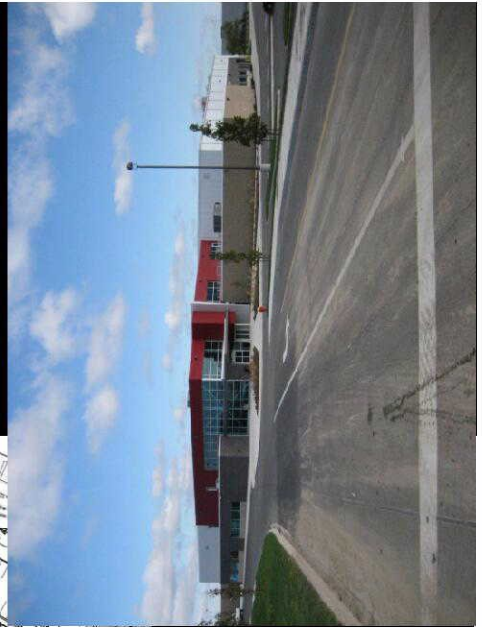
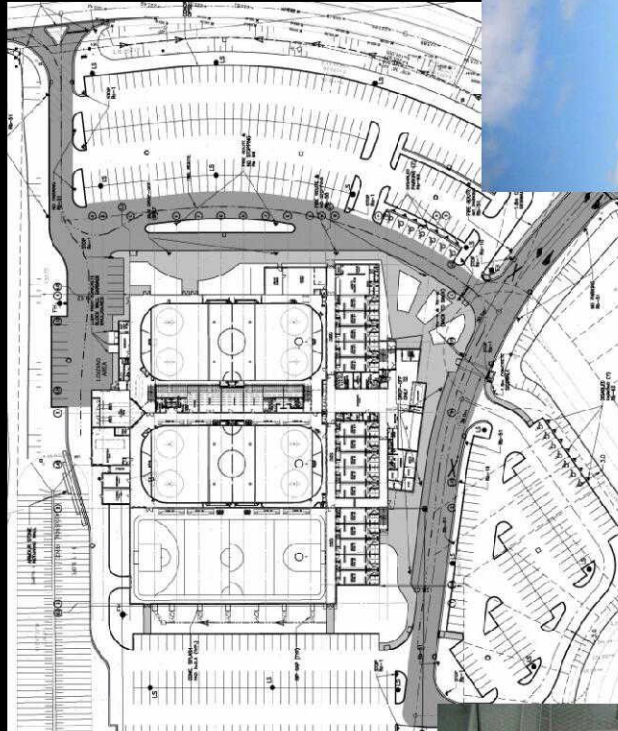
Further this development is a one-stop environment for the longterm growth of recreation within the town of Amherstburg.

When residents gather together for events, individual achievements and sporting activities - our claim is:

Amherstburg is for Everyone!



The Future of Recreation is in Larry Bauer Park



Building a Canadian First.

How did the Miracle League start for Amherstburg?
 On May 26, 2003 Amherstburg Council unanimously approved the construction of two new baseball field developments in Bauer Park.

Why is this development unique?
 The Premier Ball Field for Amherstburg Minor Baseball, the Diamond Premier Baseball Field, and the Miracle League Baseball Diamond for children and adults with disabilities by the Amherstburg Rotary.

What will it cost?
 Amherstburg Minor Baseball Premier Field
 Initial Field \$ 300,000 for 2010
 Complete Development \$ 1.1 Million (Phased in)
 Amherstburg Rotary Club Miracle Field
 Initial Field \$ 225,000 for 2010
 Complete Development \$ 1.4 Million (Phased in)

What are the benefits?
 Inclusion is within a self community such as Amherstburg is the largest benefit to the town and to its region. Amherstburg is leading by example as where traditional groups are those with challenges and women are in the minority. Amherstburg is leading that in with welcoming all and proclaiming Amherstburg is for Everyone!

What is the history of being inclusive in terms of race as a priority to Canada for the Underground Railroad, to being a region whose generosity and open handed desire to help is well known. Amherstburg is the right choice for a Canadian first.



The Miracle League has received local and national media attention. The league has been chronicled in the local Windsor Star, Amherstburg Echo and River Town Times newspapers, televised on NBC, ABC, Connecting With Kids and FOX, Atlanta affiliates and nationally on CNN, MSNBC, and Fox Sports.



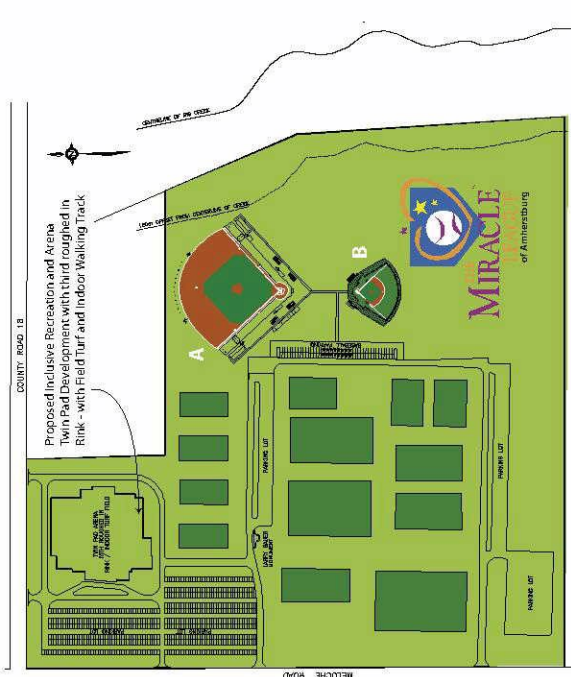
In July 2001, the league was profiled on a segment of HBO's Real Sports. Articles profiling the league appeared in People, Family Circle and Rotary International magazines, and Paula Deen. In January 2002 two men from the Miracle League were awarded the Martin Luther King Humanitarian Award and on January 24th PAX-TV's TIA Miracle told the story of Conyers Miracle League Player Lauren Conder. February 2002 the Miracle League Players were featured in Rotary International's PSA, chosen out of 500 applicants. Winter of 2002 the Miracle League again was profiled in the Georgia Echo Alumni Magazine. January of 2002 won the TIA LIVE TV Community Award and June of 2002 won the Jefferson Award. The American Institute for Public Services, founded by Jacqueline Kennedy Onassis and Senator Robert Fari, Jr. One of the greatest achievements was being inducted to the Baseball Hall of Fame in 2006. The publicity from these media events, coupled with positive word of mouth, raises awareness among the families of children with special needs and allows the Miracle League Association to take the program international.

The Miracle League recently received the 2008 National Consortium for Academics and Sports Award. Presently, there are 200 Miracle League Organizations across the U.S. including Puerto Rico. 100 completed rubberized fields, and 100 fields under construction. The Miracle League is proud to serve over 80,000 children and young adults with disabilities.

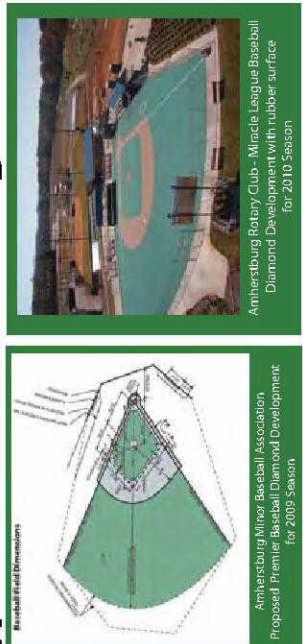
The immediate goal of 500 plus Miracle League fields including several international locations will serve approximately 1.3 million children. The goal is being realized with the help of communities, volunteers, parents, donors, individual sponsors, and corporate sponsors. This program will be offered to every city in the North America so children with special needs around the globe will have this same opportunity. The Miracle League believes:

"Every Child Deserves A Chance to Play Baseball."

Building an Inclusive recreational environment where the entire community comes together.



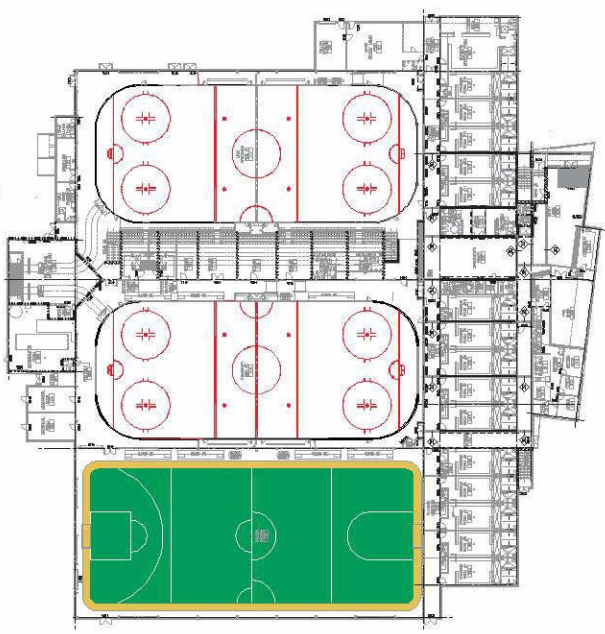
County Road 18 and 3295 Meloche Rd.



Amherstburg Minor Baseball Association Proposed Premier Baseball Diamond Development for 2009 Season

Amherstburg Rotary Club - Miracle League Baseball Diamond Development with rubber surface for 2010 Season

A New Inclusive Recreation, Tourism, and Special Events Initiative for the Town of Amherstburg, Ontario



Amherstburg is for Everyone!

In 2007 Council approved a feasibility study for a new arena and recreation complex.

In Early 2008 Minor Baseball sought the Town of Amherstburg's assistance in the construction of a new Premier Ball Diamond - Received \$75,000 from Trillium In Mid-2008 Amherstburg Rotary sought the town's assistance in the construction of a Canadian First - A Miracle League Ball Diamond for kids with disabilities. In Larry Bauer Park, at the south end of Amherstburg - all these groups are working together to build a new vision for Recreation in Amherstburg, Ontario.

Population 22,000 with one (1) Single Pad Rink

Wheatley Large Municipality - Windsor 20 minutes away, LaSalle Twin Pad - FULL on PT ICE outside ice available to stakeholders - Windsor 20 Minutes Leamington 45 Minutes

Current Arena is 38 years old and has outlived its 32 year avg life expectancy

Recent Condition Assessment - over \$1.1 investment in next 4 years as required by Dillon Consulting Facility Audit. Recreation and Culture Centre and Scout Hall also built in around 1970 - Combine to one larger, multi-use complex

Amherstburg - benched marked with 17 other similar size communities in Ontario

Results: Least and oldest inventory - Below standards in community recreation programs offered Minimum of two ice pads in other communities - No new indoor facilities since early 1970's

Amherstburg Minor Hockey Association Requires:

40 hours/week during 2007-08 season and AMHA books 10 hours/week outside of Amherstburg Additional 3 hours per week booked privately by individual teams outside of Amherstburg requesting 68 hours in facility to meet current demand only - no growth in current Girls/Women's Community Ice Hockey program

Amherstburg Figure Skating Club requires:

12 hours/week during 2007-08 season
+ 6 hours for 2009-10 season
+ 2 hours for 2010-2011 Season
+ 10 hours summer ice (May to Aug)

Barrier to growth is both ice time and lack of coaches
More teaching hours - more coaches

Ice Time - Adult Hockey

Tri-County Men's Senior Hockey League, at 5 hour per week New facility would bring in at min. one new annual tournament

Amherstburg Men's Hockey League

Currently 4 hours per week
With new facility - 8 hour per week and annual tournament
New facility would bring adult female hockey program

- Disadvantaged Groups
- Low Cost Operation - Good ROI

Other Ice Related Programs

- Essex Bullets Sledge Hockey Program committing to 4 hours/week in new facility
 - Sun Parlour Female Hockey Association committing to 20 hours/week in new facility
- Increased participation opportunities within the community

Finances At-a-Glance

Break Even Point of a Double Ice Pad = **120 PT/hrs/week**
Per the Feasibility Study shows = **131 PT/hrs/week.**

Indoor Playing Field for Turf Sports and Special Events

- Excellent return on investment, event facility in climate controlled weather-safe environment
Unique development - only one of its kind in Essex County and meets needs of the entire community. Estimating usage of 50 hr/week over a 30 week winter @ \$150/hr (\$225,000 per year)
Potential conversation to third ice pad in the future with outside groups in play

Preliminary Capital Investment Analysis

Option "B" - Twin Pad Arena with 200x85 Indoor Playing Field & roughed in restaurant and community/banquet room \$17,850,000 (subject to Phase 2 analysis)
Debtenture costs through Infrastructure Ontario (30 years at 5.06%) \$1,162,923
Projected Net Revenue for new twin pad arena facility with indoor playing field \$310,650
Current subsidy -existing single pad facility \$334,888
Current subsidy -Cultural Centre \$35,000
Current subsidy -Scout Hall \$8,950
Additional cost to sustain per year \$473,435

Capital Investment Analysis

For every \$1 million that can be paid down on the project through provincial or federal government grants, existing municipal reserves, or through community fund raising, **\$65,150** per year is taken off the cost to sustain the facility by the municipality.

- **\$7 million raised in capital** yearly cost to sustain the facility would be reduced to \$141,461 per year from the current subsidy on the current arena of Nustadia \$343,000 (2007) and the stated 2008 Budget \$210,312 and Victoria St. Recreation and Community Centre, and Scout Hall.

- Achievable in 2008 / 2009 \$5M Grants + \$2M Community

Conclusion

Amherstburg has demonstrated the need and benefits for a multi-use recreation complex. Proposed option B has been successful in other communities and provides best option to meet the overall leisure needs of the community. There is willingness from users and the community to fund-raising for new infrastructure to benefit recreation. Given demonstrated community need and accommodating currently disadvantaged user groups such as (women, girls, persons with disabilities), Amherstburg is well positioned to get funding from higher levels of government. A \$7 Million combined capital grant initiative will marginally increase the arena operational cost by \$141,461 over the 2008 Arena net budget of \$ 210,312.

Town of Amherstburg
Feasibility Analysis of Recreation Complex

Alternatives	Cost	Grants	Fundraising	Debtentures	Budgeted Revenue	Budgeted Expenses	Subsidy - Centennial Hall	Subsidy - Scout Hall	Annual Debtenture Pymt	Net Operational Impact	Ranking
1 Facility Audit - Dillon Consulting											
i. Fundraising only (1 & 3)	938,383	-	113,000	825,383	(414,850)	615,162	-	-	106,192	306,504	4
ii. Grants & Fundraising (1, 2 & 3)	938,383	313,000	113,000	512,383	(414,850)	615,162	-	-	65,922	266,234	1
iii. No Grants, no fundraising (3)	938,383	-	-	938,383	(414,850)	615,162	-	-	120,731	321,043	5
iv. Grants only, (2 & 3)	938,383	313,000	-	625,383	(414,850)	615,162	-	-	80,461	280,773	3
2 Twin Existing - LP Meyer											
i. Fundraising only (1)	6,957,601	-	835,000	6,122,601	(783,350)	838,250	(35,500)	(8,950)	398,886	409,336	9
ii. Grants & Fundraising (1 & 2)	6,957,601	2,319,000	835,000	3,803,601	(783,350)	838,250	(35,500)	(8,950)	247,804	258,254	2
iii. No Grants, no fundraising	6,957,601	-	-	6,957,601	(783,350)	838,250	(35,500)	(8,950)	453,286	463,736	10
iv. Grants only, (2)	6,957,601	2,319,000	-	4,638,601	(783,350)	838,250	(35,500)	(8,950)	302,204	312,654	6
3 New Recreation Complex - Nustadia											
Option A - Twin Pad w/ roughed in Restaurant and Community/Banquet Room											
i. Fundraising only	15,000,000	-	2,000,000	13,000,000	(973,250)	838,250	(35,500)	(8,950)	846,947	667,497	13
ii. Grants & Fundraising	15,000,000	5,000,000	2,000,000	8,000,000	(973,250)	838,250	(35,500)	(8,950)	521,198	341,748	7
iii. No Grants, no fundraising	15,000,000	-	-	15,000,000	(973,250)	838,250	(35,500)	(8,950)	977,246	797,796	15
iv. Grants only.	15,000,000	5,000,000	-	10,000,000	(973,250)	838,250	(35,500)	(8,950)	651,497	472,047	11
Option B - Twin Pad w/ roughed in Rink/Indoor Turf Playing Surface and Track and roughed in Restaurant and Community/Banquet Room											
i. Fundraising only	17,850,000	-	2,000,000	15,850,000	(1,248,900)	938,250	(35,500)	(8,950)	1,032,623	677,523	14
ii. Grants & Fundraising	17,850,000	5,000,000	2,000,000	10,850,000	(1,248,900)	938,250	(35,500)	(8,950)	706,875	351,775	8
iii. No Grants, no fundraising	17,850,000	-	-	17,850,000	(1,248,900)	938,250	(35,500)	(8,950)	1,162,923	807,823	16
iv. Grants only.	17,850,000	5,000,000	-	12,850,000	(1,248,900)	938,250	(35,500)	(8,950)	837,174	482,074	12

Assumptions:

- (1) Fundraising will cover 12% of project cost.
- (2) Grants will cover 1/3 of the project cost.
- (3) Facility Audit debtenture would be amortized over 10 years.

Town of Amherstburg
 Alternative 1 - Amherstburg Arena Facility Audit Replacement Costs
 Source: Dillon Consulting Limited - December 2007

Description	2008	2009	2010	2011	2012	Total
Maintenance Cost Profile						
Civil	-	-	-	-	-	-
Architectural	20,692.00	8,510.00	68,930.00	-	28,366.00	126,498.00
Structural	-	-	38,192.00	-	-	38,192.00
Mechanical	1,620.00	3,337.00	9,739.00	3,540.00	1,823.00	20,059.00
Mechanical - Refrigeration Equipment	7,800.00	3,090.00	37,047.00	3,278.00	8,779.00	59,994.00
Electrical	2,200.00	2,719.00	16,550.00	2,491.00	2,804.00	26,864.00
Total Maintenance Costs	32,312.00	17,656.00	170,458.00	9,309.00	41,872.00	271,607.00

Replacement Cost Profile

Civil	-	-	-	-	-	-
Architectural	241,997.00	-	60,693.00	-	20,201.00	322,891.00
Structural	-	-	-	-	-	-
Mechanical	26,760.00	-	60,726.00	-	-	87,486.00
Mechanical - Refrigeration Equipment	211,200.00	-	11,458.00	-	-	222,658.00
Electrical	54,420.00	4,944.00	35,010.00	5,245.00	5,402.00	105,021.00
Total Replacement Costs	534,377.00	4,944.00	167,867.00	5,245.00	25,603.00	738,036.00

Total Cost Profile

Civil	-	-	-	-	-	-
Architectural	262,689.00	8,510.00	129,623.00	-	48,567.00	449,389.00
Structural	-	-	38,192.00	-	-	38,192.00
Mechanical	28,380.00	3,337.00	70,465.00	3,540.00	1,823.00	107,545.00
Mechanical - Refrigeration Equipment	219,000.00	3,090.00	48,504.00	3,278.00	8,779.00	282,651.00
Electrical	56,640.00	7,663.00	51,560.00	7,737.00	8,306.00	131,906.00
Total Costs	566,708.00	22,600.00	338,344.00	14,555.00	67,475.00	1,009,683.00

Less:

Amount approved in 2008 budget

(71,300.00)

938,383.00

Future Costs per Dillon report

Maintenance and Replacement costs - 2013 to 2025

2,672,845

Maintenance and Replacement costs - 2025 to 2037

3,520,431

6,193,276

Town of Amherstburg
Alternative 2 - Twin Existing Arena

Description	Original Proposal	Revised Review
Demolition	28,000.00	28,000.00
Site Services	350,000.00	350,000.00
New Ice Rink		
Sub-Rink Drainage	15,000.00	15,000.00
Subgrade	80,000.00	80,000.00
Concrete header trench	17,000.00	17,000.00
Striker boards	95,000.00	95,000.00
concrete seating level	110,000.00	110,000.00
Individual seats	35,000.00	35,000.00
Teamroom row	450,000.00	450,000.00
Arena	1,115,000.00	1,115,000.00
Combined Refrigeration Plant	390,000.00	390,000.00
Skater's Lobby	1,290,000.00	1,290,000.00
Multi-Use Field Storage	200,000.00	200,000.00
Community Room etc.	775,000.00	775,000.00
Library	665,000.00	-
Pool Fitness Centre		
4 lane pool, therapy pool and splash pool	400,000.00	-
Water Slide	130,000.00	-
Fitness centre etc.	1,400,000.00	-
Fire Alarm	20,000.00	20,000.00
Electrical Service & Distribution	50,000.00	50,000.00
Communications & Data	5,000.00	5,000.00
Sound System	20,000.00	20,000.00
Lighting	60,000.00	60,000.00
Plumbing	20,000.00	20,000.00
Fire Protection	35,000.00	35,000.00
Multi-Use Area	15,000.00	15,000.00
Security System	15,000.00	15,000.00
Design Fees etc	395,000.00	395,000.00

8,180,000.00 5,585,000.00

Consumer Price Index increase 1999 to 2008 1.00 1.19

8,180,000.00 6,626,287.14

5% Contingency 410,000.00 331,314.36

Total (plus GST) 8,590,000.00 6,957,601.50

(Source LP Meyer & Associates - May 1999)

Revenue:

Existing Budget 414,850.00

New Pad (737,000 divided by 2) 368,500.00

(From Nustadia Report)

783,350.00

Expenses:

Existing Budget 615,162.00

Adjust to Nustadia Estimate 223,088.00

838,250.00

Schedule	
Option "A" Twin Pad Arena w/roughed in Restaurant and Community/Banquet Room	15,000,000
Option "B" Twin Pad Arena with 200 x 85 Roughed in Rink/Indoor Turf Playing Surface and Track and Roughed in Restaurant and Community/Banquet Room	17,850,000

	Option "A"		Option "B"	
	Nustadia	2008 Budget	Nustadia	2008 Budget
Debtenture costs through Infrastructure Ontario (30 years at 5.06%)	(977,246)	(977,246)	(1,162,923)	(1,162,923)
Projected Revenue for new twin pad arena facility	135,000	135,000	310,650	310,650
Subsidy - Centennial Cultural Centre	35,000	35,500	35,000	35,500
Subsidy - Scout Hall	8,950	8,950	8,950	8,950
Sub-total	(798,296)	(797,796)	(808,323)	(807,823)
Subsidy - Existing single pad facility	334,888	210,312	334,888	210,312
Annual Cost to Sustain the Project	(463,408)	(587,484)	(473,435)	(597,511)

Cost Reduction Scenarios*:

1 Million	65,150	(522,334)	(532,361)
2 Million	130,300	(457,184)	(467,211)
3 Million	195,450	(392,034)	(402,061)
4 Million	260,600	(326,884)	(336,911)
5 Million	325,750	(261,734)	(271,761)
6 Million	390,900	(196,584)	(206,611)
7 Million	456,050	(131,434)	(141,461)
8 Million	521,200	(66,284)	(76,311)
9 Million	586,350	(1,134)	(11,161)
10 Million	651,500	64,016	53,989

* The annual cost to sustain the project will be reduced by \$65,150 per year for every one million dollars that can be paid down on the total project cost. Sources of funding are provincial or federal grants, municipal reserves or community fundraising.

**Town of Amherstburg
Analysis of Impact on Repayment Limit and Threshold**

Alternative 1 - Facility Audit Repairs & Maintenance (with no fundraising or grants)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Repayment Limit</u>										
Repayment Limit	4,750,000	4,825,000	4,945,625	5,069,266	5,195,997	5,325,897	5,459,045	5,595,521	5,735,409	5,878,794
Principal	2,202,928	2,405,792	2,571,287	2,731,609	2,676,439	2,607,998	2,785,728	2,900,930	3,024,495	2,435,889
Interest	809,049	1,230,199	1,263,990	1,343,410	1,467,351	1,126,548	1,013,809	891,506	762,803	645,744
	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Call'd Repayment Limit	1,738,023	1,189,009	1,110,348	994,247	1,052,207	1,591,351	1,659,508	1,803,085	1,948,111	2,797,161
Less: New Loan	-	-	120,731	120,731	120,731	120,731	120,731	120,731	120,731	120,731
Revised Repayment Limit	1,738,023	1,189,009	989,617	873,516	931,476	1,470,620	1,538,777	1,682,354	1,827,380	2,676,430

Threshold

Principal and Interest	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Add: New Loan	-	-	120,731	120,731	120,731	120,731	120,731	120,731	120,731	120,731
	3,011,977	3,635,991	3,956,008	4,195,750	4,264,521	3,855,277	3,920,268	3,913,167	3,908,029	3,202,364
Call'd Expenditures	21,715,158	22,258,037	22,814,488	23,384,850	23,969,471	24,568,708	25,182,926	25,812,499	26,457,811	27,119,257
% of Debt Repayment to Expenditures	14%	16%	17%	18%	18%	16%	16%	15%	15%	12%

**Town of Amherstburg
Analysis of Impact on Repayment Limit and Threshold**

Alternative 2 - Twinning Existing (with no fundraising or grants)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Repayment Limit</u>										
Repayment Limit	4,750,000	4,825,000	4,945,625	5,069,266	5,195,997	5,325,897	5,459,045	5,595,521	5,735,409	5,878,794
Principal	2,202,928	2,405,792	2,571,287	2,731,609	2,676,439	2,607,998	2,785,728	2,900,930	3,024,495	2,435,889
Interest	809,049	1,230,199	1,263,990	1,343,410	1,467,351	1,126,548	1,013,809	891,506	762,803	645,744
	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Call'd Repayment Limit	1,738,023	1,189,009	1,110,348	994,247	1,052,207	1,591,351	1,659,508	1,803,085	1,948,111	2,797,161
Less: New Loan			-	453,286	453,286	453,286	453,286	453,286	453,286	453,286
Revised Repayment Limit	1,738,023	1,189,009	1,110,348	540,961	598,921	1,138,065	1,206,222	1,349,799	1,494,825	2,343,875

Threshold

Principal and Interest	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Add: New Loan	-	-	-	453,286	453,286	453,286	453,286	453,286	453,286	453,286
	3,011,977	3,635,991	3,835,277	4,528,305	4,597,076	4,187,832	4,252,823	4,245,722	4,240,584	3,534,919
Call'd Expenditures	21,715,158	22,258,037	22,814,488	23,384,850	23,969,471	24,568,708	25,182,926	25,812,499	26,457,811	27,119,257
% of Debt Repayment to Expenditures	14%	16%	17%	19%	19%	17%	17%	16%	16%	13%

**Town of Amherstburg
Analysis of Impact on Repayment Limit and Threshold**

Alternative 3 - New Recreation Complex - Option A Twin Pad Arena w/ roughed in Restaurant and Community/Banquet Room (i. Fundraising only)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Repayment Limit</u>										
Repayment Limit	4,750,000	4,825,000	4,945,625	5,069,266	5,195,997	5,325,897	5,459,045	5,595,521	5,735,409	5,878,794
Principal	2,202,928	2,405,792	2,571,287	2,731,609	2,676,439	2,607,998	2,785,728	2,900,930	3,024,495	2,435,889
Interest	809,049	1,230,199	1,263,990	1,343,410	1,467,351	1,126,548	1,013,809	891,506	762,803	645,744
	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Call'd Repayment Limit	1,738,023	1,189,009	1,110,348	994,247	1,052,207	1,591,351	1,659,508	1,803,085	1,948,111	2,797,161
Less: New Loan				846,947	846,947	846,947	846,947	846,947	846,947	846,947
Revised Repayment Limit	1,738,023	1,189,009	1,110,348	147,300	205,260	744,404	812,561	956,138	1,101,164	1,950,214

Threshold

Principal and Interest	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Add: New Loan	-	-	-	846,947	846,947	846,947	846,947	846,947	846,947	846,947
	3,011,977	3,635,991	3,835,277	4,921,966	4,990,737	4,581,493	4,646,484	4,639,383	4,634,245	3,928,580
Call'd Expenditures	21,715,158	22,258,037	22,814,488	23,384,850	23,969,471	24,568,708	25,182,926	25,812,499	26,457,811	27,119,257
% of Debt Repayment to Expenditures	14%	16%	17%	21%	21%	19%	18%	18%	18%	14%

**Town of Amherstburg
Analysis of Impact on Repayment Limit and Threshold**

Alternative 3 - New Recreation Complex - Option A Twin Pad Arena w/ roughed in Restaurant and Community/Banquet Room (ii. Fundraising & Grants)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Repayment Limit</u>										
Repayment Limit	4,750,000	4,825,000	4,945,625	5,069,266	5,195,997	5,325,897	5,459,045	5,595,521	5,735,409	5,878,794
Principal	2,202,928	2,405,792	2,571,287	2,731,609	2,676,439	2,607,998	2,785,728	2,900,930	3,024,495	2,435,889
Interest	809,049	1,230,199	1,263,990	1,343,410	1,467,351	1,126,548	1,013,809	891,506	762,803	645,744
	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Call'd Repayment Limit	1,738,023	1,189,009	1,110,348	994,247	1,052,207	1,591,351	1,659,508	1,803,085	1,948,111	2,797,161
Less: New Loan				521,198	521,198	521,198	521,198	521,198	521,198	521,198
Revised Repayment Limit	1,738,023	1,189,009	1,110,348	473,049	531,009	1,070,153	1,138,310	1,281,887	1,426,913	2,275,963

Threshold

Principal and Interest	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Add: New Loan	-	-	-	521,198	521,198	521,198	521,198	521,198	521,198	521,198
	3,011,977	3,635,991	3,835,277	4,596,217	4,664,988	4,255,744	4,320,735	4,313,634	4,308,496	3,602,831
Call'd Expenditures	21,715,158	22,258,037	22,814,488	23,384,850	23,969,471	24,568,708	25,182,926	25,812,499	26,457,811	27,119,257
% of Debt Repayment to Expenditures	14%	16%	17%	20%	19%	17%	17%	17%	16%	13%

**Town of Amherstburg
Analysis of Impact on Repayment Limit and Threshold**

Alternative 3 - New Recreation Complex - Option A Twin Pad Arena w/ roughed in Restaurant and Community/Banquet Room (iii. No Fundraising & No Grants)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Repayment Limit</u>										
Repayment Limit	4,750,000	4,825,000	4,945,625	5,069,266	5,195,997	5,325,897	5,459,045	5,595,521	5,735,409	5,878,794
Principal	2,202,928	2,405,792	2,571,287	2,731,609	2,676,439	2,607,998	2,785,728	2,900,930	3,024,495	2,435,889
Interest	809,049	1,230,199	1,263,990	1,343,410	1,467,351	1,126,548	1,013,809	891,506	762,803	645,744
	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Call'd Repayment Limit	1,738,023	1,189,009	1,110,348	994,247	1,052,207	1,591,351	1,659,508	1,803,085	1,948,111	2,797,161
Less: New Loan				977,246	977,246	977,246	977,246	977,246	977,246	977,246
Revised Repayment Limit	1,738,023	1,189,009	1,110,348	17,001	74,961	614,105	682,262	825,839	970,865	1,819,915

Threshold

Principal and Interest	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Add: New Loan	-	-	-	977,246	977,246	977,246	977,246	977,246	977,246	977,246
	3,011,977	3,635,991	3,835,277	5,052,265	5,121,036	4,711,792	4,776,783	4,769,682	4,764,544	4,058,879
Call'd Expenditures	21,715,158	22,258,037	22,814,488	23,384,850	23,969,471	24,568,708	25,182,926	25,812,499	26,457,811	27,119,257
% of Debt Repayment to Expenditures	14%	16%	17%	22%	21%	19%	19%	18%	18%	15%

**Town of Amherstburg
Analysis of Impact on Repayment Limit and Threshold**

Alternative 3 - New Recreation Complex - Option B Twin Pad Arena w/ roughed in Rink/Indoor Turf Playing Surface and Track and Roughed in Restaurant and Community/Banquet Room (ii. Fundraising and grants)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Repayment Limit</u>										
Repayment Limit	4,750,000	4,825,000	4,945,625	5,069,266	5,195,997	5,325,897	5,459,045	5,595,521	5,735,409	5,878,794
Principal	2,202,928	2,405,792	2,571,287	2,731,609	2,676,439	2,607,998	2,785,728	2,900,930	3,024,495	2,435,889
Interest	809,049	1,230,199	1,263,990	1,343,410	1,467,351	1,126,548	1,013,809	891,506	762,803	645,744
	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Cal'd Repayment Limit	1,738,023	1,189,009	1,110,348	994,247	1,052,207	1,591,351	1,659,508	1,803,085	1,948,111	2,797,161
Less: New Loan				706,875	706,875	706,875	706,875	706,875	706,875	706,875
Revised Repayment Limit	1,738,023	1,189,009	1,110,348	287,372	345,332	884,476	952,633	1,096,210	1,241,236	2,090,286

Threshold

Principal and Interest	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Add: New Loan	-	-	-	706,875	706,875	706,875	706,875	706,875	706,875	706,875
	3,011,977	3,635,991	3,835,277	4,781,894	4,850,665	4,441,421	4,506,412	4,499,311	4,494,173	3,788,508
Cal'd Expenditures	21,715,158	22,258,037	22,814,488	23,384,850	23,969,471	24,568,708	25,182,926	25,812,499	26,457,811	27,119,257
% of Debt Repayment to Expenditures	14%	16%	17%	20%	20%	18%	18%	17%	17%	14%

**Town of Amherstburg
Analysis of Impact on Repayment Limit and Threshold**

Alternative 3 - New Recreation Complex - Option B Twin Pad Arena w/ roughed in Rink/Indoor Turf Playing Surface and Track and Roughed in Restaurant and

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Repayment Limit</u>										
Repayment Limit	4,750,000	4,825,000	4,945,625	5,069,266	5,195,997	5,325,897	5,459,045	5,595,521	5,735,409	5,878,794
Principal	2,202,928	2,405,792	2,571,287	2,731,609	2,676,439	2,607,998	2,785,728	2,900,930	3,024,495	2,435,889
Interest	809,049	1,230,199	1,263,990	1,343,410	1,467,351	1,126,548	1,013,809	891,506	762,803	645,744
	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Call'd Repayment Limit	1,738,023	1,189,009	1,110,348	994,247	1,052,207	1,591,351	1,659,508	1,803,085	1,948,111	2,797,161
Less: New Loan				1,162,923	1,162,923	1,162,923	1,162,923	1,162,923	1,162,923	1,162,923
Revised Repayment Limit	1,738,023	1,189,009	1,110,348	(168,676)	(110,716)	428,428	496,585	640,162	785,188	1,634,238

Threshold

Principal and Interest	3,011,977	3,635,991	3,835,277	4,075,019	4,143,790	3,734,546	3,799,537	3,792,436	3,787,298	3,081,633
Add: New Loan	-	-	-	1,162,923	1,162,923	1,162,923	1,162,923	1,162,923	1,162,923	1,162,923
	3,011,977	3,635,991	3,835,277	5,237,942	5,306,713	4,897,469	4,962,460	4,955,359	4,950,221	4,244,556
Call'd Expenditures	21,715,158	22,258,037	22,814,488	23,384,850	23,969,471	24,568,708	25,182,926	25,812,499	26,457,811	27,119,257
% of Debt Repayment to Expenditures	14%	16%	17%	22%	22%	20%	20%	19%	19%	16%

Recreation Facility Development



Financial Implications

August 13, 2008

6:00 P.M.



**“Problems cannot be solved with the
same level of awareness that created
them”**

Albert Einstein (1879 – 1955)



TOWN OF AMHERSTBURG

OVERVIEW

- Alternatives
- Financial Analysis

ALTERNATIVE # 1 – KEEP EXISTING ARENA

- Based on Facility Audit in December 2007
- \$938,383 maintenance & replacement costs over next 4 years.
- Total costs over next 30 years total \$7,131,659
 - 2008 to 2012 \$ 938,383
 - 2013 to 2025 \$2,672,845
 - 2026 to 2037 \$3,520,431
- With no grants and no fundraising the estimated net operating loss would be about \$321,043.
- Without fundraising & grants the estimated annual tax impact for average residential household would be about \$34.00.

ALTERNATIVE # 2 – TWIN EXISTING ARENA

- Based on report from 2000 (inflation indexed)
- Management estimate of \$7 million to twin the existing arena.
- Costs to retrofit the existing arena to code are unknown at this time (Facility audit totals \$7,131,659).
- With fundraising but no grants the estimated net operating loss is about \$409,336.
- With fundraising but no grants the estimated annual tax impact for average residential household would be about \$43.00.



ALTERNATIVE # 3 – NUSTADIA FEASIBILITY STUDY (OPTIONS A & B)

- Twin Pad Arena will cost \$15,000,000 or \$17,850,000
- With no grants and fundraising the annual estimated annual operating cost will be about \$797,796 or \$807,823.
- If \$7 million is raised the estimated annual operating cost will be reduced to about \$341,748 or \$351,775.
- With fundraising and grants the estimated annual tax impact for average residential household will be about \$35 to \$37.

FINANCIAL IMPLICATIONS

Snapshot of Repayment Limit and Threshold Level for 2011

	Description	Debtenture Amount	Remaining Repayment Limit	Threshold	Potential Loan Amount
1	New Arena - B iii	17,850,000	(168,676)	22%	-
2	New Arena - A iii	15,000,000	17,001	22%	239,611
3	New Arena - A I	13,000,000	147,300	21%	2,076,040
4	New Arena - B ii	10,850,000	287,372	20%	4,050,210
5	New Arena - A ii	8,000,000	473,049	20%	6,667,130
6	Twin Existing Arena - iii	6,957,601	540,961	19%	7,624,275
7	Keep Existing Arena - iii	938,383	873,516	18%	12,311,287



TOWN OF AMHERSTBURG

LONG TERM DEBT

- 5 Year Projection (2008 Budget), before considering Recreation Facility Alternatives

2007 - \$ 15,250,000
2008 - \$ 23,500,000
2009 - \$ 24,100,000
2010 - \$ 25,600,000
2011 - \$ 23,400,000

- Increase due to Wastewater infrastructure projects, primarily the Amherstburg Wastewater Treatment Plant which has an estimated total project cost of \$25 million (1/3 to be debentured).



TOWN OF AMHERSTBURG

TAX RATE IMPLICATIONS

ALTERNATIVES	UPGRADE EXISTING SINGLE PAD ARENA	TWIN EXISTING ARENA	NUSTADIA FEASIBILITY STUDY
I. Fundraising only	32.00	43.00	70.00 to 71.00
ii. Grants & Fundraising	28.00	27.00	35.00 to 37.00
iii. No Grants, no fundraising	34.00	49.00	83.00 to 85.00
iv. Grants only.	30.00	33.00	49.00 to 51.00

CONCLUSION

Thank you.



TOWN OF AMHERSTBURG

PUBLIC MEETING

Date: Aug 13, 2008

Attendance Record

NAME	ADDRESS	SIGNATURE	
Pamela Brush	152 Ironwood Drive	P. Brush	DC
Tino Rerio	616 FRYER ST	<i>[Signature]</i>	
Shelly Cyr	353 Thorn Ridge	Shelly Cyr	
DINO Gobbo	357 Thorn Ridge	<i>[Signature]</i>	
Tom Klein-Lessink	39 Woodbridge	<i>[Signature]</i>	
Marc Renaud	2 Jones CRT	Marc Renaud	DC
Fern Elliott	515 Dalhousie	Fern Elliott	
Janet Long	Hales	Janet Long	
Bill Walsh	Dalhousie	<i>[Signature]</i>	
<i>[Signature]</i>	6812 Essex rd 50	<i>[Signature]</i>	
DIANE FREEMAN	718 FRONT RD. N. AUBURN	<i>[Signature]</i>	
DIANE POUGET	106 LOWES SIDE RD	<i>[Signature]</i>	
Tammy Allen	5 Heaton St	Tammy Allen	
Kristy Allen	5 Heaton St	<i>[Signature]</i>	
Don McKindermans	11 TEXAS RD	Don McKindermans	
Joe Bourde	RR2 Antioch	<i>[Signature]</i>	
TRICIA PEDDIE	253 HAWTHORN CRESCENT	Tricia Peddie	
MADISON PEDDIE	253 HAWTHORN CRESCENT	Madison Peddie	
Melissa Gowlin-Weaver	13 Atlantic	Melissa Gowlin-Weaver	
Dennis Weaver	"	<i>[Signature]</i>	
IRENE GOULIN	551 DALHOUSIE ST.	Irene Gowlin	
Julie Laing	11 Marsh Drive	Julie Laing	
Bill Laing	11 Marsh Drive	Bill Laing	
Gail Laramie	74 Tennessee Cres Auburn	Gail Laramie	
GRACE LARAMIE	74 TENNESSEE Cres Auburn	Grace Laramie	
B. W. Lin	35 Vidner Ave	<i>[Signature]</i>	
Ed Smith	667 Simcoe St	<i>[Signature]</i>	
DORIS KEPRAN	321 BENEVEAU	Doris Kepran	
RALPH KEPRAN	" "	Ralph Kepran	
Melissa East Aspila	412 White Cres	<i>[Signature]</i>	
Sharon Paquette	6596 Concession 6 South	Sharon Paquette	
Catharine Kirdell	387 King St.	Catharine Kirdell	
Jenna Kirdell	387 King St	Jenna Kirdell	
Jennifer Grant	344 Bridgeview	Jennifer Grant	
Sheila Treleaven	276 Pacific	Sheila Treleaven	



TOWN OF AMHERSTBURG

DELEGATION REGISTRATION FORM

NAME: Pamela Brush on behalf of Skate A'burg

The date you wish to appear: Wed. Aug. 13, 2008

(This form must be returned to the Clerk's office no later than 4:30 p.m. on the Monday, one week prior to the date of the meeting indicated above. If this Monday falls on an observed holiday, the deadline is the end of day Friday of the prior week.)

The subject you wish to discuss with Council:

(Please be advised all delegations are limited to 5 minutes.)

The Feasibility Report from Nustadia Recreation
regarding the Arena development

Details on the Subject (please explain below or attach a report):

I present an opinion on the best option for
Amherstburg looking at each choice, briefly,

*****Please ensure that both the front and back of this request form are completed*****

Mayor Hurst, Members of Council, Mr. Pavao, Recreation Manager Dzombak, representatives of our town administration, fellow representatives of the arena user groups, and concerned citizens,

I am Pamela Brush, the current president of Skate Amherstburg and I ask you to grant this town an opportunity to rid itself of a disagreeable reputation. A reputation for indecision and inaction earned over the past 10 years of debate over the need for and feasibility of a twin ice-pad recreation complex.

Every user group in this town has expressed to council the inadequate nature of the recreation facilities available in Amherstburg. That Amherstburg is an underserviced community is without question, as the Nustadia report has confirmed. Demand for facilities is not what we are here to discuss.

A lack of vision is really the issue here. Although the current council cannot be blamed for past councilors' lack of commitment to the town's stated needs, they can be part of the solution. Caution, diligence, and thoughtful deliberation are admirable, electable qualities in councilors. We have invested \$30,000.00 in caution and diligence and the answer has been returned for us to begin thoughtful deliberation. Here it is (hold up the report).

As I see it, the report's first two options - correcting the inadequacies of the current facility or twinning it in its current location are flawed and amount to throwing good money after bad. Our beloved AMA Arena has just outlived its usefulness. Although we all recognize the almost 40 years of history that this building represents, it's time to let this old workhorse go to pasture. How many fans of that Extreme Home Makeover show do we have here tonight? Ever wonder why they stopped renovating the winners' old homes and began just

knocking them down and starting from scratch? It's too complicated and expensive. Renovation always has unforeseen costs, stuff that isn't in the budget, that can skyrocket the price of renewal. And what do you end up with? A 40 year-old facility that still can't host anything but the smallest hockey tournaments and figure skating competitions, and doesn't even meet our current needs.

The second option, twinning the AMA Arena in its current location, has several issues. Firstly, the LP Meyer plans and estimate is 9 years old. Costs have escalated. Building codes have changed. The AMA facility has aged another 9 years and now requires even more repairs and upgrades. But, for argument's sake, let's say we go with this option. The money in community fundraising, a number we can only guess due to the age of the LP Meyer plan, will have to be raised independently of the \$2.3 million \$s needed for the Premier Diamond and Miracle League Diamond that council has already approved (May 26, 2008). We stand a much greater chance of securing corporate donations if they see we have a whole recreation complex. Companies want the biggest advertising bang for their buck. They want the parents of hockey players and figure skaters to see their contribution, but if they are part of a larger project, the parents of soccer and baseball kids will also be aware of their generosity.

Even if we do succeed in securing the funds to twin the AMA Arena on site, what will we have? We'll have a brand-new 40 year-old arena with an annexed ice pad. If we go with this option, I'm sure very soon after we will be discussing the same issues the Town of Essex discussed with its town council when the foundation of their arena began crumbling. What do we do now? Do we shore up an aging structure once again, knowing it's just a stopgap measure? Or do we

then consider building new after already spending an estimated \$7 million \$s.

The third option would be to build the Twin Pad recreation complex without the roughed in third pad at Larry Bauer Park. This option would address the current needs of our user groups and would allow some expansion of programs in the near future, but only just. It would be fully accessible and inclusive by design. Another advantage to this option would obviously be cost. It's cheaper when you look at the first column on the Nustadia Feasibility analysis. However it is Option B that offers the most potential for economic sustainability and growth. The possibility of sports tourism dollars that would flow into this town through hockey tournaments, figure skating competitions, baseball and soccer tournaments, trade shows, concerts, and winter indoor sports such as golf, tennis, basketball, volleyball, track, indoor soccer, and Miracle League baseball, increases exponentially with the addition of the third surface. The sports tourism industry is a fast growing sector with companies specializing in booking groups, providing maps of destinations complete with the locations of restaurants, gas stations, retail stores, and local points of interest. Who knows? -- visitors attending a tournament may even decide to return and explore, or even buy a home in our great little town.

A recreation centre that helps pay for itself - what a concept! Option B, with the twin pad and third roughed in pad with indoor turf playing surface and track, offers an additional source of revenue - over twice as much as Option A - for the facility with little additional annual cost. Its location at Larry Bauer Park would make a joint fundraising initiative for a full range of inclusive recreation facilities a much more successful venture. Not only will it meet the current needs of our

organizations, but the plans we have for our future expansion can become a reality.

Some arguments about the current job market with rising unemployment will be heard tonight. I would argue that communities in our area are competing with each other to lure a smaller pool of potential residents. A first-class inclusive recreation facility will be a major draw to the housing, medical, and commercial market of Amherstburg. To quote a famous movie line, "If you build it, they will come."

How will we find the money? See your copy of the report. Without a doubt, it's within our financial reach. With the costs spread out over 25 years, it is those who will benefit from the facility, for the most part, who will be paying for the loan. I'm certain that 40 years ago, a similar discussion was being held when the AMA Arena project was just a proposal. Rest assured that the rate-payers of the 1960's who were past their need for an arena "paid it forward" to the users of today, just like their parents before them.

How will we pay for it after it's built? How much more is it going to cost to run on an annual basis than what we are paying for an inadequate 40 year-old facility now? That depends on how much money the facility makes, but even if taxpayers were footing the whole bill for annual operating costs, it would not be a frightening increase over what the AMA Arena costs. I bet you spend more than that on your Timmies coffee every month.

The Twin the Arena movement has been proceeding for 10 years at this point. This means that an entire generation of children has been underserviced, my children have been underserviced. Again, a

vision of Amherstburg's future farther ahead than one generation is needed here. We have been doing without, patching up, making do, cancelling programs, looking elsewhere, **LONG ENOUGH**. How much will it cost to wait another 10 years to address this issue? It will be far more than a dollar amount. We will pay in health issues, with children who missed out on recreational activities and became inactive adults. We will pay in tax-paying citizens who choose to reside in another community where their voices are heard and their needs are met. We will pay with a generation of adults who have a defeatist attitude toward the lack of opportunity and initiative in our town. We will pay in volunteers who will pick up on this lackluster vision of our future and choose to offer their time and skills where it will make a difference. We will pay in retail developments that get built where tourists are actually drawn. We will pay in dedicated council members who don't get reelected because they conceded to the naysayers - the same naysayers who forget their own participation in recreational activities in a time when our facilities did meet their needs.

I would ask the parents of any children present tonight to allow them to join me by the microphone. Please come forward. These are a few of users of today who have been underserviced these past 10 years.

Would you please stand if you are a parent of a recreation facilities user.

Would you please stand if you are yourself a recreation facilities user including indoor meeting facilities such as the Scout hall or the Centennial Cultural Centre.

Would you please stand if you were a user of any of these recreation facilities in your home town as a child or teen, or even as an adult.

Would you please stand or raise a hand if you are a person or the parent of a person with a physical challenge who has been excluded from recreation due to inaccessible facilities.

Here we are, your constituents, asking for you to share our vision. Yes, we will have to raise a substantial amount of funds to make these achievable changes happen, but unless you listen and give us a chance, we won't even have the opportunity to try. Let us try.



TOWN OF AMHERSTBURG

DELEGATION REGISTRATION FORM

NAME: MARC RENAUD *AmHA President*

The date you wish to appear: WED AUG 13 (VERO1)
(This form must be returned to the Clerk's office no later than 4:30/p.m. on the Monday, one week prior to the date of the meeting indicated above. If this Monday falls on an observed holiday, the deadline is the end of day Friday of the prior week.)

The subject you wish to discuss with Council:
(Please be advised all delegations are limited to 5 minutes.)
ARENA PROPOSAL

Details on the Subject (please explain below or attach a report):
I wish to make a statement to council on why we need to proceed with proposal to create ~~it~~ a new recreation complex

Please ensure that both the front and back of this request form are completed

Revision Date: 14 May 2008

Tuesday, August 12, 2008

Your worship, councilors, ladies and gentleman,

I would like to Thank you for the opportunity to address the citizens of Amherstburg.

I am here on behalf of Amherstburg Minor hockey to speak on the twin pad arena / recreation proposal for Larry Bauer Park. My name is Marc Renaud I am the current President.

Tonight we are looking at the most significant recreation project that Amherstburg has seen, since the days 38 plus years ago when the original arena project was approved.

I was too young to understand the issues of the day when the first arena was approved by the three area municipalities. I would think there were concerns of cost and could we afford to support an arena.

Our community has proven that the leaders of that era made the right decision to build the arena as it remains a vital part of the community to this day.

Our programs at AMHA have continued to grow with 500+ kids registered over the last few years. Current condition seeing many of our programs scaled back.

With the use of other municipalities' arena complexes to meet

Today's needs of Amherstburg minor hockey. We have no opportunity to grow any program we have today.

In 2008, we are facing a turning point on recreation with the recently announced Miracle league diamond and Premier baseball Diamond projects for Larry Bauer Park.

These are two tremendous recreation projects, will draw significant interest and families to our community.

If we were to add an new twin Pad arena complex. It would put Amherstburg at the forefront to any other municipality in Essex county for recreation .

Just think of the potential visitors who could spend time at new splash pad, ball diamonds, soccer fields

**and if approved a new recreation / senior complex
in Amherstburg.**

**It is the duty of our generation to promote and provide
the opportunity healthy, fun and inclusive recreation for our
children and future generations.**

**Tonight I ask everyone here don't let this issue divide
this great community as it has done with others**

**I believe Amherstburg will prove once again
that when called upon we will come together to support
these three outstanding projects.**

4

**I demand that you give us a chance to prove that we will
support**

“A NEW TWIN PAD/ RECREATION COMPLEX “

Larry Bauer Park,

“Let build the dream and the future together”

Thank you



TOWN OF AMHERSTBURG

DELEGATION REGISTRATION FORM

NAME: Steeve BOUCHARD

The date you wish to appear: Aug 13 / Public Meeting
(This form must be returned to the Clerk's office no later than 4:30 p.m. on the Monday, one week prior to the date of the meeting indicated above. If this Monday falls on an observed holiday, the deadline is the end of day Friday of the prior week.)

The subject you wish to discuss with Council:
(Please be advised all delegations are limited to 5 minutes.)
- New arena + location

Details on the Subject (please explain below or attach a report):
- Would like to express desired location of twin pad at Bauer Park

*****Please ensure that both the front and back of this request form are completed*****

**Public Meeting submission by Amherstburg Minor Baseball President
Steeve Bouchard.
Wednesday August 13, 2008 – 6pm.
Development of Proposed Recreation Centre in Amherstburg's Larry
Bauer Park**

We are here tonight in our submission to this public meeting on arena development to request that council strongly consider the strength and goodwill that comes from the town's stakeholders working together, and working close together.

In reviewing the options in your feasibility study we notice that an arena is shown for the northeast corner of Larry Bauer Park.

Amherstburg Minor Baseball endorses this selection due to the tremendous benefits when, as our two groups Rotary and Baseball, have demonstrated, how much can be gained when we are all pushing in the same direction.

On May 26, 2008 council unanimously voted in favor of our baseball projects. And for that we are thankful for the trust in us to get this job done.

But at the same time if you are going to build an arena, we would like to see it built close to our development. The closeness help package the entire area and we feel that grant funding will be easier all of us to attain, than if we were to try to do it seperately.

We now ask that as you move toward a decision on an arena that you strongly consider how better it is for grant and community fund raising, four our two groups, perhaps, and then the town of Amherstburg too, to work better in promoting Larry Bauer Park as a single location for kids, sport and good health.

The Miracle League of Michigan President - Steve Peck has helped our group in getting this international development started. Their location in Southfield Michigan is also situated within a municipal setting where there are a many options for their residents.

This development is new for the Amherstburg and for the town to be able to combine able bodied baseball an regular sports programs alongside with those of persons with disabilities, and to have us all learn how to raise funds at a higher level, we are considering the hiring of a professional fundraiser to reach our \$1.1 Million Dollar Baseball Diamond. It's a big job and we are ready to get started.

We would like to work with the town even more to get more done.

The more we work together – the stronger we all are.

Thank you for allowing us the chance to speak tonight.

Steeve Bouchard, President Amherstburg Minor Baseball

Amherstburg Rotary Club
Wednesday August 13, 2008 – 6pm.
Arena in Larry Bauer Park Public Meeting Submission

Introduction

Council gave us a go ahead back in May to build the first ever Miracle League Baseball Diamond here in town. Council also gave Amherstburg Baseball the same hope by allowing their diamond to be right next to ours.

You showed us by your vote, that you wanted us to, and saw the benefits in, working together.

When we looked at where you are considering putting a new arena after looking at the study, we are very excited to say how great it would be if you did locate where it is indicated. Larry Bauer Park will be the new home for baseball in Amherstburg because we are working well right now with baseball to get this done for 2009 or at the latest 2010.

Over many years Amherstburg Rotary has contributed to the town and always will do so. If you have not checked out the new inclusive playground in Toddy Jones Park you simply must see what a difference Rotary makes and how much community matters.

By good luck and an open hand we have now teamed up with Amherstburg Baseball and have decided together to raise \$2.3 Million dollars for these two ball diamonds for children with disabilities and a new premier baseball diamond. The future is bright and there is a lot of interest in our project.

We need the town of Amherstburg though to stay close to our development, and should you decide to go ahead with an arena it needs to be in Larry Bauer Park so that we can all continue to work together.

Our development is for the kids – your new arena is also for the kids, but it is for everyone. Keep the kids together, let them learn from each other – and most of all – be inclusive as a council working for everyone.

Keep us all together in sport, have us work together for decades to come, to allow us to learn make new opportunities happen for everyone.

Thank you.

Hazael-Gietz, Cindy

From: Petro, Jason [Jason_Petro@wrh.on.ca]
Sent: Thursday, August 07, 2008 1:57 PM
To: Hazael-Gietz, Cindy
Subject: Proposal for a new Multi-use Recreational Complex

Hello Ms.Gietz,

I understand that Amherstburg is proposing to build a recreational complex for the town. While I do not live in Amherstburg, I do see a number of Amherstburg residents attend the Windsor Essex Cardiac Wellness Centre (Ministry of Health funded cardiac rehabilitation program for our area) at Windsor Regional Hospital. Unfortunately, nearly 50% of the cardiac referrals we receive from the Amherstburg area never make it to our program primarily because patients find it too far to drive. As well, those who graduate from our program comment on the lack of facilities that they can go to exercise. Some resort to walking the halls of White Woods Mall but few go to the private fitness clubs in the area.

The proposal (3.0 Demographics) spoke about the increase in the 55 plus age group and "integrating activities for older adults into multi-use community centres". We are finding that more of our graduates of Cardiac Wellness are finding it difficult to continue to exercise because a lack of facilities available. With that said, I noticed that the complex did not include any dedicated space for fitness equipment. While multi-purpose space can be used for fitness classes, it may not be able to accommodate the potential need in your community for a publicly operated fitness area similar to what is seen at the new Vollmer Complex in LaSalle or Kinsmen Centre in Leamington. It is this type of facility that could have the largest impact on the growing babyboomers in the Amherstburg area.

With the recent announcement from the Erie St.Clair Local Health Integration Network (LHIN) to give transitional funding to the University of Windsor Cardiac Rehab program, this program and several other partners in the community (including Cardiac Wellness) will be looking for ways to sustain exercise programs such as this one long term. The goal is that the model will be transferable to other communities which would increase access and thus improve the health of our residents. These types of facilities are needed not only for cardiac patients but for anyone who has any chronic conditions such as diabetes, arthritis, obesity or pulmonary disease to name a few. Currently Amherstburg does not have a facility to partner with and the proposal does not mention space that may facilitate future partnerships. While future funding in the area of chronic disease management has not been determined, it may be worth while to look into the feasibility of connecting a fitness facility to this new proposal.

Please feel free to contact me at your convenience if you require more information.

Regards,
Jason Petro
Program Coordinator: Cardiac Wellness
Windsor-Essex Cardiac Wellness Centre
Windsor Regional Hospital
1453 Prince Road
Windsor, Ontario N9C 3Z4
(519) 254-5577 ext. 72500
Fax: (519) 257-5277
jason_petro@wrh.on.ca

8/7/2008

www.cardiacwellness.net

Our Vision : Outstanding Care - No Exceptions!

Our Mission : We provide Outstanding Care with Compassion

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Hazael-Gietz, Cindy

From: david mayville [dkmayville@gmail.com]
Sent: Monday, August 11, 2008 11:39 AM
To: Hazael-Gietz, Cindy
Subject: Amherstburg Arena

We, David and Kathy Mayville vote YES to a new twin pad arena.

Thank you,

Kathy Mayville

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Hazael-Gietz, Cindy

From: marlene.ryan@servicecanada.gc.ca
Sent: Friday, August 01, 2008 7:11 AM
To: Hazael-Gietz, Cindy
Subject: Arena Expansion

Good morning,

I would like to add my two cents worth about the proposed arena expansion!!

Do it and Do it now before it will cost us more.

Our kids are our future. A new facility will encourage new families to come as well as convince current families to stay.

We need more ice, and I would like to see my kids benefit from it before they are too old.

Do it once and do it right...go for the whole shabang and git er done!

Marlene Ryan
Former VP/Current Test Chair
Skate Amherstburg
519-736-0595

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Hazael-Gietz, Cindy

From: Sharon Kawai [sharon.kawai@sympatico.ca]
Sent: Sunday, August 03, 2008 6:56 PM
To: Hazael-Gietz, Cindy
Subject: Arena Feasibility Study

Dear Mr. Mayor and members of Council:

Unfortunately I will not be able to attend the public meeting regarding the arena feasibility study due to vacation, however I wanted to take a minute to put in my two cents. As a member of the Recreation Committee, a member of Skate Amherstburg and a taxpayer I wholeheartedly support the double pad with attached indoor facility.

After reviewing the study I have immediately eliminated option 1 – keep the current status quo. Not only does the current arena not meet the needs of the existing groups it provides no possibility for other groups to participate. If I'm reading the numbers correctly it will also cost the taxpayer approximately \$6 million over the next 20 years to stop it from falling down around our ears.

While option 2, twin the existing arena, would allow the needs of the user groups to be met and allow new groups the opportunity to participate, the taxpayer would be faced with an additional \$7 million on top of spending the \$6 million to keep the existing building in shape for a total of \$13 million. Twenty years from now the town council will probably be debating this issue yet again as we'd have a 60 year old building attached to a 20 year old building.

Option 3, building a new twin pad, appears to give the taxpayer the most "bang for their buck". The user groups, both existing and new, would have their needs meet and for a mere \$2 million more than option 2 the taxpayer would end up with a 20 year old facility at the end of the day. The new arena would supposedly be more energy efficient and ultimately cost the taxpayer less in the long run. However, I don't believe that this option meets the long term recreational requirements of our community.

Option 4 meets the needs of all user groups and also provides an opportunity for many other recreational options. An indoor walking track would allow seniors like my mother to walk regardless of the weather. I imagine the life span of an indoor track exceeds that of an outdoor one. While Minor Soccer hasn't made any commitment to the indoor field, sometimes it's a case of "if you build it, they will come". I know that Skate Amherstburg has had trouble visualizing possibilities of programs simply because we've never had the ice to implement the ideas. It appears from the report that Sun County Minor Hockey would also be interested in the ice should the indoor field not realize it's potential. The only change I would propose would be to locate the facility on the current site if at all possible as it is much more central for children to walk to after school and it would leave the fields at Larry Bauer all open for soccer.

Nine years ago when my family first moved to Amherstburg the council of the time were debating spending a massive \$8 million on a twin pad with water facility. We were very excited. Had the council of the day moved forward our community would have a 9 year old facility and be congratulating ourselves on saving \$10 million as we watched LaSalle and Essex deal with their expensive expansions. While the price of electronics drops almost as fast as gas goes up, the price of construction appears to only head higher every year.

I'm sure that many people will tell you that in the current economic climate we shouldn't be spending this type of money. It has been my experience that when times are tough people want to stay closer to home. I know many parents who over the past year have been unemployed, including my family. While we were all cutting back none of us cut out our children's activities. Most parents realize that organized sports allow our children to play in a safe environment, provide exercise and we hope a life long commitment to physical activity, and ultimately keeps them out of trouble when their drug of choice is their sport. I know that nobody can predict how the economy is going to swing but I also know that over time it usually swings back. I don't believe there is any "good" time to build new facilities anymore than there's a "good" time to become a parent. Sometimes you just have to go for it.

I hope that you will be able to look forward to the future of Amherstburg, a fabulous place to raise a family and retire.

Sharon Kawai

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Hazael-Gietz, Cindy

From: abeetham@cogeco.ca
Sent: Friday, August 01, 2008 8:25 PM
To: Hazael-Gietz, Cindy

I vote for a new twin pad arena. Other communities have done this. Please stop spending money unnecessarily on studies just make a decision please. alison beetham

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TOWN OF AMHERSTBURG



2017 OPERATING AND CAPITAL BUDGET

“STRATEGIC FOCUS”

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.”



2017 OPERATING BUDGET

At the August 8, 2016 Council meeting Council adopted the following motion (**Resolution # 20160808-323**) for the 2017 Budget Direction:

That:

- 1. The report from the Manager of Financial Services dated July 27, 2016, BE RECEIVED;**
- 2. The proposed timeline for adopting a 2017 Budget BE APPROVED; and,**
- 3. Administration BE DIRECTED to prepare a 2017 draft budget, to include up to a 2% increase to the general tax rate.**

In accordance with the motion adopted by Council, Administration is pleased to present a proposed budget for 2017, which meets the direction of Council. Presenting Council with an Operating and Capital Budgets in advance of the start of 2017 allows for Council to reaffirm the municipal services provided in advance of the next fiscal year of operation. This practice provides Administration the opportunity to manage and deliver the results in accordance with Council direction while providing the Community improved accountability surrounding municipal services.

The proposed municipal rate tax increase for 2017 is recommended by Administration at 1.99%. It is important to note that when combining the impact of the projected increases and decreases of the County and School Board, Administration estimates that the overall increase will be 1.49 % on a residents total property tax bill, well within the direction approved by Council.

Most importantly, the projected 1.49% increase would result in an additional \$45.31 for the average home valued at \$191,000 in the Town of Amherstburg.

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

In many areas, the Town lacked staffing resources to address challenges facing the municipality. In 2016, Council adopted an organizational structure and took the first steps to provide the staff and funding to address these areas of concern. The 2017



Operating Budget proposed by Administration provides Council with the opportunity to make further progress in this regard.

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

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

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

Marketing and Promotion

Actions

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

Economic Development

Actions

1. Prepare a pragmatic Economic Development Strategy for the Town of Amherstburg with a focus on business development, attraction and retention.
2. Use incentives to encourage private sector development that supports our business attraction efforts.
3. Support and facilitate adaptive reuse of heritage and cultural assets.
4. Explore the potential opportunities for waterfront tourism including a dock that can accommodate ferries, tall ships etc.



5. Support the agricultural sector and the diversification of this industry.
6. Complete a bi-annual review of the return of investment associated with the funding of Windsor-Essex Economic Development Corporation (WEEDC).
7. Support the creation of new and improvements of existing Festivals and Events.
8. Secure additional roofed accommodation to support the growth of tourism.

Investment in Infrastructure

Actions

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

Fiscal Sustainability

Actions

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



The 2017 Operational and Capital Budgets were developed by Administration to strategically focus on providing the desired results of the Town's newly adopted Strategic Plan.

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

The 2017 Operational Budget includes for Council's consideration, the additional resources required to improve and enhance the community's quality of life.

Through the results of the Community Strategic Plan residents have indicated that increased tourism is of importance, both recreationally and culturally, as well as the enhanced maintenance of parks and facilities. Currently, the Parks and Naturalized Areas, Tourism and Culture, Recreation and Libro Centre Departments lack the presence of a Director and those duties have been assumed by the CAO. These departments play a key role in the delivery of the strategic goals outlined in the newly adopted Strategic Plan. In order to align the goals of the Town and foster growth in cultural and sports tourism, the Council approved Director of Parks, Facilities, Recreation and Culture has been included in the 2017 Operating Budget.

In 2017, Administration also recommends additional resources in the Planning Department to help facilitate the expanded development in the primary settlement areas of Town, as well as the development of Kingsbridge, Bois Blanc Island and the south-west quadrant. Fund requests are also included for required studies to help in the effective planning and development of Amherstburg's Downtown Core.

In 2016, Council took a progressive step towards dealing with health and safety in the organization by hiring of a part time Health and Safety Officer. In 2017, administration recommends that this contract be extended for a period of one year, as there is still work to be done in this area.

In regards to Fiscal Sustainability and Investment in Infrastructure, the 2017 Budget focuses on expanding the concepts of increased reserve planning and funding for capital investment.

The 2017 Budget introduces 2 new Reserve Funds for Council's consideration, the Risk Management Reserve and the Litigation Reserve. The Risk Management Reserve is proposed as a risk mitigation measure to prevent injuries to staff and residents and to reduce claims and claim payouts. The Litigation Reserve is proposed for the potential risk of legal costs not covered by the Town's insurer. These Reserve Funds will be established for use and funded annually from the operating budget to help Council



protect the Town against unexpected costs requiring adhoc tax increases to fund the expenditures.

In addition to these proposed funds, administration has made a provision to increase the transfer of funds for the Fleet Reserve to deal with the Town's aging fleet of vehicles. In 2017, capital funding from the general tax (operating budget) increases to \$1,700,000 from \$1,200,000, an increase of \$500,000 or 41.6%, representing the most significant investment in infrastructure from the general tax rate in the past 10 years for the Town of Amherstburg.

The budget presented by Administration improves and provides for additional reserves that reaffirm Council's direction which began in the 2015 Budget to help reduce debt loads and increase reserves and financial stability.

Outside of the focus of the strategic plan, there are additional pressures that have presented themselves as operational challenges for the Town in 2016. Provisions have been made in the 2017 Budget to address some of these issues as well.

The most significant is the Libro Centre and the ongoing maintenance concerns at the Multi-use Recreational Complex. A separate report from the Manager of Operations and the CAO outlining this matter in detail will be presented to Council along with the 2017 budget. Another significant challenge is Amherstburg Fire Services aging fleet. Regular truck inspections are resulting in additional repairs that are becoming more costly. As a result, Administration has made a provision in the 2017 to mitigate this risk. The Fire Service also has weekend scheduling and overtime concerns that have recently come to light. The Fire Chief has prepared a separate report outlining the details for Council's consideration.

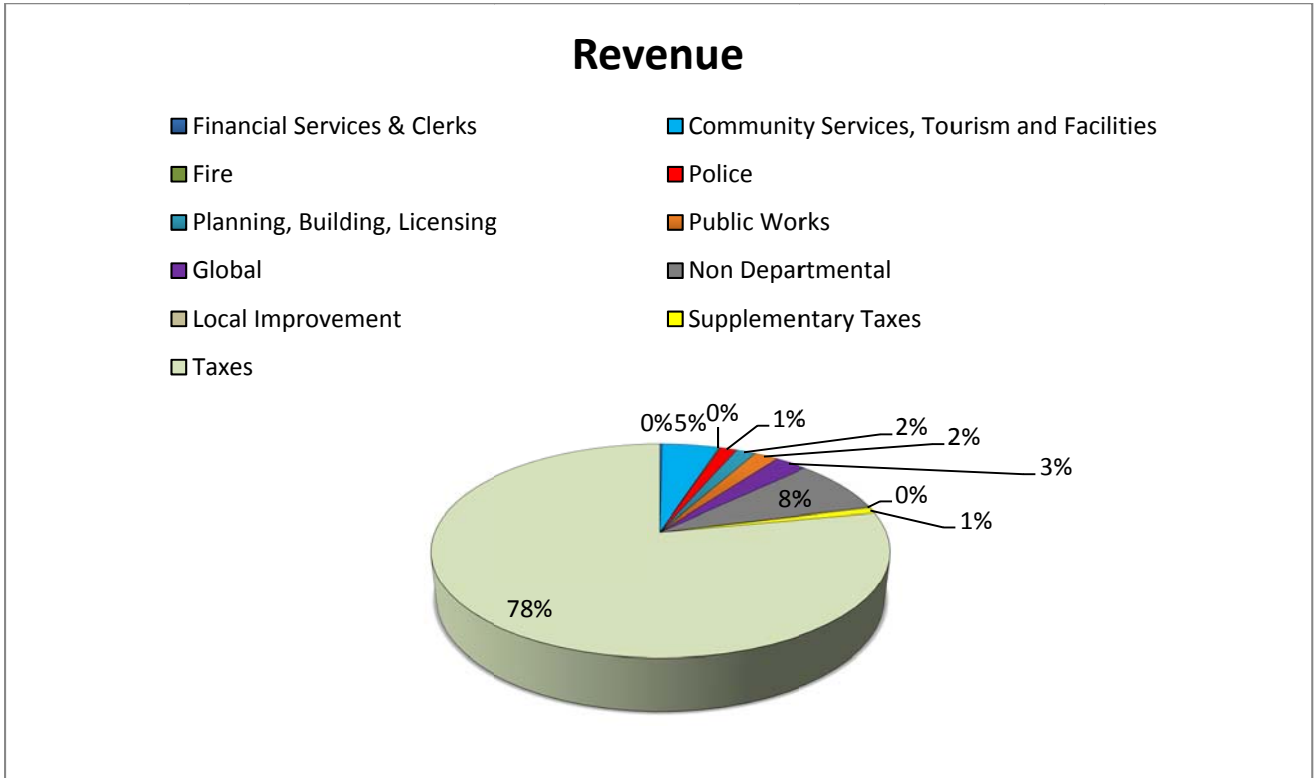
The Clerk's Department has identified a need for increased accountability and transparency in Council's committee structure. With the additional pressures of legislative changes in 2016, the department requires additional resources to maintain a level of service that promotes Council's commitment to the community as an open, accountable and transparent municipal government. A report from the Municipal Clerk accompanies the 2017 budget to address these issues for Council's consideration.

On July 14, 2014, the Town adopted policy H09-01 Salary Administration for non-union employees. The adopted policy recommends that non-union staff receive wage adjustments in accordance with annual inflation. It is important for Council to note that no inflationary adjustments have been made for 2015 & 2016 for the non-union staff. Unionized staff, fire services, and police services have all received negotiated increases during this time frame. The 2017 budget includes an increase for non-union staff and Council in accordance with the adopted Salary Administration Policy. Administration will undertake a compensation review for 2017 and will provide Council a report with its findings.



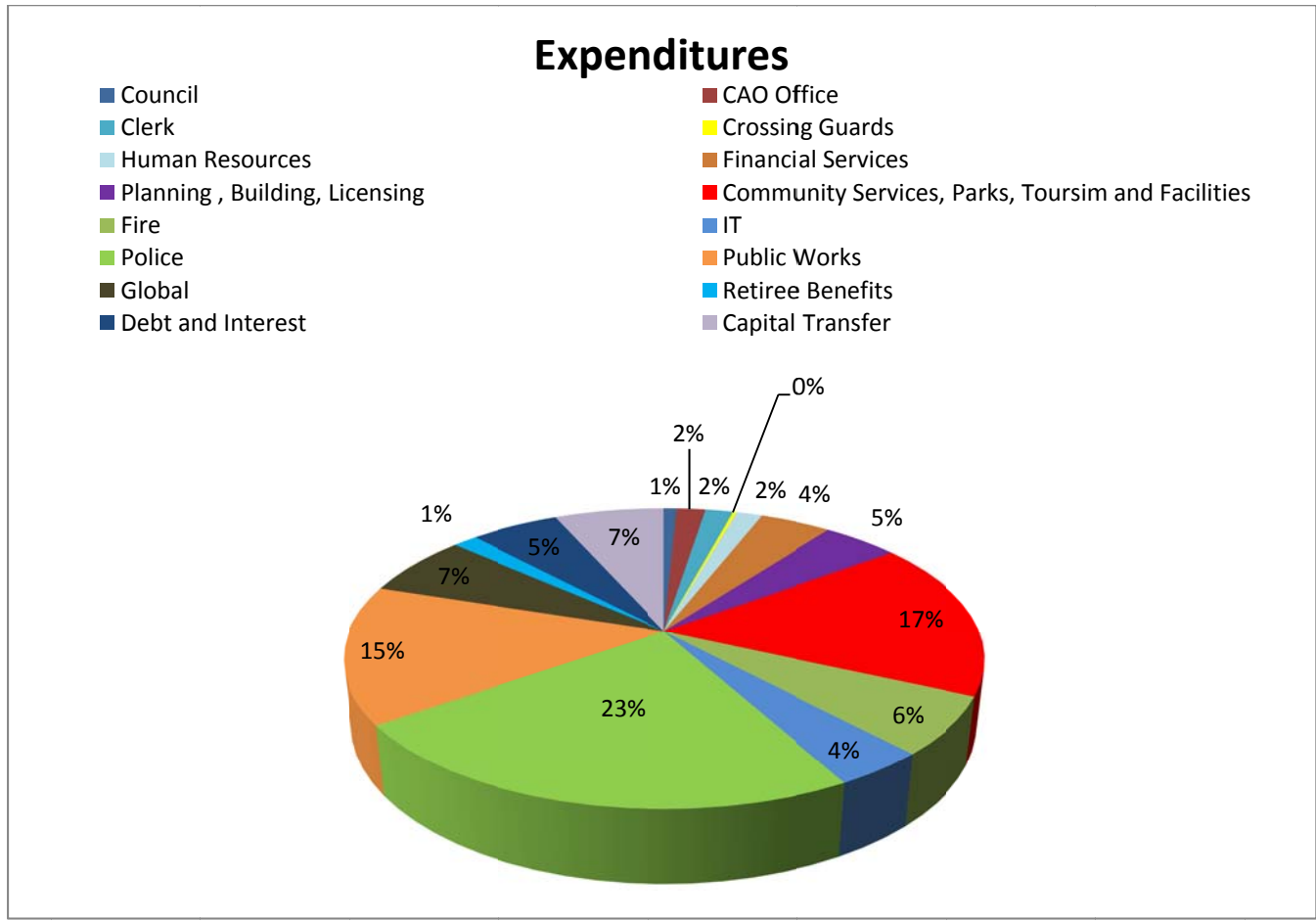
2017 OPERATIONAL REVENUES

Following is a breakdown of the \$25,799,253 total operating budget revenue for 2017:



2017 OPERATIONAL EXPENSES

Following is a breakdown of the \$25,799,253 total operating budget expenses for 2017:



As the above graph illustrates 58% of the Town’s Expenditures are for primary services such as Police, Fire, Public Works, Global Expenditures (insurance, etc.), Retiree Benefits and Debt and Interest Payments.

2017 OPERATIONS BUDGET CONCLUSION

The 2017 Operating Budget presents a plan on managing the limited resources and limited capital dollars for the Town of Amherstburg. This is achieved with a proposed 1.99% increase to municipal taxes, the result is a projected increase of 1.49% when factoring in the County and Education levies. This is in line with Canadian inflation of 1.5%, and is fiscally responsible to our residents.



TOWN OF AMHERSTBURG
SUMMARY OF OPERATING EXPENSES ON TAX LEVY
 2017 Budget

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	2016 Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
DEPARTMENT							
Division							
COUNCIL	204,478	161,388	196,122	116,135	196,122	201,032	4,910
CAO OFFICE	461,998	449,761	438,585	322,440	399,890	444,094	5,509
CLERK	279,627	271,385	354,834	270,822	365,129	427,556	72,722
Crossing Guards	61,885	60,982	62,437	44,043	63,279	61,421	(1,016)
HUMAN RESOURCES	359,467	344,407	301,816	219,089	295,407	394,270	92,454
FIRE	1,276,645	1,704,209	1,435,268	1,122,014	1,576,956	1,617,312	182,044
CORPORATE SERVICES							
Financial Services	946,605	892,670	1,126,235	693,266	1,066,171	1,114,318	(11,917)
Information Technology (Includes GIS)	992,076	985,538	974,462	732,304	987,810	1,009,471	35,009
PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES							
Economic and Community Development / Purchasing	315,860	235,857	-	-	-	-	-
Licensing and Enforcement	320,229	308,713	230,620	243,993	330,797	326,622	96,002
Planning	277,135	266,158	434,289	301,031	429,566	557,949	123,660
Building	278,500	283,489	373,474	193,968	369,450	288,000	(85,474)
PARKS, FACILITIES, RECREATION AND CULTURE							
Libro Centre	1,368,697	1,367,072	1,111,920	1,179,859	1,498,923	1,622,666	510,746
Facilities	388,500	425,486	605,292	427,137	544,342	599,000	(6,292)
Parks	818,269	737,500	826,640	614,416	829,377	1,160,433	333,793
Recreation Services	500,107	455,388	606,599	349,919	617,784	691,004	84,405
Tourism and Culture	310,290	279,919	300,679	250,703	315,679	331,170	30,491
ENGINEERING & PUBLIC WORKS							
Public Works	2,555,130	2,464,831	2,550,323	1,848,022	2,519,760	2,600,663	50,340
Environmental Services	1,186,048	1,146,907	1,227,500	836,137	1,225,000	1,247,120	19,620
POLICE	5,738,699	5,555,635	5,837,031	4,132,154	5,853,177	5,953,764	116,733
GLOBAL EXPENSES	1,346,309	1,306,066	1,675,492	1,176,116	1,708,493	1,695,925	20,433
RETIREE BENEFITS	323,090	353,606	384,626	314,806	382,012	382,727	(1,898)
Subtotals	20,309,644	20,056,967	21,054,244	15,388,374	21,575,124	22,726,518	1,672,274
DEBT PRINCIPAL AND INTEREST	1,848,628	1,836,035	1,803,454	1,352,633	1,803,454	1,372,735	(430,719)
TOTAL OPERATING EXPENSES ON TAX LEVY	22,158,272	21,893,002	22,857,698	16,741,008	23,378,578	24,099,253	1,241,556
NET CAPITAL EXPENDITURES	1,679,000	1,679,000	1,200,000	1,200,000	1,200,000	1,700,000	500,000
CAPITAL RESERVE CONTRIBUTIONS			469,946	469,946	469,946	-	(469,946)
	23,837,272	23,572,002	24,527,644	18,410,954	25,048,524	25,799,253	1,271,610



TOWN OF AMHERSTBURG
SUMMARY OF REVENUES
2017 Budget

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	2016 Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
DEPARTMENT							
Division							
CLERKS	(3,000)	(7,619)	(2,500)	(8,844)	(10,860)	(7,000)	4,500
FINANCIAL SERVICES	(48,000)	(55,336)	(48,000)	(30,190)	(48,000)	(43,000)	(5,000)
FIRE	(5,000)	(6,856)	(29,000)	(46,826)	(53,423)	(29,000)	-
PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES							
Licensing and Enforcement (Previously By-Law)	(56,600)	(62,633)	(66,600)	(59,938)	(64,000)	(58,600)	(8,000)
Planning	(39,000)	(49,765)	(42,000)	(65,696)	(75,000)	(70,000)	28,000
Building	(287,500)	(347,830)	(287,500)	(345,888)	(369,450)	(288,000)	500
PARKS, FACILITIES, RECREATION AND CULTURE							
Libro Centre	(682,000)	(675,242)	(697,000)	(383,585)	(719,892)	(712,000)	15,000
Facilities	(73,278)	(69,207)	(73,278)	(51,644)	(73,278)	(98,278)	25,000
Parks	(3,500)	(5,461)	(3,500)	(4,869)	(7,000)	(7,000)	3,500
Recreation Services	(411,200)	(318,848)	(346,400)	(253,611)	(386,942)	(363,718)	17,318
Tourism and Culture	(33,500)	(30,644)	(26,000)	(39,893)	(41,200)	(42,000)	16,000
ENGINEERING AND PUBLIC WORKS							
Public Works	(512,361)	(516,620)	(506,861)	(567,985)	(572,575)	(512,186)	5,325
POLICE	(443,797)	(459,107)	(345,797)	(281,773)	(395,797)	(361,797)	16,000
GLOBAL ADMINISTRATIVE	(703,523)	(703,523)	(703,523)	(703,523)	(703,523)	(717,593)	14,070
NON-DEPARTMENTAL	(1,791,100)	(1,930,797)	(1,908,301)	(1,407,030)	(2,151,069)	(2,089,305)	181,004
TOTAL NON TAX REVENUES	(5,093,359)	(5,239,488)	(5,086,260)	(4,251,294)	(5,672,009)	(5,399,478)	313,218
LOCAL IMPROVEMENTS	(20,000)	(50,661)	(16,800)	(46,938)	(46,938)	(46,938)	30,138
SUPPLEMENTARY TAXES	(150,000)	(189,411)	(150,000)	(142,297)	(250,000)	(220,000)	70,000
TAXES LEVIED	(18,566,914)	(18,567,203)	(19,274,584)	(19,399,774)	(19,422,320)	(20,132,837)	858,253
TOTAL REVENUE	(23,830,273)	(24,046,763)	(24,527,644)	(23,840,304)	(25,391,267)	(25,799,253)	1,271,609



**TOWN OF AMHERSTBURG
TAX RATE CALCULATION
2017 Budget**

	Final 2016 Budget		2017 Budget	
Budgeted Operating Expenditures	21,054,244		22,726,518	
Capital Expenditures	2,644,168		8,248,581	
Contributions to Capital Reserves	469,946		-	
Debt Principle and Interest Payments	1,803,454		1,372,735	
Total General Rated Expenditures	25,971,812		32,347,834	
Less:				
Capital Reserve Contributions	937,168		917,576	
New Long Term Capital Financing	-		1,624,800	
Capital Contributions from Others	507,000		4,006,205	
Supplementary Revenues	150,000		220,000	
Non Tax Revenues	5,086,260		5,399,478	
Local Improvements	16,800		46,938	
SubTotal	6,697,228		12,214,997	
Total Collectable (through tax rates)	19,274,584		20,132,837	
Tax Rate Calculation Data:				
Taxable Assessment as provided by MPAC	2,169,946,198		2,226,860,874	1.5% growth estimate on 2016 roll return
Weighted Assessment	2,130,887,167		2,182,323,657	
(calculated using tax ratios provided by the County of Essex)				
Average Tax Rate Calculation	0.0090453		0.0092254	1.99%
Total Collectable (through tax rates)/ Weighted Assessment				increase from 2016
Total Municipal Taxes on a Single Family Residential Unit with an assessed value of \$191,000	\$ 1,727.66		\$ 1,762.05	\$ 34.40
Capital Replacement Levy	0.00018091	2% \$ 34.55	0.00018451	\$ 35.24
Capital Reserve Levy	0.00018091	2% \$ 34.55	0.00018451	\$ 35.24
Total Municipal Levies on a Single Family Residential Unit with an assessed value of \$191,000		\$ 69.11		\$ 70.48
Municipal Tax Bill with Levies	\$ 1,796.76		\$ 1,832.54	\$ 35.77 1.99%
County	0.004619090		0.004688376	Projected increase of 1.5%
Education	0.00188		0.00186	Projected decrease of 1%
County	\$ 882		\$ 895	
Education	\$ 359		\$ 355	
Total Tax Bill including Levies	\$ 3,038.09		\$ 3,083.51	\$ 45.41 1.49%
Funds Raised By Capital Replacement Levy			402,656.75	
Funds Raised By Capital Reserve Levy			402,439.97	

Notes:

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

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

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

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



Budgetary Pressures and Additional Request

Budget Pressures

	<u>Cost</u>	<u>Percentage of Budget</u>	<u>Department</u>
Additional Professional Fees Clerks (Integrity Commissioner)	\$ 20,000	0.10%	Clerks
Increased Need for Fire Truck Maintenance	\$ 30,000	0.15%	Fire
Increased Need for Emergency Operations Spending	\$ 15,000	0.07%	Fire
Additional Urban Design Study in Planning	\$ 25,000	0.12%	Planning
Additional Community Improvement Plan	\$ 25,000	0.12%	Planning
Increased Need in Refrigeration Expenditures at Libro	\$ 66,000	0.33%	Libro
Increased Need for Building Maintenance at Libro	\$ 38,000	0.19%	Libro
Increase in Utilities Cost at Libro	\$ 120,000	0.60%	Libro
Increase in Tree Maintenance Program	\$ 25,000	0.12%	PWD
Increase in Drainage Program	\$ 35,000	0.17%	PWD
Increase in Cost of LED Streetlights Program	\$ 50,000	0.25%	PWD
Total	\$ 449,000	2.23%	

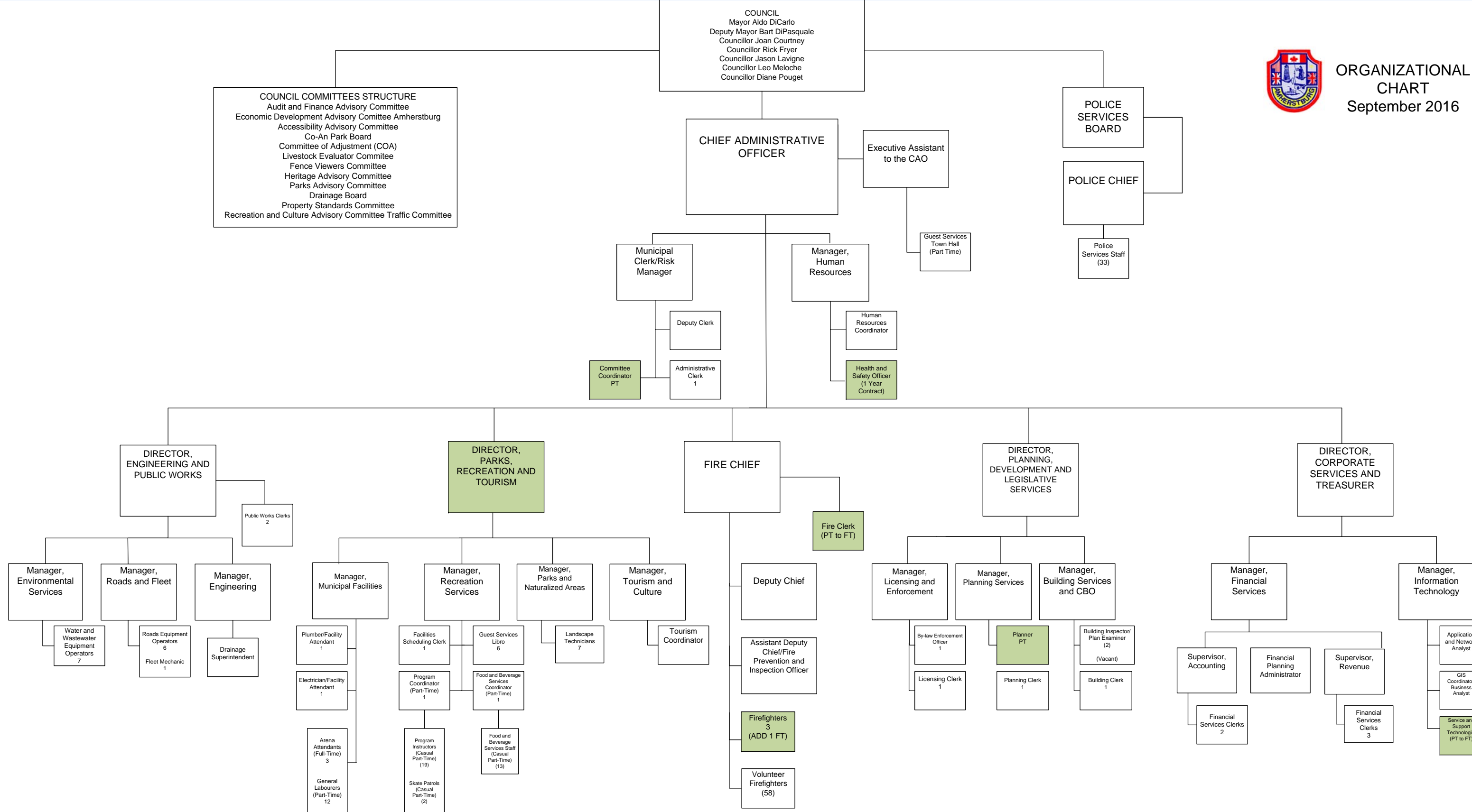
Budget Request & Pressures-Staffing

	<u>Salary</u>	<u>Benefits</u>	<u>Salary and Benefits</u>		
Request for a Part Time Committee Coordinator in the Clerks Department	\$ 22,827	\$ 4,716	\$ 27,543	0.14%	Clerks
Extension of the Health and Safety Officer to a 1 year Contract	\$ 78,000	\$ 10,531	\$ 88,531	0.44%	HR
New Full Time Firefighter	\$ 95,972	\$ 34,150	\$ 130,122		
Reduction of Over Time and Volunteer Hours	\$ (49,908)	\$ -	\$ (49,908)		
	\$ 46,064	\$ 34,150	\$ 80,214	0.40%	Fire
Request to bring on the Fire Administrator Full Time	\$ 21,643	\$ 16,491	\$ 38,134	0.19%	Fire
Request to bring on the IT Technician Full Time	\$ 13,764	\$ 12,011	\$ 25,775	0.13%	IT
Request for a Director of Parks, Facilities Recreation and Culture	\$ 122,015	\$ 37,075	\$ 159,090	0.79%	Libro
Request for a Part Time Planner	\$ 58,500	\$ 9,061	\$ 67,561	0.34%	Planning
Contractual & Salary and Admin Policy Increases	\$ 88,255	\$ 8,826	\$ 97,081	0.48%	Town Wide
Total	\$ 451,068	\$ 132,861	\$ 583,929	2.90%	

Budget Request-Other

	<u>Cost</u>		
Creation of a Risk Management Reserve	\$ 25,000	0.12%	Global
Creation of a Litigation Reserve	\$ 25,000	0.12%	Global
Increase to the Fleet Reserve	\$ 25,000	0.12%	Global
Total	\$ 75,000	0.37%	





Staffing changes requested are highlighted in green for presentation purposes

**TOWN OF AMHERSTBURG
NON-DEPARTMENTAL
2017 Budget**

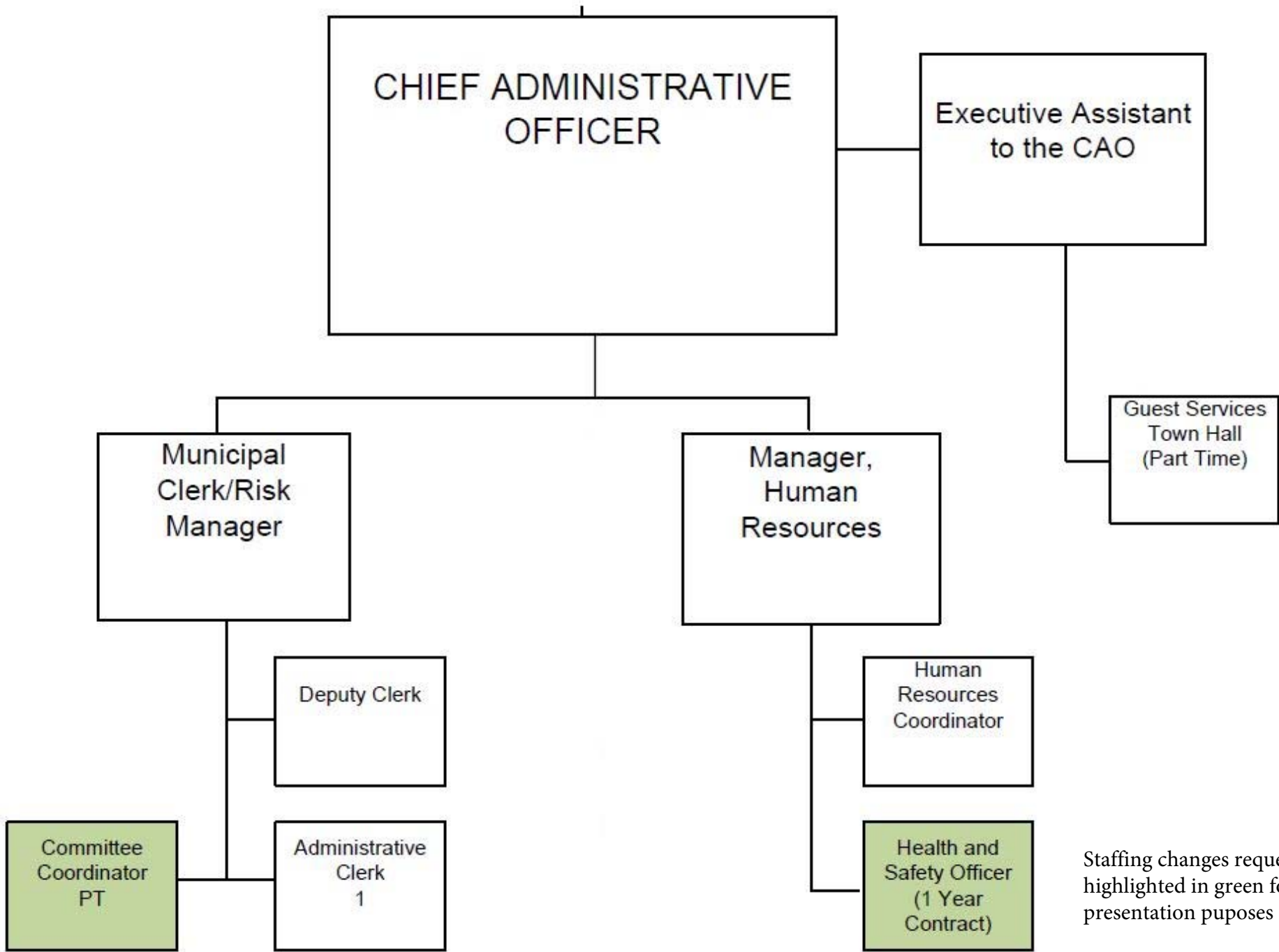
	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
Grants in Lieu							
10-4-0000000-0540 Federal Government	(37,000)	(25,353)	(37,000)	0	(37,000)	(26,729)	(10,271)
10-4-0000000-0545 PIL CBC Radio	(3,600)	-	-	-	-	-	-
10-4-0000000-0550 PIL Provincial	(18,000)	(20,522)	(21,076)	(18,063)	(21,076)	(22,039)	963
10-4-0000000-0560 Municipal PILS	(38,000)	(45,471)	(46,380)	(51,575)	(46,380)	(49,147)	2,767
10-4-0000000-0561 CF PIL not given to School Board		(67,990)	(81,545)	(0)	(81,545)	(70,632)	(10,913)
10-4-0000000-0570 PIL Essex Terminal	(3,200)	(3,292)	(3,300)	0	(3,300)	(3,358)	58
Total Grants in Lieu - Non Departmental	(99,800)	(162,628)	(189,301)	(69,639)	(189,301)	(171,905)	(17,396)
Other Grants							
10-4-0000000-0607 Federal Employment Grant	(15,000)	(12,894)	(14,000)	0	(12,000)	(12,000)	(2,000)
10-4-0000000-0624 Min. of Nat. Res. - Pits & Quarries	(80,000)	(66,048)	(65,000)	(75,353)	(65,000)	(65,000)	-
10-4-0000000-0626 Drainage Superintendent	(25,000)	(15,333)	(20,000)	(17,795)	(17,795)	(20,000)	-
10-4-0000000-0628 Ontario Municipal Partnership Fund	(1,010,300)	(1,010,300)	(1,000,000)	(857,550)	(1,143,400)	(1,143,400)	143,400
Total Other Grants - Non Departmental	(1,130,300)	(1,104,575)	(1,099,000)	(950,698)	(1,238,195)	(1,240,400)	141,400
Investment Income							
10-4-0000000-6538 Interest on Essex Power Investment	(210,000)	(226,927)	(220,000)	0	(220,000)	(227,000)	7,000
10-4-0000000-7220 Interest on Bank Accounts	(1,000)	(262)	-	(182)	(250)	-	-
Total Investment Income - Non Departmental	(211,000)	(227,189)	(220,000)	(182)	(220,250)	(227,000)	7,000
Other Income							
10-4-0000000-7110 Penalties and Interest on Taxes	(300,000)	(384,788)	(350,000)	(283,189)	(350,000)	(350,000)	-
10-4-0000000-6530 LAS Natural Gas Rebate		(1,617)	-	(3,323)	(3,323)	-	-
10-4-0000000-6537 Greenshield Surplus	(50,000)	(50,000)	(50,000)	(100,000)	(150,000)	(100,000)	50,000
Total Other Income - Non Departmental	(350,000)	(436,405)	(400,000)	(386,512)	(503,323)	(450,000)	50,000
Local Improvements							
10-4-0000000-0240 Municipal Drains		(3,029)	(3,000)	(3,029)	(3,029)	(3,029)	29
10-4-8030000-0210 Watermains on Taxes		(30,078)	-	(30,078)	(30,078)	(30,078)	30,078
10-4-8058010-0220 Tile Loans	(20,000)	(17,554)	(13,800)	(13,831)	(13,831)	(13,831)	31
Total Local Improvements - Non Departmental	(20,000)	(50,661)	(16,800)	(46,938)	(46,938)	(46,938)	30,138
Total Revenue - Non Departmental	(1,811,100)	(1,981,458)	(1,925,101)	(1,453,968)	(2,198,007)	(2,136,243)	211,142
Total Revenue - Non Departmental less Local Improvements	(1,791,100)	(1,930,797)	(1,908,301)	(1,407,030)	(2,151,069)	(2,089,305)	181,004



**TOWN OF AMHERSTBURG
COUNCIL
2017 Budget**

		2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
EXPENSES:								
Salaries and Wages:								
10-5-1001010-0101	Salaries - Council	124,966	124,159	124,966	94,532	124,966	127,465	2,499
10-5-1001011-0146	Salaries - Per Diem Mayor	4,500	787	2,500	104	2,500	2,500	-
10-5-1001012-0146	Salaries - Per Diem Deputy Mayor	4,500	1,216	2,500	0	2,500	2,500	-
10-5-1001013-0146	Salaries - Per Diem Coun. 1	4,500	2,136	2,500	727	2,500	2,500	-
10-5-1001014-0146	Salaries - Per Diem Coun. 2	4,500	863	2,500	727	2,500	2,500	-
10-5-1001016-0146	Salaries - Per Diem Coun. 3	4,500	1,096	2,500	104	2,500	2,500	-
10-5-1001017-0146	Salaries - Per Diem Coun. 4	4,500	1,823	2,500	831	2,500	2,500	-
10-5-1001018-0146	Salaries - Per Diem Coun. 5	4,500	1,278	2,500	831	2,500	2,500	-
Total Salaries and Wages - Council		156,466	133,358	142,466	97,856	142,466	144,965	2,499
Benefits:								
10-5-1001010-0201	Benefits - CPP	3,982	3,669	4,186	2,438	4,186	6,310	2,124
10-5-1001010-0203	Benefits - OMERS	6,393	6,393	7,423	4,795	7,423	7,571	148
10-5-1001010-0204	Benefits - EHT	2,437	1,897	2,347	1,268	2,347	2,486	139
10-5-1001010-0208	Benefits - WSIB		81	-	-	-	-	-
10-5-1001010-0214	Benefits - RRSP Contribution		1,105	-	-	-	-	-
Total Benefits - Council		12,812	13,145	13,956	8,501	13,956	16,367	2,411
General Expenses:								
10-5-1001010-0340	Public Receptions, Etc...		2,701	2,500	483	2,500	2,500	-
10-5-1001011-0340	Public Receptions - Mayor	500	285	500	400	500	500	-
10-5-1001012-0340	Public Receptions - Deputy Mayor	500	50	500	45	500	500	-
10-5-1001013-0340	Public Receptions - Councillor 1	500		500	0	500	500	-
10-5-1001014-0340	Public Receptions - Councillor 2	500		500	0	500	500	-
10-5-1001016-0340	Public Receptions - Councillor 3	500		500	0	500	500	-
10-5-1001017-0340	Public Receptions - Councillor 4	500		500	46	500	500	-
10-5-1001018-0340	Public Receptions - Councillor 5	500		500	0	500	500	-
10-5-1001010-0351	Council - General Training		149	2,000	0	2,000	2,000	-
10-5-1001011-0351	Conventions and Seminars - Mayor	1,000		1,000	0	1,000	1,000	-
10-5-1001012-0351	Conventions and Seminars - Deputy Mayor	1,000		1,000	0	1,000	1,000	-
10-5-1001013-0351	Conventions and Seminars - Councillor 1	1,000	870	1,000	789	1,000	1,000	-
10-5-1001014-0351	Conventions and Seminars - Councillor 2	1,000		1,000	890	1,000	1,000	-
10-5-1001016-0351	Conventions and Seminars - Councillor 3	1,000		1,000	97	1,000	1,000	-
10-5-1001017-0351	Conventions and Seminars - Councillor 4	1,000	870	1,000	1,508	1,000	1,000	-
10-5-1001018-0351	Conventions and Seminars - Councillor 5	1,000	158	1,000	844	1,000	1,000	-
10-5-1001011-0352	Travel and Mileage - Mayor	2,000	26	2,000	557	2,000	2,000	-
10-5-1001012-0352	Travel and Mileage - Deputy Mayor	1,500	409	1,500	111	1,500	1,500	-
10-5-1001013-0352	Travel and Mileage - Councillor 1	1,500	599	1,500	111	1,500	1,500	-
10-5-1001014-0352	Travel and Mileage - Councillor 2	1,500		1,500	111	1,500	1,500	-
10-5-1001016-0352	Travel and Mileage - Councillor 3	1,500		1,500	0	1,500	1,500	-
10-5-1001017-0352	Travel and Mileage - Councillor 4	1,500	594	1,500	861	1,500	1,500	-
10-5-1001018-0352	Travel and Mileage - Councillor 5	1,500	27	1,500	170	1,500	1,500	-
10-5-1001011-0140	Communication Allowance - Mayor	1,500	1,057	1,500	0	1,500	1,500	-
10-5-1001012-0140	Communication Allowance - Deputy Mayor	1,500	1,464	1,500	(99)	1,500	1,500	-
10-5-1001013-0140	Communication Allowance - Councillor 1	1,500	211	1,500	1,190	1,500	1,500	-
10-5-1001014-0140	Communication Allowance - Councillor 2	1,500	1,337	1,500	0	1,500	1,500	-
10-5-1001016-0140	Communication Allowance - Councillor 3	1,500	1,266	1,500	0	1,500	1,500	-
10-5-1001017-0140	Communication Allowance - Councillor 4	1,500	454	1,500	81	1,500	1,500	-
10-5-1001018-0140	Communication Allowance - Councillor 5	1,500	1,358	1,500	953	1,500	1,500	-
Total General Expenses - Council		32,000	13,885	36,500	9,147	36,500	36,500	-
Other Expenses:								
10-5-1001010-0325	Legal Fees - Council	1,200		1,200	0	1,200	1,200	-
10-5-1001010-0348	Donations	2,000	1,000	2,000	630	2,000	2,000	-
Total General Expenses - Council		3,200	1,000	3,200	630	3,200	3,200	-
Total Expenses - Council		204,478	161,388	196,122	116,135	196,122	201,032	4,910





Staffing changes requested are highlighted in green for presentation puposes

**TOWN OF AMHERSTBURG
CAO OFFICE
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
EXPENSES:							
Salaries and Wages:							
10-5-1001023-0101 Salaries - Full Time	304,605	249,725	248,694	185,387	248,694	252,294	3,600
10-5-1001023-0112 Salaries - Part Time	24,140	26,967	22,204	17,746	22,204	25,762	3,558
10-5-1001023-0102 Salaries - Overtime	2,000	1,333	2,000	0	2,000	-	(2,000)
Total Salaries and Wages - CAO	330,745	278,025	272,898	203,134	272,898	278,056	5,158
Benefits:							
10-5-1001023-0201 Benefits - CPP	5,339	7,081	6,059	5,630	6,059	6,235	176
10-5-1001023-0202 Benefits - EI	3,500	3,363	2,637	2,696	2,637	2,687	50
10-5-1001023-0203 Benefits - OMERS	6,260	31,547	32,228	24,004	32,228	33,061	833
10-5-1001023-0204 Benefits - EHT	3,020	5,556	5,322	3,958	5,322	5,422	100
10-5-1001023-0205 Benefits - Greenshield	12,000	18,139	12,338	14,030	12,338	11,421	(917)
10-5-1001023-0207 Benefits - Life and Disability	5,919	13,937	11,199	11,880	11,199	14,763	3,564
10-5-1001023-0208 Benefits - WSIB	4,421	5,504	5,129	4,499	5,129	5,174	45
10-5-1001023-0209 Benefits - Post Retirement	994	808	975	731	975	975	-
Total Benefits - CAO	41,453	85,936	75,887	67,429	75,887	79,738	3,851
General Expenses:							
10-5-1001023-0342 Meeting Expenses	3,000	1,361	3,000	945	3,000	1,500	(1,500)
10-5-1001023-0327 Professional Fees	70,000	10,248	70,000	90,754	95,000	70,000	-
10-5-1001023-0251 Subscriptions and Publications	1,000	669	1,000	560	560	800	(200)
10-5-1001023-0350 Memberships	10,800	9,813	10,800	7,545	7,545	8,000	(2,800)
10-5-1001023-0351 Training and Conferences	5,000	3,710	5,000	3,076	5,000	6,000	1,000
Total General Expenses - CAO	89,800	25,801	89,800	102,880	111,105	86,300	(3,500)
10-4-1001023-3000 Reserve Transfers - Strategic Plan		60,000		(51,003)	(60,000)		
Total Expenses - CAO Department	461,998	449,761	438,585	322,440	399,890	444,094	5,509



**TOWN OF AMHERSTBURG
CLERK DIVISION
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-1001020-2163 Insurance Proceeds - Admin				(8,360)	(8,360)	(6,000)	6,000
10-4-1001020-1015 Administrative Charges	(3,000)	(7,619)	(2,500)	(484)	(2,500)	(1,000)	(1,500)
Total Revenue - Clerk Division	(3,000)	(7,619)	(2,500)	(8,844)	(10,860)	(7,000)	4,500
EXPENSES:							
Election:							
10-5-1001020-0330 Election Expenses	-	1,654	-	-	-	-	-
Committees:							
10-5-1001020-0150 Committee Honorarium - AAAC	2,300	112	1,500	300	1,500	1,500	-
10-5-7037630-0368 Heritage Committee	1,500	1,072	6,600	2,482	6,600	6,600	-
10-5-1001022-0151 Committee of Adjustment - honorarium	4,836	4,800	4,875	0	4,875	4,875	-
10-5-1002000-0150 Committee Per Diems				1,973		4,500	4,500
10-5-1002000-0560 Fence Viewer Committee		300	500	0	500	-	(500)
10-5-1002000-0561 Livestock Valuer Committee		400	250	(400)	250	250	-
10-5-1002000-0562 Parks Advisory Committee			1,500	0	1,500	1,500	-
10-5-1002000-0563 Recreation and Culture Committee			1,500	583	1,500	1,500	-
10-5-1002000-0564 Economic Development Advisory committee		173	1,500	0	1,500	1,500	-
10-5-1002000-0565 Drainage Board				2,060	1,510	2,100	2,100
10-5-1002000-0360 Committee Meetings - Sundries			2,000	0	500	2,000	-
Total Committees' Expenses - Clerk	8,636	6,857	20,225	6,998	20,235	26,325	6,100
Salaries and Wages:							
10-5-1001022-0101 Salaries - Full Time	174,911	130,613	201,748	154,738	201,748	211,049	9,301
10-5-1001022-0102 Salaries - Overtime	5,000	2,344	5,000	2,618	5,000	5,000	-
10-5-1001022-0107 Salaries - Temporary Personnel		42,200	-	-		22,827	22,827
Total Salaries and Wages - Clerk	179,911	175,157	206,748	157,356	206,748	238,876	32,128
Benefits:							
10-5-1001022-0201 Benefits - CPP	5,683	7,123	7,548	6,665	7,548	8,570	1,022
10-5-1001022-0202 Benefits - EI	2,734	3,472	3,490	3,184	3,490	3,919	429
10-5-1001022-0203 Benefits - OMERS	17,447	21,590	20,524	15,515	20,524	23,863	3,339
10-5-1001022-0204 Benefits - EHT	3,508	3,958	4,032	3,092	4,032	4,658	626
10-5-1001022-0205 Benefits - Greenshield	10,500	8,025	19,254	14,467	19,254	17,662	(1,592)
10-5-1001022-0207 Benefits - Life and Disability	9,848	5,113	9,029	7,390	9,029	12,392	3,363
10-5-1001022-0208 Benefits - WSIB	5,122	5,770	5,744	4,590	5,744	6,616	872
10-5-1001022-0209 Benefits - Post Retirement	1,988	1,196	2,990	2,250	2,990	2,925	(65)
Total Benefits - Clerk	56,830	56,247	72,611	57,153	72,611	80,605	7,994
General Expenses:							
10-5-1001022-0251 Subscriptions & Publications	500	1,118	500	247	500	500	-
10-5-1001029-0317 Records Management	1,500	1,025	10,000	1,973	10,000	10,000	-
10-5-1001022-0327 Professional Fees				3,647	6,200	20,000	20,000
10-5-1001022-0350 Memberships	1,250	620	750	272	750	750	-
10-5-1001022-0351 Training and Conferences	6,000	5,155	9,000	5,423	9,000	10,000	1,000
10-5-1001022-0352 Travel & Mileage	2,000	87	2,000	1,169	2,000	4,000	2,000
10-5-1001022-0342 Meeting	500	1,037	500	0	500	-	(500)
10-5-1001022-0402 Vehicle and Equipment Maintenance						1,500	1,500
Total General Expenses - Clerk	11,750	9,042	22,750	12,731	28,950	46,750	24,000
Reserve Transfers:							
10-5-1001022-2002 Election Reserve	22,500	22,428	32,500	32,500	32,500	35,000	2,500
10-5-1001022-2016 Insurance Reserve - Insurance claims				4,085	4,085	-	-
Total Reserve Transfers - Clerk	22,500	22,428	32,500	36,585	36,585	35,000	2,500
Total Expenses - Clerk Division	279,627	271,385	354,834	270,822	365,129	427,556	72,722





THE CORPORATION OF THE TOWN OF AMHERSTBURG
OFFICE OF THE CAO

MISSION STATEMENT:

Author's Name: Paula Parker	Report Date: October 13, 2016
Author's Phone: 519 736-0012 ext. 2238	Date to Council: November 7, 2016
Author's E-mail: pparker@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Part Time Committee Coordinator

1. RECOMMENDATION:

It is recommended that:

1. The report from the Municipal Clerk dated October 12, 2016 regarding Part Time Committee Coordinator **BE RECEIVED**; and,
2. The Part Time Committee Coordinator proposed in the 2017 Clerks Budget **BE CONSIDERED** as part of the overall 2017 Clerks Salaries/Wages and Benefits Budget.

2. BACKGROUND:

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



Council and the Town of Amherstburg are committed to community engagement through the participation of volunteers and appointees to boards and committees. Committees are required to adhere to the same rules of procedure that Council must follow in Procedural By-law 2014-91. This guarantees full accountability and transparency within the municipality.

Although the Committee/Local Boards Terms of Reference indicates that committees will meet on a quarterly basis, the majority of the committees have elected to meet on a monthly or bi-monthly basis.

3. DISCUSSION:

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

There are currently 17 Committee/Local Boards of Council, 10 of which are legislated. Fourteen members of administration assist either as liaison or as recording secretary for these committees and are responsible to liaise between committee members for the purpose of information sharing, providing advice and expertise and to create agendas and prepare minutes for each meeting. In addition, they are currently expected to meet the notice requirements of the Procedural By-law with respect to publication of meetings and agendas, as well as minutes.

Until April 2016, they were also expected to understand and assist the Chair with parliamentary procedure to ensure procedural rules are followed during meetings. At the direction of the CAO, the Clerk and/or Deputy Clerk now attend most committee/board meetings for the purpose of providing procedural advice and to assess and address committee inconsistencies. This equates to at least 7 additional evening meetings per month for the Clerk/Deputy to attend not including their regular duties at Regular and Special Council meetings.

Since the attendance of the Clerk and/or Deputy at committee meetings has commenced, a number of procedural concerns have arisen. It has also been noted that several committees have expressed concerns regarding the timing of their agendas and supporting materials, as well as the return of previous minutes for review and adoption.

It has been observed that there are a number of inequities throughout the committee structure, due to the large number of individuals responsible. Some of these inconsistencies include:



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

The Town has made significant progress in improving the openness and transparency of municipal government in Amherstburg. Administration believes that this part time Committee Coordinator position will be an extension of this progress, eliminating inconsistencies and ensuring that proper procedure is followed by performing the following job responsibilities:

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



4. RISK ANALYSIS:

This part time Committee Coordinator position is proposed to be responsible for all facets of Council Committee coordination and to alleviate the additional workload on all 14 administrative liaisons by assuming responsibility for agenda preparation, public notice and minute preparation. This individual will also provide consistency within the committee structure by ensuring that all committees are following the same procedures. It will ensure that the Town of Amherstburg continues to govern itself in an open and transparent manner and that the Town does not find itself in contravention of the *Municipal Act* or its own procedural by-law. A failure to do so may result in future investigations by the Ombudsman or the Integrity Commissioner which will, in turn increase public criticism of Council's accountability and transparency.

With the addition of Crossing Guards to the Clerks department in the 2015 budget deliberations, as well as increased responsibilities to records management with the recent changes to MFIPPA legislation, the Clerks department is running extremely lean. The Clerk is also responsible for the Insurance and Risk Management Program for the entire organization and cannot currently provide it the time and attention it requires. Preparation for the 2018 Municipal Election is also underway on the Clerks department. This additional part time Committee Coordinator is required to support the Clerks department and Council's committee structure.

5. FINANCIAL MATTERS:

The part time Committee Coordinator is proposed for 24 hours a week and is reflected in the 2017 Clerks Salaries/Wages and Benefits Budget with a Salary of \$22,827; when statutory deductions are added, the total cost is \$27,543.

There are 3 union recording secretaries currently receiving overtime pay to attend their respective meetings. In addition, the Deputy Clerk receives overtime pay for attending the additional 7 meetings per month. This equates to approximately \$15,480 per year in overtime costs. This does not include the time taken away from the additional 11 management liaisons for the regular day to day duties of their position.

The 11 management liaisons will still be required to attend committee meetings to provide their specific expertise to each committee; however the addition of the Committee Coordinator will eliminate the current need for administrative preparation and committee coordination and allow all 14 staff members to refocus their attention to the specific duties of their job.



The 2017 Clerks Budget currently reflects the part time Committee Coordinator position. Should Council not approve this position additional overtime dollars will be required in the amount of \$15,480. Therefore the net effect of this position on the budget is \$12,063.

6. CONSULTATIONS:

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

7. CONCLUSION:

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

The addition of this part time position will allow staff to reallocate their time and attention to the specific duties of their job and will eliminate the need for overtime costs with respect to this particular function.



Paula Parker
Municipal Clerk



Report Approval Details

Document Title:	Part Time Committee Coordinator.docx
Attachments:	
Final Approval Date:	Oct 27, 2016

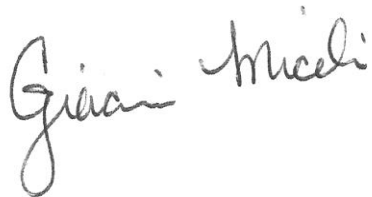
This report and all of its attachments were approved and signed as outlined below:



Justin Rousseau - Oct 24, 2016 - 11:45 AM



Mark Galvin - Oct 24, 2016 - 3:55 PM



John Miceli - Oct 26, 2016 - 2:30 PM



Paula Parker - Oct 27, 2016 - 4:09 PM



**TOWN OF AMHERSTBURG
CROSSING GUARDS
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
EXPENSES:							
10-5-3250000-0116 Salaries - Crossing Guards	55,323	53,320	55,323	38,732	55,323	54,387	(936)
10-5-3250000-0201 Benefits - CPP	1,258	709	1,356	565	1,356	925	(431)
10-5-3250000-0202 Benefits - EI	1,456	1,403	1,456	1,020	1,456	1,419	(37)
10-5-3250000-0203 Benefits - OMERS	430	406	430	289	430	385	(45)
10-5-3250000-0204 Benefits - EHT	1,079	1,040	1,079	755	1,079	1,052	(27)
10-5-3250000-0208 Benefits - WSIB	1,239	1,536	1,593	1,124	1,593	1,553	(40)
10-5-3250000-0252 Uniforms	900	2,471	1,000	1,559	1,842	1,500	500
10-5-3250000-0307 Advertising	200	97	200	0	200	200	-
Total Expenses - Crossing Guards	61,885	60,982	62,437	44,043	63,279	61,421	(1,016)



**TOWN OF AMHERSTBURG
HUMAN RESOURCES DEPARTMENT
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
EXPENSES:							
Salaries and Wages:							
10-5-1001024-0101 Salaries - Full Time	218,212	208,234	173,026	131,415	173,026	176,486	3,460
10-5-1001024-0102 Salaries - Overtime	11,600	11,406	5,500	0	-	-	(5,500)
10-5-1001024-0107 Salaries - Temporary Personnel				24,512	40,000	81,120	81,120
Total Salaries and Wages - Human Resources	229,812	219,640	178,526	155,926	213,026	257,606	79,080
Benefits:							
10-5-1001024-0201 Benefits - CPP	7,277	6,911	4,960	6,128	6,940	7,440	2,480
10-5-1001024-0202 Benefits - EI	3,403	3,228	2,327	2,974	2,887	3,490	1,163
10-5-1001024-0203 Benefits - OMERS	23,039	21,158	19,259	13,885	19,259	19,764	505
10-5-1001024-0204 Benefits - EHT	4,481	4,126	3,481	2,948	4,154	4,962	1,481
10-5-1001024-0205 Benefits - Greenshield	18,000	15,413	12,338	9,354	12,338	11,421	(917)
10-5-1001024-0207 Benefits - Life and Disability	11,794	7,661	7,784	6,210	7,869	10,319	2,535
10-5-1001024-0208 Benefits - WSIB	6,164	5,666	4,591	4,375	5,584	6,718	2,127
10-5-1001024-0209 Benefits - Post Retirement	2,982	1,890	1,950	1,463	1,950	1,950	-
10-5-1001024-0213 Benefits - Orthodontic	4,500	2,000	-	-	-	-	-
Total Benefits - Human Resources	81,640	68,052	56,690	47,338	60,981	66,064	9,374
General Expenses:							
10-5-1001024-0240 Employee Recognition	6,000	4,284	6,000	2,721	6,000	10,000	4,000
10-5-1001024-0249 Corporate Training	6,000	5,571	12,000	0	12,000	12,000	-
10-5-1001024-0250 Health and Safety	9,080	22,643	20,000	12,286	15,000	20,000	-
10-5-1001024-0327 Professional Fees	20,000	16,881	22,000	24,050	22,000	22,000	-
10-5-1001024-0342 Meeting Expenses	1,000	1,546	1,000	781	1,000	1,000	-
10-5-1001024-0350 Memberships	935	508	600	0	400	600	-
10-5-1001024-0351 Training and Conferences	4,000	4,937	4,000	2,572	4,000	4,000	-
10-5-1001024-0352 Travel and Mileage	1,000	346	1,000	902	1,000	1,000	-
Total General Expenses - Human Resources	48,015	56,715	66,600	43,312	61,400	70,600	4,000
Reserve Transfers:							
10-4-1001024-3000 Transfer from Reserves - Health & Safety				(27,487)	(40,000)		-
Total Expenses - Human Resources Department	359,467	344,407	301,816	219,089	295,407	394,270	92,454





THE CORPORATION OF THE TOWN OF AMHERSTBURG
OFFICE OF THE CAO

MISSION STATEMENT:

Author's Name: Michelle Rose	Report Date: October 21, 2016
Author's Phone: 519 736-0012 ext. 2240	Date to Council: November 7, 2016
Author's E-mail: mrose@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Health and Safety Officer 1-Year Contract Extension

1. RECOMMENDATION:

It is recommended that:

1. The report from the Manager of Human Resources dated October 21, 2016 **BE RECEIVED**; and,
2. The Health and Safety Officer 1 Year Contract Extension proposed in the 2017 Human Resources Budget **BE CONSIDERED** as part of the overall 2017 Human Resources Salaries/Wages and Benefits Budget.

2. BACKGROUND:

After several visits from the Ministry of Labour (MOL) in 2015 and 2016, the MOL expressed concern that the Town did not have a staff person in a Health and Safety Coordinator capacity dedicated to overseeing and monitoring the Health and Safety responsibilities of the Town. The MOL further reminded staff that the employer's responsibilities are to:



- Comply with all regulations made under OHSA;
- Develop and implement an occupational health and safety program and policy;
- Take all reasonable precautions to protect the health and safety of workers;
- Ensure that equipment, materials and protective equipment are maintained in good condition;
- Provide information, instruction and supervision to protect worker health and safety; and
- Co-operate with the JHSC.
- Post a copy of the OHSA in the workplace; and any explanatory material prepared by the Ministry of Labour in the workplace; and
- Provide health and safety reports to the JHSC.

Administration was advised as a result of MOL site visits in 2015 and 2016, that the Ministry will be closely monitoring the Town going forward. As a result, Council took a proactive position and granted approval to hire a Health and Safety Officer (HSO) for the Town of Amherstburg. Adrien LeBlanc, a former inspector for the Ministry of Labour, was hired for the role.

The intent was to ensure compliance with orders issued by the MOL, assess other workplace activities and ensure compliance with Occupational Health and Safety legislation, mitigate the risk of injury to workers, mitigate work stoppages from enforcement activities, mitigate negative press from publication of incidents and to reduce overall costs associated with workplace injuries.

3. DISCUSSION:

Upon initial inspection and general overview of each worksite, the HSO has observed and assessed Town policies, procedures, workplaces, and practices, and has identified issues of varying risk levels, priority and feasibility. These observations are recorded as a gap analysis requiring corrective actions. There are 75 items identified to date, however these are not representative of an in-depth analysis of the risks associated with each worksite or activity.

For the remainder of 2016, the HSO has scheduled training sessions for topics that must be addressed with every employee in the Town. These sessions include WHMIS and changes to the Town's policies on workplace violence and harassment. In addition, certain groups of employees need hazard-specific training, such as the use of fall-protection, proper operation of an elevating work platform, excavation and trenching hazards, as well as the proper use and care of personal protective equipment.



In 2017 the HSO plans to provide training to staff, identify and close additional gaps in the health and safety program, and investigate deeper into each department to ensure worksites are in compliance under the OHSA. The goal is that all of these actions will translate into better injury and incident prevention, a safer workplace for employees, and ultimately provide for a superior level of protection from prosecution for the Town.

The savings from training costs and cost avoidance from reduced claims and work stoppages due to MOL orders should offset the demands on the budget.

4. RISK ANALYSIS:

Ministry inspections will continue for the foreseeable future and the benefit of having an HSO is a proactive approach to health and safety with a focus on addressing issues at the earliest stage. The Town has moved to a centralized approach of dealing with health and safety matters and the human resources department has been provided with the resources to help ensure that all departments achieve and maintain compliance. Additional benefits of addressing health and safety in a proactive manner include, but are not limited to, the following:

- Reduced risk of illness or injury to employees
- An overall safer workforce and workplace
- Lower employee absence and turnover rates
- Reduced risk of accidents
- Reduced threat of legal action and or fines imposed by the Ministry of Labour to supervisors, the CAO or the Town
- Improved trust in the Employer by staff
- Improved reputation for the Town in the community and future investors
- Increased productivity
- Reduced operating costs
- Reduced WSIB claims

Should the Town elect not to move forward with the appropriate resources, the Town may be exposed to several risks. These risks are not easily quantifiable; however they include, but are not limited to, the following:

- Increase in the loss of working days due to work-related illness and injury
- Potential work place accident that may lead to an illness, critical injury or fatality
- Potential fines and penalties assessed by the Ministry of Labour for non-compliance
- Damaged reputation of the Town in the community



5. FINANCIAL MATTERS:

The Town would continue to compensate the HSO at the current hourly wage of \$40 including 4% vacation pay as per the *Employment Standards Act, 2000*. The total annual compensation would be a wage \$78,000 plus statutory deductions of \$10,531 for a total of \$88,531.

It should be highlighted that training delivered by the HSO in-house on certain topics is much more cost effective for the Town compared to engaging the services of an external training company. For example, the estimated cost of outsourcing WHMIS and WPVHD training is \$10,000. For the hazard-specific training listed above, the cost savings to the Town are estimated at over \$30,000.

6. CONSULTATIONS:

The Chief Administrative Officer was consulted on the preparation of this report.

7. CONCLUSION:

The Town will continue to mitigate risk associated with health and safety by the continued focus and diligence of the HSO. The Town will evaluate the status of health and safety for the organization near the end of 2017.

Michelle Rose

Michelle Rose
Manager, Human Resources

mr

DEPARTMENTS/OTHERS CONSULTED: Name: Giovanni Miceli Phone #: 519 736-0012 ext. 2228
--

NOTIFICATION :				
Name	Address	Email Address	Telephone	FAX



Report Approval Details

Document Title:	Health and Safety Officer 1-Year Contract Extension.docx
Attachments:	
Final Approval Date:	Oct 27, 2016

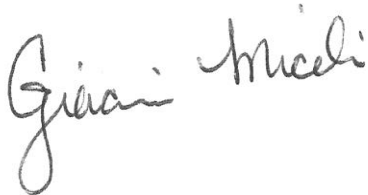
This report and all of its attachments were approved and signed as outlined below:



Justin Rousseau - Oct 26, 2016 - 10:16 AM



Mark Galvin - Oct 26, 2016 - 10:38 AM

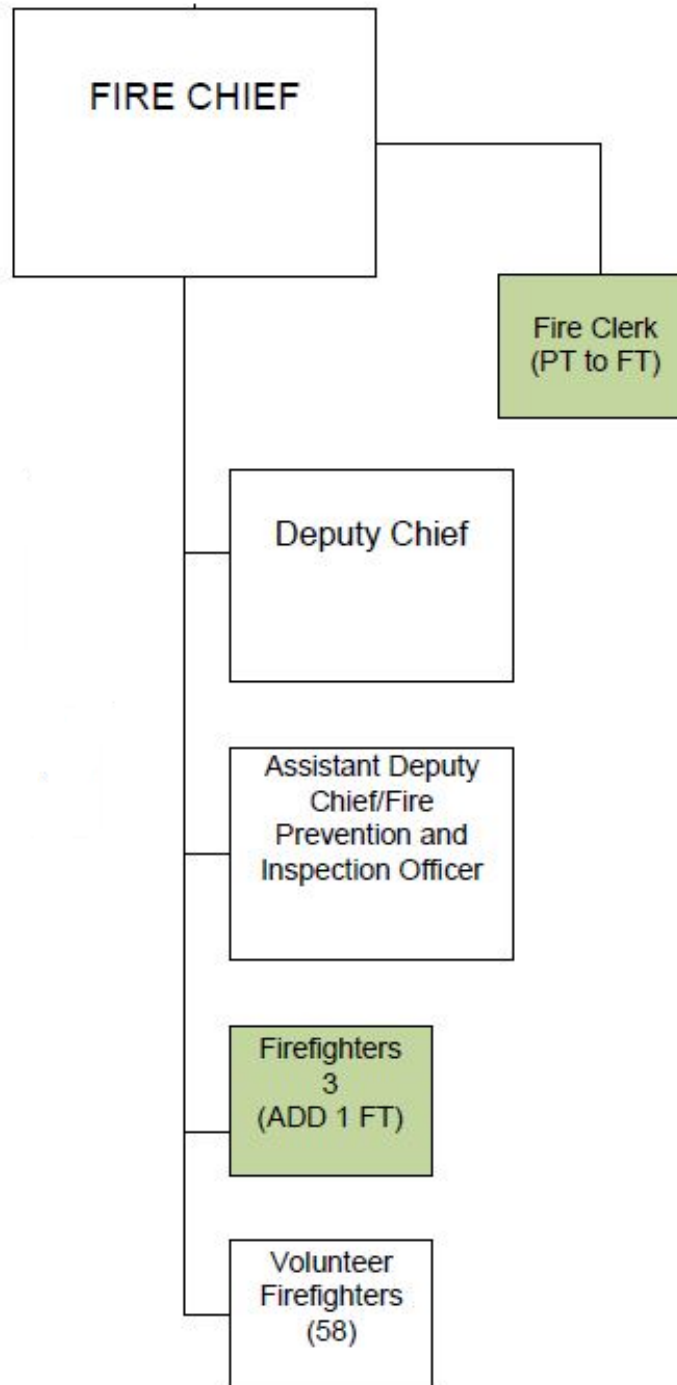


John Miceli - Oct 26, 2016 - 2:01 PM



Paula Parker - Oct 27, 2016 - 2:10 PM





Staffing changes requested are highlighted in green for presentation purposes

**TOWN OF AMHERSTBURG
FIRE DIVISION
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017		
REVENUE:									
10-4-2010000-0700		Fire Grant From Essex	(3,000)	(6,000)	(3,000)	0	(3,000)	(3,000)	-
10-4-2010000-1020		Fire Reports	(2,000)	(856)	(1,000)	(710)	(1,000)	(1,000)	-
10-4-2010000-6540		Fire - Miscellaneous Revenue				(21,693)	(25,000)		-
10-4-2010000-0800		EOC Grant				(24,423)	(24,423)		-
Total Revenues - Fire	(5,000)	(6,856)	(29,000)	(46,826)	(53,423)	(29,000)	(29,000)		-
EXPENSES:									
Salaries and Wages:									
10-5-2010000-0101		Salaries - Full Time	482,214	641,707	534,891	419,813	525,331	638,172	103,281
10-5-2010000-0102		Salaries - Overtime	-	122,834	10,000	14,241	25,000	10,000	-
10-5-2010000-0105		Salaries - STD/LTD Credit		(20,644)	(58,000)	(921)	(921)	-	58,000
10-5-2010000-0112		Salaries - Part Time	37,847	37,169	37,909	32,743	47,000	-	(37,909)
10-5-2010000-0120		Salaries - Volunteer	297,896	377,439	262,558	176,340	262,558	235,118	(27,440)
Total Salaries and Wages - Fire	817,957	1,158,505	787,358	642,216	858,968	883,290	883,290		95,932
Benefits:									
10-5-2010000-0201		Benefits - CPP	16,006	21,414	19,236	17,479	18,315	22,165	2,929
10-5-2010000-0202		Benefits - EI	7,671	10,395	8,673	8,511	7,381	9,893	1,220
10-5-2010000-0203		Benefits - OMERS	53,746	55,746	53,938	25,632	38,133	68,921	14,983
10-5-2010000-0204		Benefits - EHT	15,828	21,467	18,300	13,112	17,985	21,046	2,746
10-5-2010000-0205		Benefits - Greenshield	36,000	43,045	35,888	40,583	42,057	43,977	8,089
10-5-2010000-0207		Benefits - Life and Disability	25,690	21,395	25,631	16,625	20,494	40,173	14,542
10-5-2010000-0208		Benefits - WSIB	29,393	33,324	20,909	25,422	18,288	22,562	1,653
10-5-2010000-0209		Benefits - Post Retirement	5,804	(6,255)	5,135	(1,765)	5,135	7,085	1,950
Total Benefits - Fire	190,138	200,531	187,710	145,598	167,788	235,822	235,822		48,112
General Expenses:									
10-5-2010000-0251		Fire Prevention	11,000	6,693	11,000	4,443	11,000	11,000	-
10-5-2010000-0252		Uniforms	10,300	11,463	19,000	17,256	19,000	10,000	(9,000)
10-5-2010000-0254		Fire Fighter Training	13,000	6,578	112,000	9,185	112,000	129,000	17,000
10-5-2010000-0301		Office Supplies	1,500	1,955	1,500	1,482	1,500	1,500	-
10-5-2010000-0307		Advertising	1,000	1,039	1,000	1,084	1,000	1,000	-
10-5-2010000-0318		Janitorial	5,000	1,051	5,000	1,060	5,000	5,000	-
10-5-2010000-0324		Dispatching	39,000	48,056	39,000	24,083	39,000	39,000	-
10-5-2010000-0340		Receptions and Awards	5,000	2,698	4,000	2,402	4,000	4,000	-
10-5-2010000-0350		Memberships	1,050	1,802	1,000	713	1,000	1,000	-
10-5-2010000-0351		Training and Conferences	-	1,954	5,000	2,200	5,000	5,000	-
10-5-2010000-0352		Travel and Mileage	1,000	141	1,000	815	1,000	1,000	-
10-5-2010000-0360		OFM Investigation	700	143	700	50	700	700	-
10-5-2010000-0800		EOC Spending			25,000	22,168	25,000	40,000	15,000
Total General Expenses - Fire	88,550	83,573	225,200	86,941	225,200	248,200	248,200		23,000
Equipment and Vehicle:									
10-5-2010000-0319		Radio Maintenance	60,000	48,402	60,000	39,138	60,000	60,000	-
10-5-2010000-0402		Vehicle and Equipment Maintenance	35,000	45,464	40,000	121,871	130,000	70,000	30,000
10-5-2010000-0420		Equipment	85,000	167,734	85,000	28,572	85,000	70,000	(15,000)
10-5-2010000-0423		Personal Protective Equipment				5,028			-
Total Equipment and Vehicle - Fire	180,000	261,600	185,000	194,609	275,000	200,000	200,000		15,000
Reserve Transfers:									
10-5-2010000-2002		Fire Reserve			50,000	52,650	50,000	50,000	-
					50,000	52,650	50,000	50,000	-
Total Expenses - Fire Division	1,276,645	1,704,209	1,435,268	1,122,014	1,576,956	1,617,312	1,617,312		182,044





THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF THE CAO

MISSION STATEMENT:

Author's Name: Al Reaume	Report Date: October 12, 2016
Author's Phone: 519 736-6500 ext. 2241	Date to Council: November 7, 2016
Author's E-mail: areaume@amherstburg.ca	Resolution #: n/a

To: Mayor and Members of Town Council

Subject: Conversion of Fire Clerk position from Part- time to Full-time

1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Fire Chief dated October 12, 2016 regarding Conversion of Fire Clerk position from Part-time to Full-time **BE RECEIVED**; and,
2. The Full-time Fire Clerk position proposed in the 2017 Fire Budget **BE CONSIDERED** as part of the overall 2017 Fire Salaries/Wages and Benefits Budget.

2. **BACKGROUND:**

In 2007, the Town of Amherstburg determined that a Master Fire Plan was required to guide the Fire Department through the next 10 years. At that time, one of the recommendations of the plan was to provide funding for a full-time clerk for the Fire Department. That recommendation remains outstanding in 2016.

The Town currently provides funding for a part-time fire clerk for the Fire Department. In March 2014, the Town advertised for a part-time fire clerk for the Fire Department. The position was to be non-union working between 24 to 30 hours a week.

The fire clerk's specific responsibilities as stated in the current job description are:

- Provide reception and clerical support to the Fire Chief and Fire Department staff.



- Prepare and proofread forms, documents, and letters using a personal computer
- Prepare, sort and distribute departmental mail
- Take minutes for various committee meetings
- Schedule appointments/meetings, arrange travel and hotel accommodations, arrange conferences and catering as required, and prepare expense forms
- Maintain departmental records and filing system
- Attend training sessions and occasional out-of-town or evening meetings
- Serve as a member of the Municipal Control Group for emergency planning (as Scribe to CEMC)
- Ensure electronic reports are filed with the Office of the Fire Marshall on a scheduled basis.
- Other duties as assigned

In June 2015, Council appointed a new Fire Chief. Near the end of 2015, the Fire Department was served with 23 orders from the Ministry of Labour (MOL) and 27 recommendations from the Office of the Fire Marshall and Emergency Management (OFMEM).

3. DISCUSSION:

As a result of these orders and recommendations, Fire Administration began restructuring the department. Restructuring the department has resulted in revised responsibilities assigned to the position of the fire clerk.

Today the job description of the fire clerk includes the following specific responsibilities:

- Provide administrative assistance to the Fire Chief, Deputy Fire Chief, Assistant Deputy Fire Chief and Community Emergency Management Coordinator (CEMC)
- Scribe for the CCG, EOC, and all other Emergency Committees
- Plan and aid in the organization of Fire department events. (e.g. Retirement banquet, fundraisers, association events, funerals and training exercises)
- Create and fill out Standard Incident Reports (SIRs) for the purpose of reporting all emergencies to the Office of the Fire Marshall and Emergency Management.
- Prepare and track payroll information on all part-time firefighters by calculating hours and calls on a biannual basis and preparing a report to be passed on to the payroll clerk.
- Meet OFM criteria as far as reporting incidents, Annual Maintenance Checklists, and all other material as required by the province.
- Research and attempt to get grants for Fire Department initiatives and projects.
- Provide administrative support to the Essex County Fire Chief's Association.
- Prepare and process departmental directives, such as: Notices, Orders, Safety Alerts and Standard Operating Procedures.



- Reception for the Fire Department including in person and by phone.
- Assist the Fire Chief and/or his designate by researching and preparing information and assembling data required by the department in the execution of its duties. (e.g. attendance, emergency planning, budget, labour relations, personnel matters and information covered under the Municipal Freedom of Information and Protection of Privacy Act.
- Process fire inspection reports under the direction of the Fire Prevention Officer as well as any information/correspondence required for building owners as related to fire prevention and public fire safety education.
- Schedule appointments/meetings, arrange travel and hotel accommodations, arrange conferences and catering as required, and prepare related expense forms.
- Create, proof read and edit documents, correspondence, reports, tenders, advertisements, internal memos, fax memos, e-mails and other means of communication.
- File Medical Assist Reports with the Windsor-Essex Health Unit.
- Represent the municipality and department professionally through effective and courteous communication with clients and the public both written and verbal.
- Assist in the maintenance of policy manuals, operation guideline manuals, training manuals, the municipal emergency plan, Pre-incident surveys, and the Firepro database including properties, contact, incidents, and personnel files.
- Order all necessary equipment, office supplies and other fire department related supplies for the department.
- Provide filing services as directed by the Fire Chief.
- Code and process fire department accounts for approval by the Fire Chief.
- Receive and direct business telephone calls and public inquiries to the appropriate department personnel.
- Assist the Fire Chief in data management utilizing the fire department software program in the areas of payroll, budget, fire reports, fire department training, fire prevention and personnel records.
- Administer the Fire Department webpages as well as the Members only page for Volunteer Firefighters.
- Attend and take minutes of meetings as directed by the Fire Chief.
- Assist in the production of fire department training materials such as handouts, fact sheets and power point presentations.
- Assist in the maintenance of records, testing and repairs of fire department apparatus and equipment.
- Track employee absences; create reports of same for Chief or designate.
- On call 24/7 for occasional emergency call-in to assist fire administration in large-scale municipal emergency events.
- Respond to insurance companies, solicitors and any other agents legally requesting information pertaining to specific fire incidents.

Given the added responsibilities placed on the Fire Clerk, it is impossible for him to meet the department's expectations working 24 to 30 hours per week.



4. RISK ANALYSIS:

The job posting of March 2014, to hire a part-time Fire Clerk, identified 10 specific responsibilities. Today, the Fire Clerk services the needs of the Fire Chief, Deputy Fire Chief and the Assistant Deputy Fire Chief/Fire Prevention Officer. His responsibilities have increased to include 29 specific responsibilities. The department is also in the process of having the Fire Clerk certified as a public educator so can educate the community about fire safety and also teach at the Safety Village when area schools visit the Village.

Given the added responsibilities placed on the Fire Clerk, it is impossible for him to perform his duties on a part-time schedule. Fire Administration strongly believes it is essential that the fire clerk position become a full-time position. Failure to do so could have a negative impact on the new processes the department has implemented. As Council is aware, these processes are a result of the mitigating measures put in place by the Town to address the concerns of the OFMEM and MOL.

5. FINANCIAL MATTERS:

The current budget for the fire clerk position is a salary of \$36,451. The budget, inclusive of statutory deductions, is \$42,147. Finance has forecasted that the 2016 year end projection for the fire clerk position will be \$54,000, inclusive of salary and statutory deductions, resulting in a variance of approximately \$12,000. This variance is attributable to the extra hours required to perform the duties tasked to the Fire Clerk. It is important to note that many of these additional tasks were assigned subsequent to the OFMEM presentation on April 11, 2016, and the \$12,000 cost has been incurred for approximately one half of the year.

The projected additional overtime costs of \$24,000 annually and the additional responsibilities assigned to the Fire Clerk are a result of the OFMEM and MOL orders and recommendations. Administration finds it prudent to convert the position from part-time to full-time. Converting the position into a full-time salaried position would cost the municipality \$58,094 annually which is comparable to the current part-time position with the anticipated overtime. Statutory deductions and benefits are estimated to be \$21,643 for a full-time fire clerk resulting in an overall cost of \$80,134. The conversion represents an estimated increase of \$21,643 from the annualized part-time position with overtime.

6. CONSULTATIONS:

Wendy Dade, Manager Financial Services



7. CONCLUSION:

In order to meet the added responsibilities placed on the Fire Clerk, the need to work overtime on a weekly basis is necessary. Converting the position to full-time will assist the Town in ensuring the fire department meets the requirements outlined in the reports of the OFMEM and MOL. In addition, administration believes that the increase in hours for this position will assist the Town by improving the overall function of the Fire Department.



Al Reaume
Fire Chief

DM

DEPARTMENTS/OTHERS CONSULTED: Name: Wendy Dade Phone #: 519 736-0012 ext. 2232

NOTIFICATION :				
Name	Address	Email Address	Telephone	FAX





THE CORPORATION OF THE TOWN OF AMHERSTBURG
OFFICE OF THE CAO

MISSION STATEMENT:

Author's Name: Al Reaume	Report Date: October 13, 2016
Author's Phone: 519 736-6500 ext. 2241	Date to Council: November 7, 2016
Author's E-mail: areaume@amherstburg.ca	Resolution #: n/a

To: Mayor and Members of Town Council

Subject: Full-time Firefighter/Training Officer

1. RECOMMENDATION:

1. It is recommended that: The report from the Fire Chief dated October 13, 2016 regarding Full-time Firefighter/Training Officer **BE RECEIVED**; and,
2. The Full-time Firefighter/Training Officer proposed in the 2017 Fire Budget **BE CONSIDERED** as part of the overall 2017 Fire Salaries/Wages and Benefits Budget.

2. BACKGROUND:

In April 2007, the Town determined that a Master Fire Plan was needed to help guide the Fire Department through the next 10 years. Accordingly, the firm of T.L. Powell and Associates was hired to develop the Master Fire Plan. Once completed, they presented their plan and recommendations for implementation. A number of their recommendations required a training component. The plan also recommended that an evaluation/testing process for every training lesson be developed and implemented in



the Amherstburg Fire Department and the appropriate records be retained to meet the Section 21 Guidelines of *the Occupational Health and Safety Act*. The Master Fire Plan did not indicate how to accomplish these tasks.

In June 2015, the Ministry of Labour issued 23 orders against the Amherstburg Fire Department. Several of these orders require a training component.

In October 2015, Amherstburg Council requested that the Office of the Fire Marshall conduct an audit of Amherstburg Fire. The Office of the Fire Marshal and Emergency Management collected data from November 2nd, 2015 until November 16th, 2015. Once completed, the Office of the Fire Marshal and Emergency Management audit team came up with 27 recommendations – five (5) of which dealt with training issues.

3. DISCUSSION:

The Ministry of Labour responded to a complaint alleging health and safety issues. The Ministry of Labour conducted a review of the Amherstburg Fire Department and found several health and safety issues:

- Order #8 states that “an employer shall ensure that, the equipment, materials, and protective devices provided by the employer are maintained in good condition.”
- Order #14 states the employer shall take every precaution reasonable in the circumstance for the protection of the worker. Order applies to WHMIS training for all applicable workers.
- Order #15 states an employer shall provide information, instruction, and supervision to a worker to protect the health and safety of the worker.
- Order #17 states an employer shall provide information and instruction for Amherstburg operational guidelines and review annually.

Five (5) of the 27 recommendations that the Office of the Fire Marshal and Emergency Management identified dealt with training concerns:

- Recommendation #8 states: “Ensure that all fire personnel are trained and that competency is maintained in order to effectively, efficiently and safely execute all responsibilities.”
- Recommendation #11 states: “Ensure the ongoing development, revision, implementation and maintenance of policies and operational guidelines, consistent with legislative requirements, industry standards and best practices for all approved core services.”



- Recommendation #23 states: “Ensure that an annual training and education program is developed and implemented to confirm that personnel are trained and that competency is maintained in order to effectively, efficiently and safely execute all responsibilities.”
- Recommendation #25 states: “the Municipal Council of Amherstburg should ensure proper issue, documenting, training, care, maintenance, inspection, storage, and replacement of personal protective equipment.”
- Recommendation #24 states: “Ensure that information, instruction, and competent supervision are provided to the fire service to protect the health and safety of the worker as per O.H.& S. A., 1990.”

Amherstburg Firefighters are scheduled to attend training 48 times throughout the year. Station #1 training is conducted on Thursday evenings from 6:30 PM to 8:30 PM, Station #2 scheduled training is on Wednesday evenings from 7:00 PM to 9:00 PM, and Station #3 scheduled training is on Monday evenings from 7:00 PM to 9:00 PM. All firefighters are required to attend at least 50% of scheduled training. A large number of our firefighters work shift work making it difficult to meet the minimum number of training sessions.

The introduction of a full-time Firefighter/Training Officer will provide continuity of training by ensuring that all mandatory training is completed. A dedicated training officer will prepare and present training between the hours of 8:30 AM and 4:30 PM for our firefighters that work shift work. The training officer will be responsible for maintaining accurate training records for all firefighters. This position will also act as a full-time firefighter with one 24 hour shift per week at Station 2. Currently either a full-time firefighter at time and half wages, or an available volunteer firefighter covers the Saturday shifts. If this position is approved, the new position would work the seventh shift of each week reducing overtime and additional costs.

4. RISK ANALYSIS:

Both the Ministry of Labour and the Office of the Fire Marshall and Emergency Management clearly identified numerous issues that require a training component and accurate record keeping. Should we fail to fill this position, Amherstburg Fire will have a difficult time fulfilling its training requirements.

5. FINANCIAL MATTERS:

Amherstburg Fire currently has 3 full-time firefighters working out of Station #2. The full-time firefighters work two 24 hour shifts per week from Sunday at 8:00 AM to Saturday



at 8:00 AM. The Saturday shift from 8:00 AM to Sunday at 8:00 AM is currently covered by our volunteer firefighters at a cost of \$22,632.00 a year. Our records indicate that approximately 6 times a year our volunteer firefighters are unable to fill the shift so we use the full-time firefighters to fill the Saturday shift at an annual cost of \$7,439.00. (Based on current wages)

Currently our full-time firefighters are entitled to 8 weeks of vacation or sixteen 24 hour shifts. These shifts are covered by the 2 remaining full-time firefighters. The cost of having our full-time firefighters cover these shifts is \$19,837.00.

By creating the position of firefighter/training officer he or she will be able to cover the shift presently being covered by our volunteer firefighters. Since our full-time firefighters work 48 hours per week it is our intent to have the new position work three (3) 8 hour shifts per week as a training officer and one (1) 24 hour shift per week as a full-time firefighter. When one of the fulltime firefighters go on vacation, or is off on sick leave or WSIB, the department would have the firefighter/training officer work two (2) 24 hour shifts per week until the full-time firefighter who is off returns to regular duties, thus saving the municipality overtime costs.

Currently we are paying \$30,071.00 for Saturday coverage and \$19,837.00 for coverage of vacation time, for a total of \$49,908 annually.

The cost of a new position would consist of a salary of \$95,972 in wages and benefits and statutory deductions of \$34,150 for a total cost of \$130,122. The cost of creating the position of firefighter/training officer will be \$130,122 minus our current cost of \$49,908. The increase to the fire budget would therefore be \$80,214 a year.

6. CONSULTATIONS:

N/A

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7. CONCLUSION:

The Master Fire Plan created in 2007 by T.L. Powell and Associates Ltd. recommended that an evaluation/testing process be developed and implemented in the Amherstburg Fire Department and the appropriate records of training be retained to meet the standards set out by the Section 21 Guidelines.

The Ministry of Labour orders clearly identified the importance of training and maintaining accurate records.

Throughout the audit conducted by the Office of the Fire Marshal and Emergency Management the importance of training and maintaining accurate training records appeared throughout the document 24 times.

The introduction of a dedicated training officer will ensure that all Amherstburg firefighters are receiving quality training. One of the obstacles that prevent the firefighters from meeting their minimum training requirements is shift work. To help alleviate this problem, the training officer will introduce a daytime training session for the Firefighters who are unable to attend evening training. The training officer will also be responsible for reviewing, updating and implementing the Ministry of Labour Section 21 Guidelines notes.



Al Reaume
Fire Chief

DM

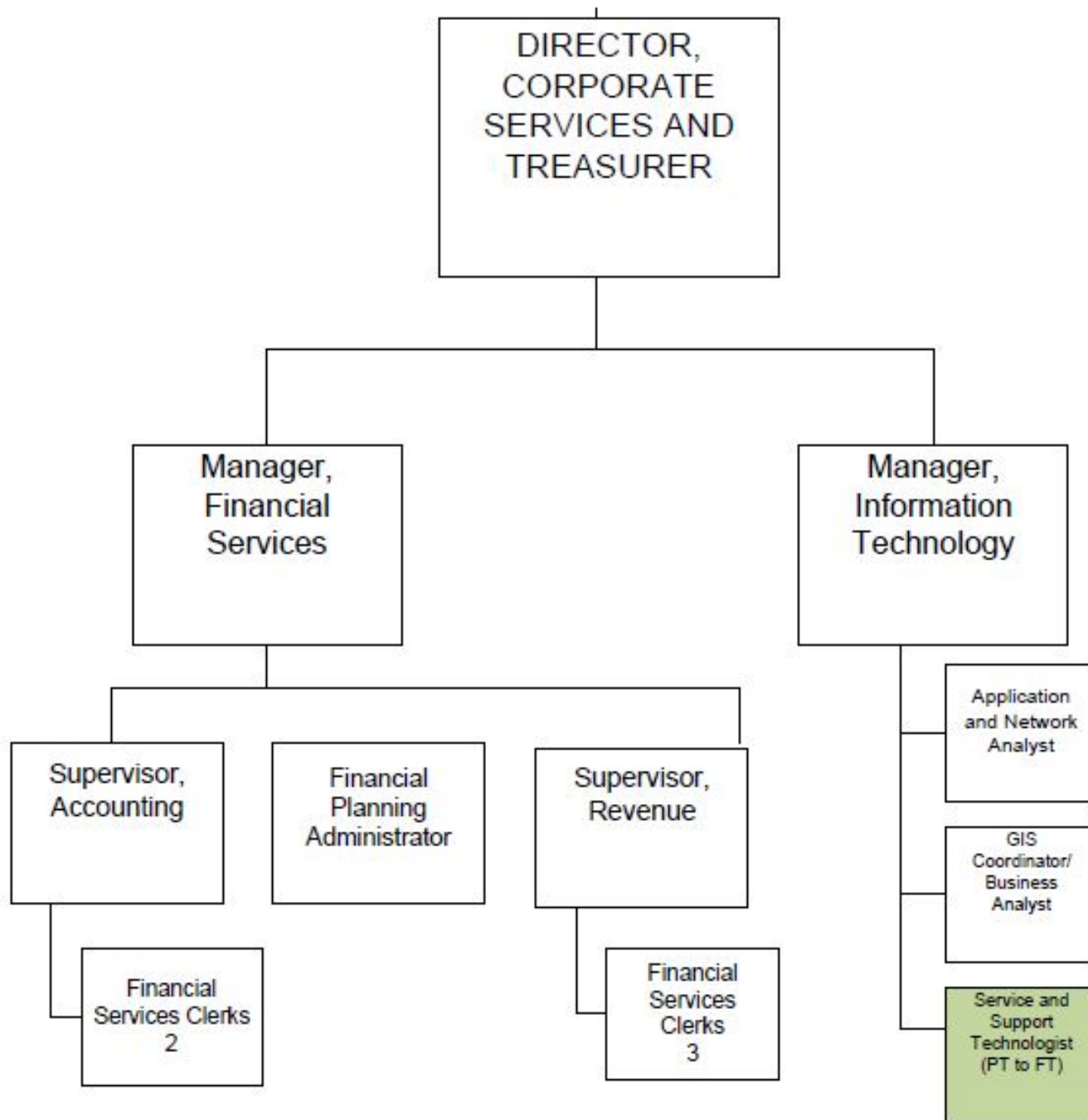
DEPARTMENTS/OTHERS CONSULTED:

Name:

Phone #: 519

ext.





Staffing changes requested are highlighted in green for presentation purposes

**TOWN OF AMHERSTBURG
FINANCIAL SERVICES DEPARTMENT
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-1001021-1010 Tax Certificates	(40,000)	(40,575)	(40,000)	(27,305)	(40,000)	(35,000)	(5,000)
10-4-1001021-1015 Administrative Charges	(8,000)	(14,761)	(8,000)	(2,885)	(8,000)	(8,000)	-
Total Revenue- Financial Services Department	(48,000)	(55,336)	(48,000)	(30,190)	(48,000)	(43,000)	(5,000)
EXPENSES:							
Salaries and Wages:							
10-5-1001021-0101 Salaries - Full Time	661,372	616,510	749,822	449,366	685,000	744,579	(5,243)
10-5-1001021-0102 Salaries - Overtime	10,004	5,590	20,007	2,902	20,007	13,500	(6,507)
10-5-1001021-0105 Salaries - STD/LTD Credit	(72,000)	(35,105)	-	(2,426)	(2,426)	-	-
10-5-1001021-0107 Salaries - Contract Staff	50,544	41,628	-	26,523	26,000	-	-
Total Salaries and Wages - Financial Services	649,920	628,623	769,829	476,365	728,581	758,079	(11,750)
Benefits:							
10-5-1001021-0201 Benefits - CPP	22,071	22,050	24,800	18,511	23,466	24,800	-
10-5-1001021-0202 Benefits - EI	10,618	10,375	11,633	8,784	10,222	11,633	-
10-5-1001021-0203 Benefits - OMERS	76,554	52,840	78,321	47,232	71,865	78,692	371
10-5-1001021-0204 Benefits - EHT	14,040	12,392	14,860	8,914	13,744	14,781	(79)
10-5-1001021-0205 Benefits - Greenshield	54,000	53,577	65,423	37,708	63,090	59,761	(5,662)
10-5-1001021-0207 Benefits - Life and Disability	30,817	25,470	32,926	22,028	30,468	43,668	10,742
10-5-1001021-0208 Benefits - WSIB	19,110	18,506	20,618	13,234	19,085	20,354	(264)
10-5-1001021-0209 Benefits - Post Retirement	3,975	3,135	6,825	(3,843)	6,150	7,800	975
Total Benefits - Financial Services	231,185	198,345	255,406	152,569	238,090	261,489	6,083
General Expenses:							
10-5-1001020-0326 Audit Fees	44,000	54,085	40,000	28,048	40,000	38,000	(2,000)
10-5-1001021-0327 Professional Fees	7,000	-	40,000	20,861	35,000	35,000	(5,000)
10-5-1001021-0336 Contracted Services - Brinks	-	-	-	782	4,500	-	-
10-5-1001021-0350 Memberships	5,000	2,511	4,000	2,946	3,000	3,000	(1,000)
10-5-1001021-0351 Training and Conferences	8,500	8,402	16,000	11,111	16,000	18,000	2,000
10-5-1001021-0352 Travel and Mileage	1,000	703	1,000	584	1,000	750	(250)
Total General Expenses - Financial Services	65,500	65,702	101,000	64,333	99,500	94,750	(6,250)
Total Expenses - Financial Services Department	946,605	892,670	1,126,235	693,266	1,066,171	1,114,318	(11,917)



**TOWN OF AMHERSTBURG
INFORMATION TECHNOLOGY DEPARTMENT
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017	
EXPENSES:								
Salaries & Wages:								
10-5-1001025-0101	Salaries - Full Time	260,815	258,470	255,894	193,128	255,894	324,824	68,930
10-5-1001025-0102	Salaries - Overtime	6,219	2,545	6,500	4,857	4,500	6,500	-
10-5-1001025-0105	Salaries - STD/LTD Credit				(4,530)	(4,530)	-	-
10-5-1001025-0112	Salaries - Part Time	62,391	58,163	64,864	49,762	68,000	13,270	(51,594)
Total Salaries and Wages - Information Technology		329,425	319,179	327,258	243,217	323,864	344,594	17,336
Benefits:								
10-5-1001025-0201	Benefits - CPP	10,192	10,145	10,554	9,898	10,554	10,577	23
10-5-1001025-0202	Benefits - EI	5,045	4,937	4,972	4,830	4,972	4,839	(133)
10-5-1001025-0203	Benefits - OMERS	29,259	29,376	28,356	21,322	28,356	35,418	7,062
10-5-1001025-0204	Benefits - EHT	6,377	6,385	6,382	4,771	6,382	6,720	338
10-5-1001025-0205	Benefits - Greenshield	19,200	19,418	21,591	15,028	21,591	22,841	1,250
10-5-1001025-0207	Benefits - Life and Disability	13,874	12,025	11,601	9,473	11,601	19,019	7,418
10-5-1001025-0208	Benefits - WSIB	8,810	8,753	8,874	7,188	8,874	9,313	439
10-5-1001025-0209	Benefits - Post Retirement	994	1,028	975	790	975	1,950	975
Total Benefits - Information Technology		93,751	92,067	93,305	73,299	93,305	110,677	17,372
General Expenses:								
10-5-1001025-0301	Office Supplies	1,200	1,443	1,200	1,552	1,200	1,200	-
10-5-1001025-0308	Photocopies	23,000	25,656	21,000	21,865	25,000	19,000	(2,000)
10-5-1001025-0310	Computer Maintenance	225,000	219,667	230,000	145,797	238,000	238,000	8,000
10-5-1001025-0311	Website Development and Software	15,000	11,957	12,000	7,547	12,000	12,000	-
10-5-1001025-0312	Photocopy Lease	22,000	19,362	22,000	11,409	22,000	-	(22,000)
10-5-1001025-0315	Telephone	70,000	74,255	65,000	51,356	65,000	65,000	-
10-5-1001025-0332	Internet Access	35,000	40,421	30,000	29,531	30,000	32,000	2,000
10-5-1001025-0345	Cell Phone	40,000	50,308	35,000	19,123	38,000	38,000	3,000
10-5-1001025-0350	Memberships	500	486	500	46	500	500	-
10-5-1001025-0351	Training and Conferences	7,500	7,288	7,500	9,941	9,941	7,500	-
10-5-1001025-0352	Travel and Mileage	4,200	2,972	4,200	1,296	3,500	3,500	(700)
10-5-1001025-0406	GPS	14,500	9,475	14,500	5,326	14,500	14,500	-
Total General Expenses - Information Technology		457,900	463,292	442,900	304,789	459,641	431,200	(11,700)
Reserve Transfers:								
10-5-1001025-2003	Computer Reserve	111,000	111,000	111,000	111,000	111,000	123,000	12,000
				111,000	111,000	111,000	123,000	12,000
Total Expenses - Information Technology Department		992,076	985,538	974,462	732,304	987,810	1,009,471	35,009





THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF CORPORATE SERVICES

MISSION STATEMENT:

Author's Name: Dave Carpenter	Report Date: October 20, 2016
Author's Phone: 519 730-2107 ext.	Date to Council: November 7, 2016
Author's E-mail: dcarpenter@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Full-time IT Service and Support Technologist

1. **RECOMMENDATION:**

It is recommended that:

1. The report from the IT Manager dated October 20, 2016 regarding Full-time IT Service and Support Technologist **BE RECEIVED**; and,
2. The Full-time IT Service and Support Technologist position **BE CONSIDERED** as part of the overall 2017 Information Technology Salaries/Wages and Benefits Budget.

2. **BACKGROUND:**

In 2011, the Town determined that additional staff resources were required to support the ongoing and increasing use of technology and the demands placed on the IT department to support the IT infrastructure and needs of the end users. As part of the 2011 operating budget, funding was provided for a part-time Service and Support Technologist.

3. **DISCUSSION:**

The IT Service and Support Technologist specific responsibilities as stated in the job description are:



1. Position Summary

Reporting to the Manager of Information Technology, the Service and Support Technologist provides solutions to problems that involve a number of possible alternatives based on technical knowledge and understanding of affected business areas.

2. Specific Responsibilities

- Troubleshoot and be familiar with hardware, software, and network operating system
- Provide orientation to new users of existing technology
- Train staff about new and potential uses of existing technology
- Provide individual training and support on request
- Conduct software and computer use training sessions to small groups
- Maintain current and accurate inventory of technology hardware, software and resources
- Maintain a log and/or list of required repairs and maintenance
- Research current and potential resources and services
- Install workstations
- Connect and set up hardware
- Load required software
- Responsible for the implementation of new applications
- Maintain accurate and up-to-date records on municipal systems to ensure effectiveness and efficiency
- Respond to staff requests, follow-up on needs, coordinate with internal departments to meet needs of staff within a timely and efficient manner
- Provide administrative support functions for the Information technology Department
- Provide regular updates to the Manager of Information Technology.
- Provide telecommunications support
- Build, configure and trouble shoot servers, workstations and related peripheral devices
- Identify and prepare hardware for disposal when appropriate
- Ensure hardware is stripped and secured before disposal
- Perform network diagnostics and implement resolutions
- Perform a wide range desktop support and network duties
- Place support calls with 3rd party vendors and suppliers
- Perform website content updates
- Support printers, photocopiers, and other business machines
- Troubleshoot and maintain cell phones, PDAs, and other mobile devices
- Understand and adhere to the Occupational Health and Safety Act and Town Health and Safety policies and procedures
- Other duties as assigned



4. RISK ANALYSIS:

Comparison of Municipal IT & GIS Staffing:

Municipality	IT Staff	GIS Staff	Total Staff
Amherstburg	2.5	1	3.5
Leamington	3	1	4.0
La Salle	3	1	4.0
Lakeshore	2	2	4.0
Essex	1	1	2.0
Kingsville	2	1	3.0

The IT & GIS staff comparison chart above provides details of the total full-time equivalent of IT staff within each of the local municipalities within Essex County. It is important to note that the Town of Amherstburg is currently the only local municipality that provides full IT support for Police Services. Amherstburg and La Salle provide a municipal police service while Leamington, Lakeshore, Essex and Kingsville contract with the OPP. Police Services is an essential service that is supported by IT staff 24 hours per day seven days per week. An equivalent of one full-time IT staff resource is required to maintain and support the Police Services IT needs and complex infrastructure on an ongoing regular basis. The Police Services requires a completely separate and autonomous secure IT network apart from other Town services including the network, servers, in car computers, surveillance equipment and a body worn camera system. This places a significant demand on existing IT staffing levels.

Technology is constantly evolving. In addition to the responsibilities of this position, the Service and Support Technologist has become more involved as a staff resource in IT projects. There will be an ongoing demand placed on this position as a staff resource for projects in 2017.

Several major IT projects are planned for 2017/2018 including:

1. New recreation management software.
2. Financial system upgrades
3. Development Services –Process and software requirement review.
4. Police Services In car computer replacements
5. New data storage system
6. Migration of servers to new virtual server platform
7. New site to site data replication
8. Replace automated control system - Libro

It will continue to be a challenge to perform the duties on a part-time schedule and also utilize the individual as a project resource. Lack of resources may result in failing to meet project timelines. Administration believes it is essential that the IT Service and Support Technologist become a full-time position in order to meet the ongoing demands of the organization. Failure to do so may have a negative impact on the service and



support levels established by the department to respond to ongoing system and end user demands.

5. FINANCIAL MATTERS:

The 2016 budget for the IT Service and Support Technologist position is \$61,518 inclusive of wages and benefits (Salary \$50,049 + Benefits 11,469). Finance has forecasted a negative variance of \$6,482 (\$68,000 total cost) as a result of additional hours required to perform the duties assigned to the IT Service and Support Technologist. Converting this position to full-time would result in wages of \$63,813 and benefit costs of \$23,480 for a total of \$87,293 annually or an increase of \$25,775.

6. CONSULTATIONS:

Justin Rousseau, Director, Corporate Services/Treasurer

7. CONCLUSION:

Administration believes that the area of Information Technology will continue to grow for the Town of Amherstburg. In order to meet the duties and responsibilities of this position, in addition to being utilized as an IT project resource, the staff member has been required to work overtime on a weekly basis. Converting this position to full-time will better serve the Town and reduce the amount of overtime required.



Dave Carpenter
IT Manager

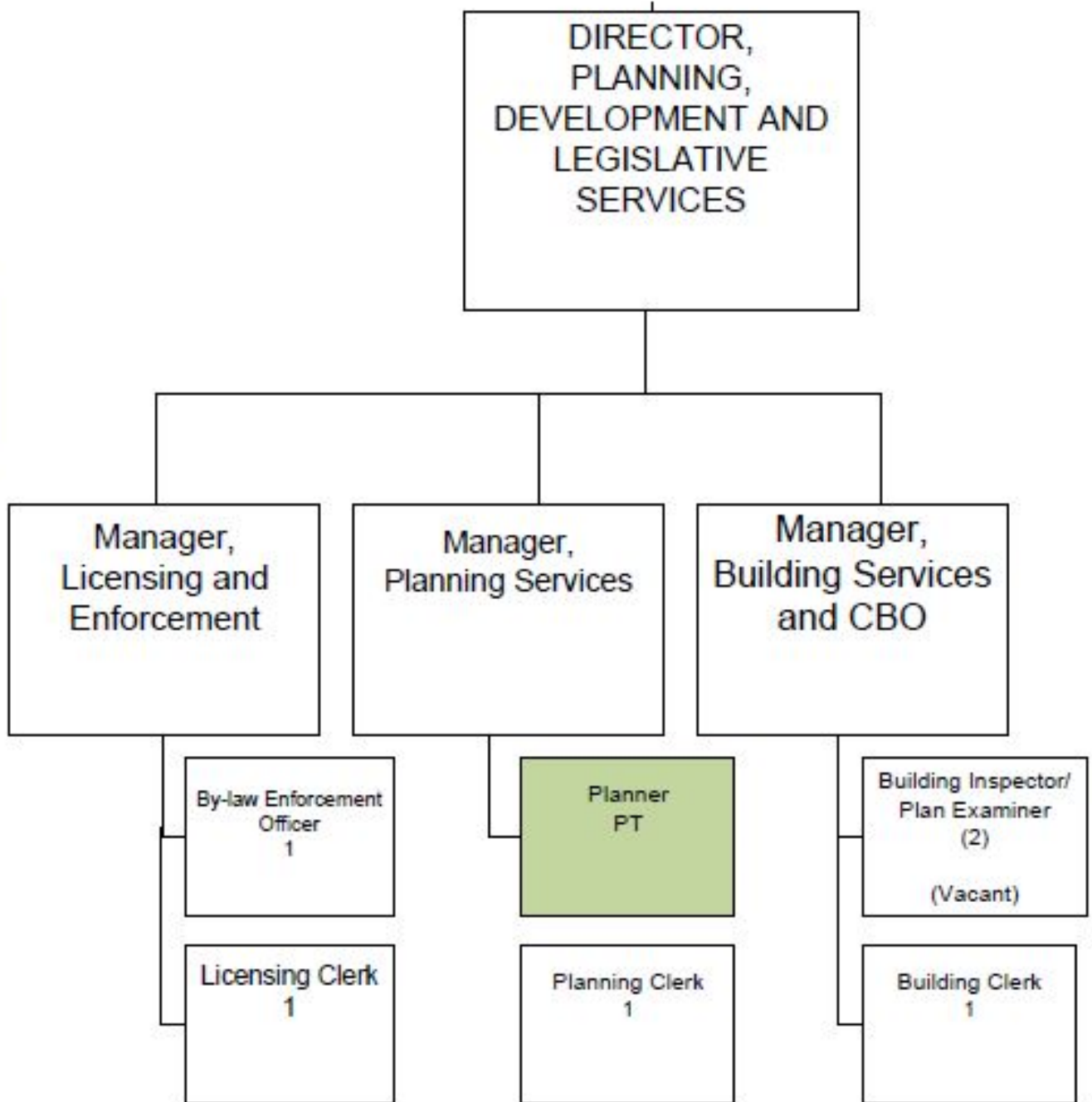
DEPARTMENTS/OTHERS CONSULTED:

Name: Justin Rousseau
Phone #: 519 736-0012 ext. 2259

NOTIFICATION :

Name	Address	Email Address	Telephone	FAX





Staffing changes requested are highlighted in green for presentation purposes

**TOWN OF AMHERSTBURG
LICENSING AND ENFORCEMENT
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-2043015-2145 Lottery Licences	(14,000)	(19,075)	(18,500)	(13,396)	(18,500)	(18,500)	-
10-4-2043015-2146 Liquor Licences	(100)	-	(100)	(100)	(100)	(100)	-
10-4-2043015-2155 Business Licences	(3,000)	(5,395)	(4,000)	(4,971)	(4,500)	(4,000)	-
10-4-2043015-2156 Marriage Licences	(11,000)	(11,330)	(11,000)	(11,868)	(11,000)	(11,000)	-
10-4-2043015-2105 Animal Control - Dog Tags and Fines	(16,500)	(17,585)	(17,000)	(17,990)	(17,000)	(17,000)	-
10-4-2043015-2119 Pool Permits	(3,000)	(2,750)	(2,400)	(2,875)	(2,400)	(2,000)	(400)
10-4-2043015-2130 Sign Permits	(2,000)	(2,075)	(2,000)	(5,333)	(5,500)	(2,000)	-
10-4-2043015-5800 Parking Tickets	(3,000)	(1,725)	(3,000)	(1,060)	(2,000)	(1,500)	(1,500)
10-4-2043015-6540 Other Revenues	(4,000)	(2,698)	(8,600)	(2,345)	(3,000)	(2,500)	(6,100)
Total Revenue - Licensing and Enforcement	(56,600)	(62,633)	(66,600)	(59,938)	(64,000)	(58,600)	(8,000)
EXPENSES:							
Salaries and Wages:							
10-5-2043015-0101 Salaries - Full Time	200,562	200,933	200,894	153,498	200,894	141,023	(59,871)
10-5-2043015-0102 Salaries - Overtime	5,000	3,706	5,000	1,184	4,000	3,500	(1,500)
10-5-2043015-0112 Part Time	-	-	-	-	-	-	-
Total Salaries and Wages - Licensing and Enforcement	205,562	204,639	205,894	154,683	204,894	144,523	(61,371)
Benefits:							
10-5-2043015-0201 Benefits - CPP	7,277	6,281	7,440	6,936	7,440	4,960	(2,480)
10-5-2043015-0202 Benefits - EI	3,403	2,855	3,490	3,303	3,490	2,327	(1,163)
10-5-2043015-0203 Benefits - OMERS	20,462	17,825	20,326	15,701	20,326	14,586	(5,740)
10-5-2043015-0204 Benefits - EHT	4,008	3,524	3,986	3,068	3,986	2,818	(1,168)
10-5-2043015-0205 Benefits - Greenshield	18,000	19,463	20,000	14,904	20,000	11,952	(8,048)
10-5-2043015-0207 Benefits - Life and Disability	9,255	8,078	8,862	7,298	8,862	8,280	(582)
10-5-2043015-0208 Benefits - WSIB	5,888	5,205	5,887	4,554	5,887	4,151	(1,736)
10-5-2043015-0209 Benefits - Post Retirement	994	993	975	731	975	975	-
Total Benefits - Licensing and Enforcement	69,287	64,224	70,966	56,495	70,966	50,049	(20,917)
General Expenses:							
10-5-2043015-0252 Uniforms	2,000	648	1,200	256	1,200	1,200	-
10-5-2043015-0327 Professional Fees - L & E	-	-	-	1,649	1,649	-	-
10-5-2043015-0342 Meeting Expenses	300	67	300	49	300	300	-
10-5-2043015-0350 Memberships	700	724	650	178	178	650	-
10-5-2043015-0351 Training and Conferences	3,500	3,755	6,000	2,309	6,000	8,000	2,000
10-5-2043015-0352 Travel & Mileage	750	508	750	403	750	750	-
10-5-2043015-0402 Vehicle and Equipment Maintenance	350	502	1,800	0	1,800	1,800	-
10-5-2043015-0420 Equipment	4,480	2,656	3,800	1,666	3,800	3,800	-
10-5-2043015-0901 Animal Control - Tags	2,000	370	750	371	750	600	(150)
10-5-2043015-0903 Animal Control - Contract	25,000	25,440	27,000	18,542	27,000	27,000	-
10-5-2043015-0904 Animal Control - Other	1,500	380	5,750	1,634	5,750	5,750	-
10-5-2043015-0910 User Fees Refunded	-	-	-	-	-	-	-
10-5-2043015-2156 Wedding Licences	4,800	4,800	5,760	5,760	5,760	7,200	1,440
Total General Expenses - Licensing and Enforcement	45,380	39,850	53,760	32,815	54,937	57,050	3,290
Expense Allocation From Building Services	-	-	-	-	-	75,000	75,000
Savings to be Determined	-	-	(100,000)	-	-	-	100,000
Total Expenses - Licensing and Enforcement	320,229	308,713	230,620	243,993	330,797	326,622	96,002



**TOWN OF AMHERSTBURG
PLANNING DIVISION
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-8010000-1905 Planning - Minor Variance & Consent	(21,000)	(27,841)	(22,000)	(19,500)	(25,000)	(25,000)	3,000
10-4-8010000-1910 Planning - Charge Reimbursement	(18,000)	(21,924)	(20,000)	(46,196)	(50,000)	(45,000)	25,000
Total Revenue - Planning	(39,000)	(49,765)	(42,000)	(65,696)	(75,000)	(70,000)	28,000
EXPENSES:							
Salaries and Wages:							
10-5-8010000-0101 Salaries - Full Time	165,248	164,065	281,752	212,382	281,752	295,569	13,817
10-5-8010000-0102 Salaries - Overtime	4,500	2,249	4,500	44	4,500	4,500	-
10-5-8010000-0112 Salaries - Part Time		-				60,840	60,840
Total Salaries and Wages - Planning	169,748	166,314	286,252	212,427	286,252	360,909	74,657
Benefits:							
10-5-8010000-0201 Benefits - CPP	4,851	4,948	7,440	7,465	7,440	9,920	2,480
10-5-8010000-0202 Benefits - EI	2,269	2,489	3,490	3,559	3,490	4,793	1,303
10-5-8010000-0203 Benefits - OMERS	18,246	18,281	32,131	22,527	32,131	34,148	2,017
10-5-8010000-0204 Benefits - EHT	3,310	3,451	5,582	4,180	5,582	7,038	1,456
10-5-8010000-0205 Benefits - Greenshield	12,000	12,755	19,254	13,488	19,254	17,662	(1,592)
10-5-8010000-0207 Benefits - Life and Disability	8,712	7,042	12,538	9,475	12,538	17,252	4,714
10-5-8010000-0208 Benefits - WSIB	4,280	4,466	6,702	6,250	6,702	8,477	1,775
10-5-8010000-0209 Benefits - Post Retirement	994	994	1,950	731	1,950	1,950	-
Total Benefits - Planning	54,662	54,426	89,087	67,675	89,087	101,240	12,153
General Expenses:							
10-5-8010000-0301 Office Supplies	1,500	3,634	2,500	1,258	2,500	3,000	500
10-5-8010000-0350 Memberships	725	934	950	2,379	2,227	2,300	1,350
10-5-8010000-0351 Training and Conferences	3,500	508	8,500	1,971	4,000	8,500	-
10-5-8010000-0352 Travel and Mileage	2,000	-	2,000	0	500	2,000	-
Total General Expenses - Planning	7,725	5,076	13,950	5,608	9,227	15,800	1,850
Professional and Consulting Fees:							
10-5-8010000-0325 Legal Fees	20,000	26,707	20,000	13,441	20,000		(20,000)
10-5-8010000-0327 Professional Fees	25,000	13,635	25,000	1,331	25,000	80,000	55,000
10-5-8010000-0338 Development Charges Study		10,173		550			-
10-5-8010000-0339 Official Plan Review	50,000	-		-			-
Total Professional And Consulting Fees - Planning	95,000	50,515	45,000	15,321	45,000	80,000	35,000
Reserve Transfers:							
10-4-8010000-3000 Transfer from Reserve	(50,000)	(10,173)		-			-
Total Reserve Transfers - Planning	(50,000)	(10,173)	-	-	-	-	-
Total Expenses - Planning Division	277,135	266,158	434,289	301,031	429,566	557,949	123,660





THE CORPORATION OF THE TOWN OF AMHERSTBURG
OFFICE OF PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

MISSION STATEMENT:

Author's Name: Rebecca Belanger and Mark Galvin	Report Date: October 24, 2016
Author's Phone: 519 736-5408 ext. 2124 and 2137	Date to Council: November 7, 2016
Author's E-mail: rbelanger@amherstburg.ca mgalvin@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Part- Time Planner Position

1. RECOMMENDATION:

It is recommended that:

1. The report from the Manager of Planning Services and Director of Planning, Development and Legislative Services, dated October 21, 2016 regarding the request for a Part-time Planner **BE RECEIVED**;
2. The Part Time Planner proposed in the 2017 Planning Budget **BE CONSIDERED** as part of the overall 2017 Planning Salaries/Wages and Benefits Budget



2. BACKGROUND:

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

In 2012, the current Manager of Planning Services was hired by the Town and there was a six month overlap between the employ of the Planning Coordinator and the Manager of Planning Services. Once the Planning Coordinator retired, this position was not replaced and the current complement of one Planner and one Planning Clerk remains.

3. DISCUSSION:

Since 2009, the Planning Division statistics identify that the number of applications has approximately tripled from 38 to over 100 in 2015. As of October 21st, 2016, there were more than 100 planning applications, exceeding the 2015 total with two months remaining in 2016. Further, the Town is required to initiate the five year review of their Official Plan during 2016 which was required to begin in 2015 however was delayed to undertake the Community Based Strategic Plan first to establish the overall policy vision for the municipality.

For Council's reference, it should be noted that the majority of the work in the Planning Division is legislated by the processes of the *Planning Act* and other pieces of legislation. Due to these legislated processes, the deadlines in this department are strict and must be adhered to at all times. Therefore, the increase in applications that has occurred in the last five years has created an unmanageable workload for the Manager of Planning Services, requiring a significant amount of overtime to meet timelines. With the obligations for planning administration to follow the statutory processes under the *Planning Act* for following *Planning Act* applications, it leaves limited time for special initiatives such as Urban Design Guidelines, A Heritage District Study, Official Plan Review, Community Strategic Plan, Community Improvement Plan, etc.



The outcome of the Community Strategic Planning process has provided direction on policy initiatives for the municipality including the intention to initiate Requests for Proposal for the following:

- A Community Improvement Plan which will include incentives to attract a hotel;
- A Parks and Recreation Master Plan;
- A Background Study Regarding the Proposed Exemption for non-residential development charges; and
- Urban Design Guidelines.

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

The Planning Division has included funding for a part-time Planner in the 2017 Budget for the amount of \$58,500. The budgeted amount is proposed to cover a part-time Planner for three days a week. The Planner's specific responsibilities will be as follows:

1. Receive, review, conduct site inspections as required, and liaise with other municipal departments in order to appropriately process the following applications under the *Planning Act*.
 - a) Amendments to the Official Plan
 - b) Amendments to Zoning By-laws
 - c) Site Plans
 - d) Consents
 - e) Plans of Subdivision
2. Will assist the Secretary-Treasurer of the Committee of Adjustment with the processing of all applications to the Committee of Adjustment, and assist in carry out all other duties of the Secretary-Treasurer as set out in the *Planning Act*.
3. Prepare and present reports to Council as required.
4. With the Manager of Planning Services or planning consultants, as the case may be, assist with the creation of new official plans, comprehensive zoning by-



laws, and development charges by-laws, by compiling data, holding meetings and liaising with all interested parties.

5. In consultation with the Manager of Planning Services the Director of Planning, Development and Legislative Services and/or the CAO, as the case may be, prepare the annual operating budget for the department and carry out all operations within the budgetary allocation, ensuring all funds are spent in an efficient manner.

6. Prepare documentation for Ontario Municipal Board cases and liaise with the Manager of Planning Services or town consultants, as the case may be.

7. Assist with the development of studies which may include a parks and recreation master plan.

8. Compile and maintain an inventory of built heritage sites and natural features and promote the same in planning documents as appropriate.

9. Facilitate the development of downtown revitalization plans including a Community Improvement Plan and urban design guidelines.

10. Act as a resource and attend meetings of Statutory, Standing or Ad Hoc Committees related to accessibility, parks, recreation, culture; and economic development, as required.

11. Respond to inquiries or otherwise communicate with the public, developers, local government or other agencies regarding issues related to planning.

12. Coordinate the processing of property information reports among all municipal departments.

13. Other duties as assigned.

4. RISK ANALYSIS:

Given the added workload and responsibilities placed on the Planning Division it is difficult to provide the necessary level of oversight required to ensure there is no exposure to risk to the municipality.

5. FINANCIAL MATTERS:

The budgeted amount for the Planner position is a salary of \$58, 500 with statutory deductions of \$9,061 for a total cost of \$67,561 which is proposed to cover a part-time position for twelve months in 2017.



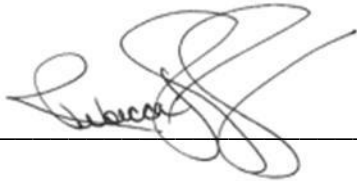
Including this position as Part Time relieves the Town of benefit obligations as a permanent employee. It also allows the Town with the flexibility to reduce time, if so desired, and also allows the Town the flexibility to assess the success of this initiative post 2017, without the legacy cost of a full-time employee.

6. **CONSULTATIONS:**

Mark Galvin, Director of Planning, Development and Legislative Services

7. **CONCLUSION:**

In order to meet the added workload in the Planning Division over the past five years the above recommendation of a part-time Planner position for 12 months for 2017 represents the minimum that could be deemed reasonable, while balancing the costs to the Town, to meet the staffing needs in the Planning Division for the upcoming year.



Rebecca Belanger

Manager of Planning Services

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DEPARTMENTS/OTHERS CONSULTED:

Name: Justin Rousseau

Phone #: 519 736-0012 ext. 2259



Report Approval Details

Document Title:	Part Time Planner Position.docx
Attachments:	- Planning Activity Survey- 2009-October 2016.pdf
Final Approval Date:	Oct 27, 2016

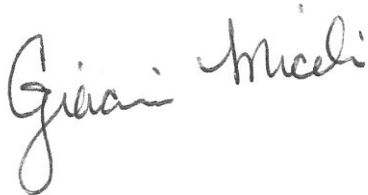
This report and all of its attachments were approved and signed as outlined below:



Mark Galvin - Oct 24, 2016 - 4:00 PM



Justin Rousseau - Oct 26, 2016 - 10:45 AM



John Miceli - Oct 26, 2016 - 1:59 PM



Paula Parker - Oct 27, 2016 - 2:04 PM



**Essex County Municipalities Planning Summary and Application Activity
October, 2016**

Number of:	Amherstburg									Essex								
	2008	2009	2010	2011	2012	2013	2014	2015	2016**	2008	2009	2010	2011	2012	2013	2014*	2015	2016**
Applications	53	38	60	45	62	96	79	102	109	43	25	26	57	47	45	53	N/A	N/A
Staff	2	3	2.5	2	2.5	2	2	2	2	2	3	3	3	3	3	3	4	4

Number of:	Kingsville									Lakeshore								
	2008	2009	2010	2011	2012	2013	2014*	2015	2016**	2008	2009	2010	2011	2012	2013	2014	2015	2016**
Applications	93	108	101	79	84	100	81	85	53	142	138	135	113	110	121	121	107	134
Staff	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	4	4

Number of:	Lasalle									Leamington								
	2008	2009	2010	2011	2012	2013	2014*	2015	2016**	2008	2009	2010	2011	2012	2013	2014*	2015	2016**
Applications	42	44	71	77	64	73	48	49	N/A	87	77	89	116	86	78	76	N/A	N/A
Staff	3	3	3	3	3	3	3	4	4	2	2	2	3	4	4	4	4	4

Number of:	Tecumseh								
	2008	2009	2010	2011	2012	2013	2014*	2015	2016**
Applications	72	44	54	72	53	86	74	66	68
Staff	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5

* As of October 31st, 2014

** As of October 27th, 2016

Amherstburg Planning Activity 2009- 2016

	2009 Total # of Applications	2010 Total # of Applications	2011 Total # of Applications	2012 Total # of Applications	2013 Total # of Applications	2014 Total # of Applications	2015 Total # of Applications	2016 Total # of Applications (as of 10/21/16)
Consent	10	23	12	21	47	27	26	28
Draft Plan of Subdivision / Condo	0	2	0	0	1 complete, 2 ongoing	4 ongoing	3 ongoing	9 ongoing
Part Lot Control	4	3	1	6	1	4	3	6
Deeming By-law	0	0	0	0	0	0	0	0
Minor Variance	9	17	17	16	23	24	31	24
Zoning By-law Amendment	6	8	5	11	12	11	17	17
Official Plan Amendment	0	1	0	0	1	0	1	1 + 1 ongoing
Site Plan Control	8	4	8	7	7	8	16	8
Telecommunication	0	1	0	0	0	0	0	1
Other	1	1	2	1	2	1	6	14
TOTAL	38	60	45	62	96	79	102	109

Total Staffing No. (Planning)	3	2.5 (Planner on staff 6 months)	2	2.5 (transition based on Planning Coordinator retirement)	2	2	2	2
No. Planners within Total	1	0.5	0	0.5	1	1	1	1

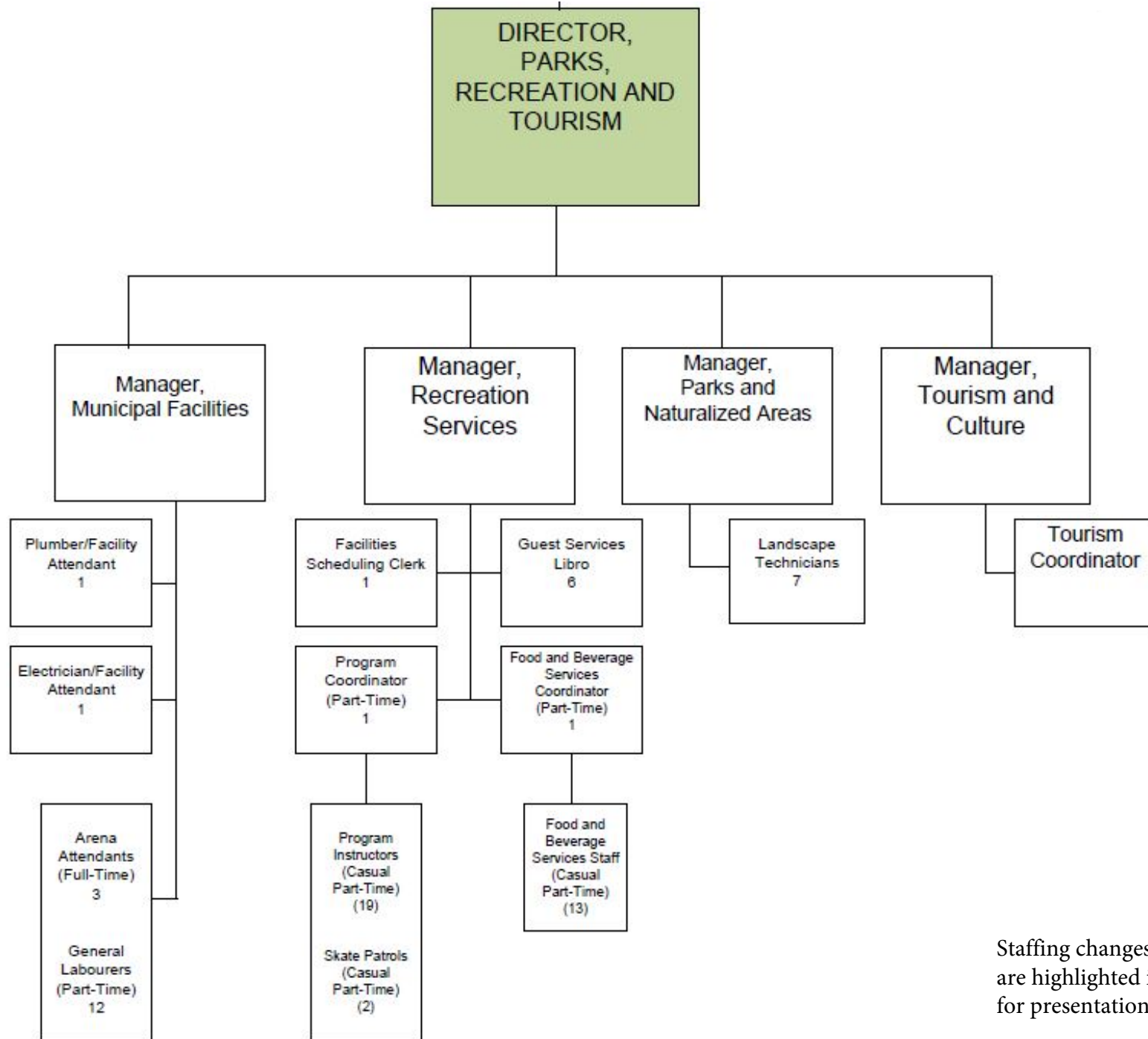
Other: Policy Projects / Studies (i.e. Secondary Plans, Official Plan Reviews or Zoning By-law Reviews, Mapping Projects, Housing Studies, Design Guidelines, Business Plans etc. Please indicate which year(s) project(s) were undertaken, i.e. 2008 OP Review, 2010 Housing Study etc.

- 2014 Development Charges Study and By-law
- 2012 Zoning Bylaw Office Consolidation
- Official Plan Review- adopted by council April 14, 2009, OMB Approval February 3, 2010
- 2010 Interim Control By-law- former General Chemical Lands
- 2009 Development Manual
- 2016 Health Study on Wind Turbines; 2016 Community Based Strategic Plan; 2016 Community Improvement Plan (ongoing);
- 2016 Consent Agreements (2)
- 2016 ZBA Consolidation
- 2016 Additional Reports and By-laws - Road Dedications (3); DC Policy Deferral Extension; Land Swap (Richmond St); Municipal Support Resolution; Housekeeping Amendments (2)
- Planning Department is responsible for review and approval of all building permit application site plans

**TOWN OF AMHERSTBURG
BUILDING DIVISION
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-2043010-1015 Administrative Charges		(200)		(200)	(200)		-
10-4-1001020-1045 Indemnity Deposit Admin. Fees	(9,000)	(11,300)	(9,000)	(10,450)	(12,000)	(9,000)	-
10-4-2043010-2115 Build Dept - Building Permits	(275,000)	(331,205)	(275,000)	(330,413)	(350,000)	(275,000)	-
10-4-2043010-2120 Build Dept - Sewer Permits				(250)	(250)		-
10-4-2043010-2135 Build Dept - Building Letters	(3,500)	(5,125)	(3,500)	(4,575)	(7,000)	(4,000)	500
Total Revenue - Building	(287,500)	(347,830)	(287,500)	(345,888)	(369,450)	(288,000)	500
EXPENSES:							
Salaries and Wages:							
10-5-2043010-0101 Salaries - Full Time	153,203	150,846	265,908	112,508	159,204	279,223	13,315
10-5-2043010-0102 Salaries - Overtime	1,067	1,823	1,667	1,519	1,667	3,482	1,815
10-5-2043010-0112 Salaries - Part Time				-			-
10-5-2043010-0105 CR. RE: S.T.D.		(4,167)		-			-
Total Salaries and Wages - Building	154,270	148,502	267,575	114,027	160,871	282,705	15,130
Benefits:							
10-5-2043010-0201 Benefits - CPP	4,851	4,972	9,920	4,609	5,400	9,920	-
10-5-2043010-0202 Benefits - EI	2,269	2,284	4,653	2,173	2,438	4,653	-
10-5-2043010-0203 Benefits - OMERS	16,488	16,565	26,816	11,978	16,743	28,760	1,944
10-5-2043010-0204 Benefits - EHT	3,008	3,032	5,218	2,229	3,137	5,513	295
10-5-2043010-0205 Benefits - Greenshield	12,000	15,486	26,916	12,030	20,000	24,436	(2,480)
10-5-2043010-0206 Benefits - Greenshield Retirees	21,751	24,200	24,911	19,191	24,911	24,911	0
10-5-2043010-0207 Benefits - Life and Disability	8,070	6,534	11,695	5,486	7,128	16,397	4,702
10-5-2043010-0208 Benefits - WSIB	4,181	4,195	7,496	3,308	4,422	7,878	382
10-5-2043010-0209 Benefits - Post Retirement Benefit			1,950	0	813	975	(975)
Total Benefits - Building	72,618	77,268	119,575	61,004	84,992	123,443	3,868
General Expenses:							
10-5-2043010-0252 Uniforms	1,000	573	1,500	0	600	2,000	500
10-5-2043010-0350 Memberships	700	823	1,600	323	323	1,000	(600)
10-5-2043010-0352 Travel and Mileage	500	361	500	0	500	-	(500)
10-5-2043010-0351 Training and Conferences	4,500	2,147	9,000	791	1,000	12,000	3,000
10-5-2043010-0301 Office Supplies	3,650	1,176	3,650	819	2,000	2,000	(1,650)
Total General Expenses - Building	10,350	5,080	16,250	1,933	4,423	17,000	750
Professional Fees							
10-5-2043010-0327 Professional Fees	60,000	72,416		47,744	80,000	12,000	12,000
Total Professional fees - Building	60,000	72,416	-	47,744	80,000	12,000	12,000
Equipment and Vehicle:							
10-5-2043010-0402 Vehicle & Equipment MTCE.	1,500	461	1,500	687	-	1,000	(500)
Total Equipment and Vehicle - Building	1,500	461	1,500	687	-	1,000	(500)
Reserve Transfers:							
10-5-2043010-2010 Transfer To/From Accum. Deficit	(20,238)	(20,238)	(31,426)	(31,426)	39,164	(73,148)	(41,722)
Total Reserve Transfers - Building	(20,238)	(20,238)	(31,426)	(31,426)	39,164	(73,148)	(41,722)
Expense Allocation to By-Law Services							
						(75,000)	(75,000)
Total Expenses - Building Division	278,500	283,489	373,474	193,968	369,450	288,000	(10,474)
Net Expenses - Building Division	(9,000)	(64,341)	85,974	(151,920)	-	-	(85,974)





Staffing changes requested are highlighted in green for presentation purposes

**TOWN OF AMHERSTBURG
LIBRO CENTRE DIVISION
2017 Budget**

		2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:								
10-4-7017300-1410	Ice Rentals	(572,500)	(527,627)	(575,000)	(287,773)	(575,000)	(580,000)	5,000
10-4-7017300-1420	Pro (Skate Shop) Rental	(8,000)	(8,000)	(8,000)	(6,000)	(8,000)	(8,000)	-
10-4-7017300-1425	Room Rentals	(22,000)	(29,308)	(22,000)	(15,934)	(25,000)	(22,000)	-
10-4-7017300-1473	Premier Diamond Rental	(5,000)	(5,233)	(5,000)	(5,966)	(5,200)	(5,000)	-
10-4-7017300-1450	Libro - Miscellaneous		(5,164)		-			-
10-4-7017300-1474	AMHA 4 on 4 Hockey		4,853		923			-
10-4-7017300-1467	Outdoor Turf Rental	(7,500)	(11,158)	(10,000)	(9,396)	(9,000)	(10,000)	-
10-4-7017300-1466	Indoor Turf Rental	(40,000)	(65,913)	(50,000)	(54,496)	(70,000)	(60,000)	10,000
10-4-7017300-5520	Solar Panel Rental Revenue	(9,888)	(9,888)	(9,888)	(4,944)	(9,888)	(9,888)	-
10-4-7017300-5525	Solar Panel Special Share Divident	(17,112)	(17,804)	(17,112)	0	(17,804)	(17,112)	-
Total Revenue - Libro Centre		(682,000)	(675,242)	(697,000)	(383,585)	(719,892)	(712,000)	15,000
EXPENSES:								
Salaries and Wages:								
10-5-7017300-0101	Salaries - Full Time	379,272	354,138	382,264	251,585	356,264	528,096	145,832
10-5-7017300-0102	Salaries - Overtime	2,000	882	-	11,834	20,000	-	-
10-5-7017300-0105	Salaries - STD/LTD Credit		(63,363)		(25,330)		(18,850)	-
10-5-7017300-0112	Salaries - Part Time	278,815	281,988	193,498	264,455	300,000	308,400	114,902
Total Salaries and Wages - Libro Centre		660,087	573,645	575,762	502,543	657,414	836,496	260,734
Benefits:								
10-5-7017300-0201	Benefits - CPP	27,351	22,516	24,304	21,447	28,188	32,625	8,321
10-5-7017300-0202	Benefits - EI	15,120	12,437	9,171	12,503	10,143	12,460	3,289
10-5-7017300-0203	Benefits - OMERS	56,154	46,740	51,356	29,718	47,931	82,423	31,067
10-5-7017300-0204	Benefits - EHT	13,554	11,382	11,227	9,958	12,757	16,264	5,037
10-5-7017300-0205	Benefits - Greenshield	42,000	38,828	40,747	22,708	43,799	48,871	8,124
10-5-7017300-0207	Benefits - Life and Disability	19,759	12,213	15,719	7,695	15,347	32,020	16,301
10-5-7017300-0208	Benefits - WSIB	17,874	18,222	16,371	15,520	18,631	22,697	6,326
10-5-7017300-0209	Benefits - Post Retirement	3,048	3,082	3,055	(785)	4,095	6,110	3,055
Total Benefits - Libro Centre		194,860	165,420	171,950	118,764	180,891	253,470	81,520
Allocation of Salaries and Benefits to Facilities				(149,542)	(112,157)	(149,542)	(220,000)	(70,458)
General Expenses:								
10-5-7017300-0161	Clothing	2,500	2,195	2,500	3,569	6,500	5,000	2,500
10-5-7017300-0250	Health and Safety	2,500	1,966	2,000	12,456	6,000	5,000	3,000
10-5-7017300-0350	Memberships	1,750	1,261	1,750	1,145	1,145	1,500	(250)
10-5-7017300-0351	Training and Conferences	7,500	3,911	8,500	4,230	4,230	6,500	(2,000)
10-5-7017300-0352	Travel and Mileage	2,000	107	1,000	759	583	1,000	-
10-5-7017300-0301	Office Supplies	3,500	7,042	3,000	1,232	1,500	3,000	-
10-5-7017300-0336	Contracted Services & Refridgeration	8,000	10,801	9,000	64,358	85,000	75,000	66,000
10-5-7017300-0505	Credit Card Charges	5,000	5,666	5,000	6,221	8,000	5,000	-
Total General Expenses - Libro Centre		32,750	32,949	32,750	93,970	112,958	102,000	69,250
Building:								
10-5-7017300-0316	Utilities	360,000	443,503	360,000	404,028	490,000	480,000	120,000
10-5-7017300-0317	Building Maintenance	87,000	123,260	87,000	132,753	170,000	125,000	38,000
10-5-7017300-0725	Parking Lot Maintenance	2,000	-	2,000	501	500	1,000	(1,000)
10-5-7017300-0318	Janitorial Supplies	15,000	14,064	15,000	14,803	15,000	15,000	-
10-5-7017300-0960	Outdoor Soccer (Nat Turf)				5,673	4,783	5,000	5,000
10-5-7017300-0961	Outdoor/Football Field Turf				519	519	700	700
10-5-7017300-0962	Premier Baseball Field				7,595	400	8,000	8,000
Total Building - Libro Centre		464,000	580,827	464,000	565,872	681,202	634,700	170,700
Equipment and Vehicles:								
10-5-7017300-0401	Propane	7,000	5,603	7,000	3,938	6,000	6,000	(1,000)
10-5-7017300-0402	Vehicle and Equipment Maintenance	10,000	8,628	10,000	6,929	10,000	10,000	-
Total Equipment and Vehicles - Libro Centre		17,000	14,231	17,000	10,867	16,000	16,000	(1,000)
Total Expenses - Libro Centre Division		1,368,697	1,367,072	1,111,920	1,179,859	1,498,923	1,622,666	510,746





THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF THE CAO

MISSION STATEMENT:

Author's Name: Giovanni (John) Miceli	Report Date: October 21, 2016
Author's Phone: 519 736-0012 ext. 2228	Date to Council: November 7, 2016
Author's E-mail: jmiceli@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Additional Municipal Position – Director of Parks, Facilities, Recreation and Culture

1. **RECOMMENDATION:**

It is recommended that:

1. The report from the Chief Administrative Officer dated October 21, 2016 regarding the additional Municipal position of Director of Parks, Facilities, Recreation and Culture **BE RECEIVED**; and,
2. The Director of Parks, Facilities, Recreation and Culture proposed in the 2017 Libro Budget **BE CONSIDERED** as part of the overall 2017 Libro Salaries/Wages and Benefits Budget.

2. **BACKGROUND:**

On October 5, 2015, Council was presented with an organizational restructuring plan. As a result, Council adopted the following resolution:

“That:

1. *That the report from the CAO BE APPROVED in principle;*
2. *That the position of Director of Economic and Community Development BE ELIMINATED and the position of Director of Planning, Development and Legislative Services BE ADDED to the organizational structure subsequent to Council approval;*



3. *That the position of Director of Parks, Recreation, Facilities and Cultural Services BE ADDED to the organizational structure subsequent to Council approval; and,*
4. *That the CAO BE DIRECTED to bring back job descriptions and costing of each approved Director position prior to their recruitment.”*

On October 14th, 2015, the CAO brought to Council the job descriptions for the Director of Planning, Development and Legislative Services and the Director of Parks, Recreation, Facilities and Cultural Services. Council subsequently adopted the following motions:

“That Council DIRECT the Chief Administrative Officer to advertise for the position of Director of Planning, Development and Legislative Services.

That the recruitment of the position of Director of Parks, Recreation, Facilities and Cultural Services BE DEFERRED to the next Regular Council Meeting.”

The organizational structure, presented to Council by the CAO, was approved in **principle** by Council on October 5th, 2015. Following Council’s 2016 final budget deliberations, the position of Director of Parks, Recreation, Facilities and Cultural Services was not funded and as a result the position remains vacant in the organizational establishment.

3. **DISCUSSION:**

As a result of the restructuring, the areas of Parks, Facilities, Recreation and Culture have been brought together to work cohesively. The strategic realignment of these divisions places the department in a position to utilize resources to produce the largest benefit to the Town. The services provided in this department are complimentary and their dependence on each other is well noted. The proposal looks to maximize success, efficiency and overall benefit to the Town.

It has been suggested and recognized that Tourism is a key area of focus that must be nurtured to promote the future success of the Town, as identified by residents in the recently adopted Community Strategic Plan. Tourism and Sports Tourism are key growth areas for the Town of Amherstburg to capture. In 2012, the Ministry of Tourism, Culture and Sports indicated that tourism generated \$28 billion for Ontario’s economy. The Ministry of Tourism reported that tourism is the largest single employer of young workers. It is estimated that with every \$1 million spent by tourists, 14 permanent jobs are created, generating approximately \$553,400 in wages and salaries. The Windsor, Essex County and Pelee Island region is a growing tourist destination. With the pending acquisitions of the Belle Vue and Duffy’s properties Amherstburg is well poised to gain and improve its favour as a tourist destination. The favourable U.S. exchange rate lures many visitors from the Midwestern states in general, and Michigan and Ohio in particular.

A growing Tourism sector provides the Town with an opportunity to capture the attention of visitors who appreciate all of the history and amenities that Amherstburg has to offer. The Town will have one opportunity to make a lasting impression on its visitors. In



addition those who visit may also consider making Amherstburg a location that they would consider calling home.

The Town has built the Libro Centre, a premier sports facility with complimentary sports fields. The facility has the ability to become the hub of a sports tourism destination. It is believed that Sports Tourism can have a major impact on the Town going forward. The sport tourism industry in Canada surpassed \$5 billion in spending in 2012, according to custom data tabulations from the Travel Survey of Residents of Canada (TSRC) and the International Travel Survey (ITS).

It should also be noted that garden tourism is growing in popularity, and is now recognized as a significant sector of the province, and the country's vast tourism offering. The Town has experienced success in the 2015 Communities in Bloom program. The Town is building upon this success and is awaiting results from the National level for 2016 Communities in Bloom program. Kings Navy Yard Park and Fort Malden National Historic Site are noted as outstanding Garden Tour destinations.

It is anticipated that the amenities and services offered by this department will become a catalyst for those considering a move to Amherstburg. Municipal parks, recreation facilities and the cultural venues attract people to the Town. It is crucial that the amenities and services provided by this department be presented in a positive light. The Director's responsibility is to ensure that this occurs. Accountability and responsibility for the delivery of this vision must rest with one individual. Presently, this is being done by the Chief Administrative Officer in addition to the CAO's regular duties. A decentralized accountability structure will not produce the required results.

It should also be noted that the vision of community and Council, as adopted in the Community Strategic Plan will be further developed and reinforced through the development of the Parks Master Plan and the Facilities Audit. These 3 important guiding documents will require the concentrated and coordinated efforts of a Director to ensure that the vision and direction agreed upon and adopted by Council is implemented and realized. It is this position that must be responsible for the co-ordinated implementation of the vision. The role of the Director will be to plan, organize, implement, direct and co-ordinate these areas to ensure further development of the Town of Amherstburg into a premiere tourism, sports tourism and garden tourism destination.

4. RISK ANALYSIS:

At present there is a resource risk whereby the CAO currently performs the duties of the CAO and the Director of Parks, Facilities, Recreation and Culture. In this type of situation, the CAO is not able to review the duties and performance of the Director as the functions are being accomplished by the same individual. Although financially the Town may be benefitting from such an exercise, it may not be realizing the optimal potential from another individual focusing on the Parks, Facilities, Recreation and Culture area alone. For example, the timely response to issues surrounding these areas may not be possible, as the CAO has other responsibilities that require attention in the day to day operation of the Town. These issues may result in financial repercussions to the Town or political criticisms of Council.



5. FINANCIAL MATTERS:

The anticipated compensation costs for the Director are highlighted as follows:

Salary ¹	\$ 122,015
Benefits	\$ 37,075
Total Compensation	\$159,090

1. The compensation for the Director of Parks, Facilities, Recreation & Culture range from \$103,712.74 to \$122,014.99. For budgetary purposes the Town budgets the position at 100% of salary and benefits.

The addition of the Director of Parks, Facilities Recreation and Culture would represent an increase to the budget of approximately 0.79%.

For illustration purposes, in 2016 Council approved the Director of Planning Development and Legislative Services and reduced the Legal Budget by \$40,000 from \$160,000 to \$120,000. This reduction was done in anticipation that the new position would result in corporate legal savings. In addition, synergies have been realized through the consolidation of Planning, Building and Legislative Services under one Director. Administration is anticipating cost savings and enhanced levels of service to customers with the addition of the Director of Parks, Facilities, Recreation and Culture.

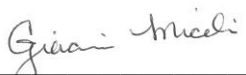
It is difficult to quantify the anticipated savings at the present time however it must be noted that there will definitely be qualitative benefits that will be measurable with one point of accountability. From an Asset Management perspective, the individual would be accountable for approximately \$45,503,521.00. This value represents approximately 11% of the total assets of the Town and would be a significant portfolio for one to manage going forward to ensure the assets are maintained and preserved for others to enjoy.

6. CONSULTATIONS:

N/A

7. CONCLUSION:

Administration believes the area of Parks, Facilities, Recreation and Culture will be a growing area for the Town and will be key to the critical success of the Town. The addition of a Director will assist in the Town moving forward. This position will play a key role in developing and assisting the Tourism and Sports Tourism for the Town of Amherstburg.



Giovanni (John) Miceli
Chief Administrative Officer



**TOWN OF AMHERSTBURG
FACILITIES
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-7017190-1305 Facility Rentals	(13,900)	(13,877)	(13,900)	(7,945)	(13,900)	(13,900)	-
10-4-1001020-1430 Rent - Municipal Bldg. & Property	(59,378)	(55,330)	(59,378)	(43,699)	(59,378)	(59,378)	-
Facility Services- Police						(25,000)	25,000
Total Revenue - Facilities	(73,278)	(69,207)	(73,278)	(51,644)	(73,278)	(98,278)	25,000
EXPENSES:							
Allocation of Salaries and Benefits from Libro							
			149,542	112,157	149,542	220,000	70,458
Building Maintenance:							
10-5-1001020-0317 Town Hall	44,000	36,697	30,000	26,994	30,000	18,000	(12,000)
10-5-3010000-0318 Public Works	50,000	63,310	55,000	24,993	30,000	40,000	(15,000)
10-5-2010000-0317 Fire Hall	20,000	30,480	40,000	32,792	40,000	40,000	-
10-5-7010180-0317 Scout Hall	2,000	-	2,000	762	1,000	2,000	-
10-5-7017010-0317 Parks Buildings	11,500	6,957	10,000	20,861	10,000	10,000	-
10-5-7017025-0317 3381 Meloche Road	5,000	611	5,000	0	-	1,000	(4,000)
10-5-7017301-0317 Parks Storage Facility	5,000	2,877		288	500		-
10-5-7017730-0317 99 Thomas Road	2,000	-	2,000	0		2,000	-
10-5-7027510-0317 Carnegie Library	4,000	11,042	6,000	4,607	4,000	6,000	-
10-5-7037140-0317 Malden Community	2,500	5,831	3,000	2,077	3,000	3,000	-
10-5-7037610-0317 ACS Building	3,500	707	2,000	1,954	750	2,000	-
10-5-7037620-0317 Gordon House	4,000	5,078	23,000	4,237	23,000	8,000	(15,000)
10-5-7017000-1315 McGregor	5,000	5,432	30,000	0	30,000	30,000	-
10-5-8020000-0317 North Gate Visitor Centre	2,000	4,571	2,000	173	2,000	2,000	-
Total Building Maintenance - Facilities	160,500	173,593	210,000	119,737	174,250	164,000	(46,000)
Utilities:							
10-5-1001020-0316 Town Hall	45,000	46,220	40,000	37,595	56,000	35,000	(5,000)
10-5-3010000-0316 Public Works	40,000	57,127	80,000	32,832	55,000	50,000	(30,000)
10-5-2010000-0316 Fire Hall	12,000	7,645	20,000	5,269	8,000	11,000	(9,000)
10-5-7010000-0316 KNYF Privy	8,000	16,777	15,000	13,704	15,000	18,000	3,000
10-5-7010170-0316 Toddy Jones	38,000	43,510	38,000	42,257	38,000	40,000	2,000
10-5-7010180-0316 Scout Hall	3,200	3,396	3,000	2,659	3,200	3,000	-
10-5-7017015-0316 Anderdon Tennis Ct		618	500	466	500	500	-
10-5-7017035-0316 Wigle Park Washrooms	4,400	3,737	4,000	5,808	4,000	4,000	-
10-5-7017040-0316 Centennial Park Washrooms	7,200	5,011	5,500	4,845	4,000	5,500	-
10-5-7017070-0316 Malden Park Washrooms	2,000	278	1,500	207	750	1,500	-
10-5-7017301-0316 Parks Storage	27,000	16,626		826	1,000		-
10-5-7037140-0316 Malden Community Centre	3,600	3,497	3,500	2,176	2,200	3,500	-
10-5-7037610-0316 ACS Building	9,700	11,240	8,500	9,607	9,000	10,000	1,500
10-5-7037620-0316 Gordon House	7,000	7,007	6,000	5,323	6,000	7,000	1,000
10-5-7017730-0316 99 Thomas Road		5,021		(1,800)	2,400		-
10-5-8020000-0316 North Gate Visitor Centre	3,600	5,337	3,500	5,334	3,500	5,000	1,500
Total Utilities - Facilities	211,500	233,047	229,000	167,107	208,550	194,000	(35,000)
Lions' Pool:							
10-5-7010160-0317 Pool Building Maintenance	8,000	6,314	8,000	16,230	7,000	10,000	2,000
10-5-7010160-0250 Health and Safety	500	141	250	821	500	1,000	750
10-5-7010160-0316 Utilities	7,000	11,501	8,000	9,069	4,000	8,000	-
10-5-7010160-0322 General Supplies	1,000	890	500	2,016	500	2,000	1,500
Total Lions' Pool - Libro Centre	16,500	18,846	16,750	28,136	12,000	21,000	4,250
Total Expenses - Facilities Division	388,500	425,486	605,292	427,137	544,342	599,000	(6,292)



**TOWN OF AMHERSTBURG
PARKS
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-7017000-1080 Hanging Basket Program Revenue		(2,500)		(3,500)	(3,500)	(3,500)	3,500
10-4-7017000-1026 Property Maintenance Income	(3,500)	(2,961)	(3,500)	(1,369)	(3,500)	(3,500)	-
Total Revenue - Parks	(3,500)	(5,461)	(3,500)	(4,869)	(7,000)	(7,000)	3,500
EXPENSES:							
Salaries and Wages:							
10-5-7017000-0101 Salaries - Full Time	206,924	197,267	207,216	144,953	207,216	585,297	378,081
10-5-7017000-0104 Salaries - STD/LTD Credit		(16,583)		-	-	-	-
10-5-7017000-0102 Salaries - Overtime	5,000	2,393	5,000	3,011	5,000	5,000	-
10-5-7017000-0109 Salaries - Students	42,741	42,046	52,383	71,750	55,500	95,004	42,621
10-5-7017000-0105 Salaries - CE.RE .S.T.D				(27,743)	(27,743)	-	-
10-5-7017000-0112 Salaries - Part time				-	-	-	-
10-5-7017000-0117 Salaries - Seasonal	205,208	190,781	203,731	139,986	204,025	-	(203,731)
Total Salaries and Wages - Parks	459,873	415,904	468,330	331,958	443,998	685,301	216,971
Benefits:							
10-5-7017000-0201 Benefits - CPP	19,550	17,292	20,118	14,610	20,276	27,022	6,904
10-5-7017000-0202 Benefits - EI	9,929	9,404	8,053	7,933	8,313	11,799	3,746
10-5-7017000-0203 Benefits - OMERS	37,247	33,979	36,319	25,685	40,000	58,439	22,120
10-5-7017000-0204 Benefits - EHT	8,771	8,256	9,132	6,537	9,195	13,363	4,231
10-5-7017000-0205 Benefits - Greenshield	18,000	22,197	20,000	20,757	40,000	55,645	35,645
10-5-7017000-0207 Benefits - Life and Disability	10,272	8,359	9,725	6,954	9,640	34,424	24,699
10-5-7017000-0208 Benefits - WSIB	12,954	12,658	13,488	10,463	13,580	19,725	6,237
10-5-7017000-0209 Benefits - Post Retirement	994	994	975	1,291	4,875	7,215	6,240
Total Benefits - Parks	117,717	113,139	117,810	94,231	145,879	227,632	109,822
General Expenses:							
10-5-7017000-0351 Training and Conferences	1,500	2,054	5,000	3,985	5,000	5,000	-
10-5-7017000-0771 Special Events	1,920	2,232	2,000	400	2,000	2,000	-
10-5-7017000-0352 Travel and Mileage (Parks)	480	203	500	120	-	500	-
10-5-7017000-0404 Radio Airtime	8,000	7,614	8,000	4,863	7,500	7,500	(500)
10-5-7017000-0336 Contracted Services	57,500	49,306	57,500	44,322	57,500	57,500	-
Total General Expenses - Parks	69,400	61,409	73,000	53,690	72,000	72,500	(500)
Municipal Partnerships:							
10-5-7017000-1300 CO-AN Park	15,000	15,000	15,000	15,000	15,000	17,500	2,500
10-5-7017000-1310 River Canard Community Centre	5,000	5,000	5,000	-	5,000	5,000	-
Total Municipal Partnerships - Parks	20,000	20,000	20,000	15,000	20,000	22,500	2,500
Materials and Supplies:							
10-5-7017000-0322 General Supplies	120,079	98,255	103,500	77,717	103,500	103,500	-
10-5-7017000-0402 Vehicle and Equip. Maint.	19,200	22,439	25,000	30,845	25,000	30,000	5,000
10-5-7017000-0420 Parks Tools and Equip.	2,400	2,210	9,000	5,070	9,000	9,000	-
10-5-7017000-0650 Reforestation	9,600	4,144	10,000	5,905	10,000	10,000	-
Total Maintenance - Parks	151,279	127,048	147,500	119,537	147,500	152,500	5,000
Total Expenses - Parks	818,269	737,500	826,640	614,416	829,377	1,160,433	333,793



TOWN OF AMHERSTBURG
Recreation Services
2017 Budget

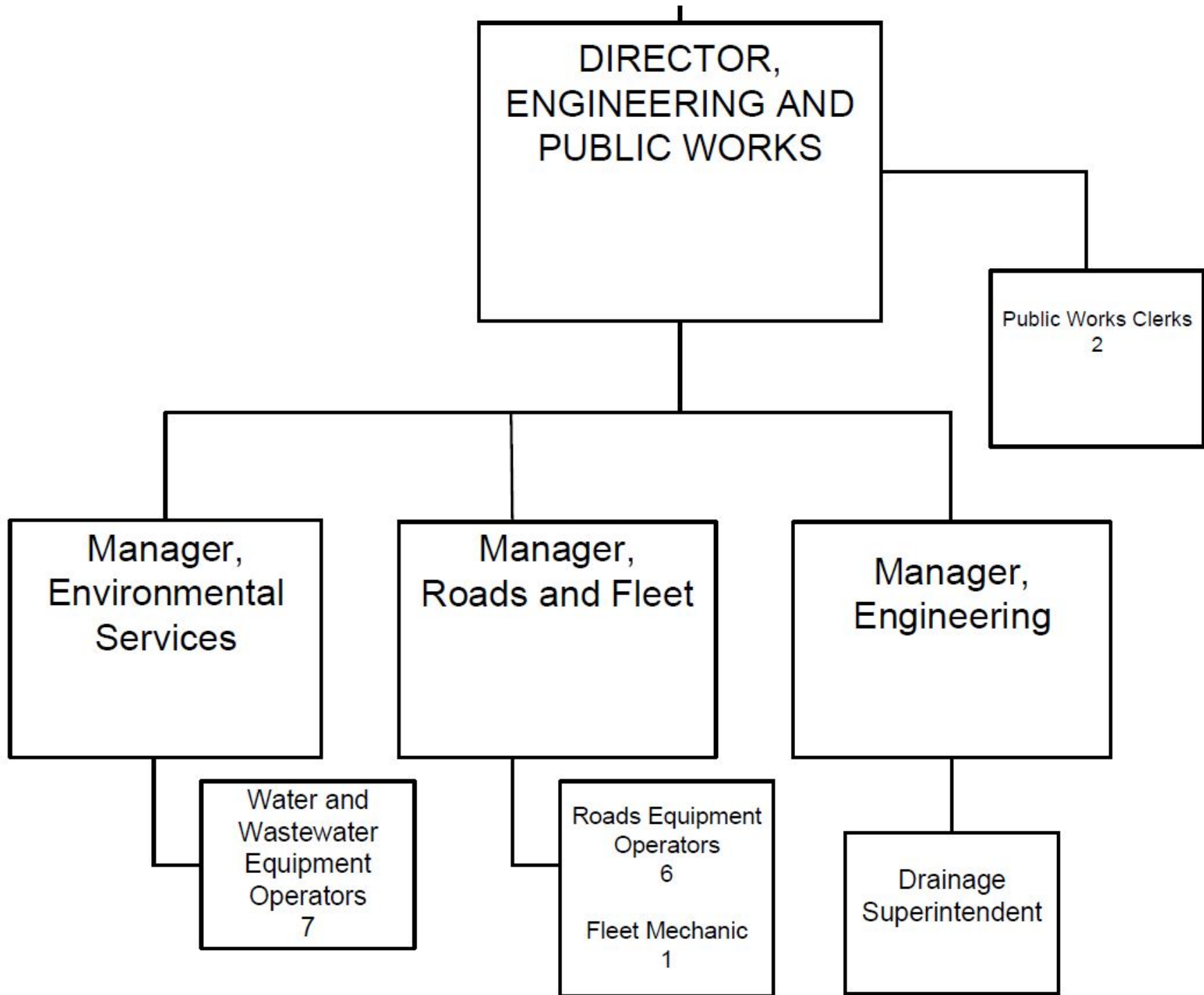
	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-7010000-1306 Birthday Party (UCCU)	(7,000)	(2,384)	(5,000)	(3,999)	(6,000)	(6,000)	1,000
10-4-7017300-1415 Public Skating Program	(6,000)	(4,455)	(6,000)	(3,824)	(6,000)	(6,000)	-
10-4-7010160-1320 Lions' Pool Registration	(8,000)	(5,554)	(6,000)	(6,595)	(6,600)	(6,000)	-
10-4-7010160-1325 Lions' Pool Admittance Fee	(4,800)	(2,607)	(5,000)	(4,752)	(5,000)	(5,000)	-
10-4-7010000-1462 Preschool Programming	(12,000)	(11,771)	(12,000)	(7,561)	(12,000)	(13,000)	1,000
10-4-7010000-1463 Youth Programming	(25,000)	(18,940)	(17,500)	(18,949)	(18,000)	(20,000)	2,500
10-4-7010000-1464 Adult Programming	(50,000)	(29,371)	(35,000)	(6,571)	(35,000)	(25,000)	(10,000)
10-4-7010000-1449 Activity Guide Revenue	(6,000)	(2,800)	(4,000)	0	(3,200)	(4,000)	-
10-4-7010000-1465 Drop In Programming		(4,513)		(8,207)	(9,000)	(12,000)	12,000
10-4-7010000-1451 Day Camp	(45,000)	(27,910)	(37,500)	(40,033)	(40,000)	(45,000)	7,500
10-4-7010000-1307 Special Events	(10,000)	(10,652)	(10,000)	(14,931)	(16,000)	(12,000)	2,000
10-4-7017300-1430 Ancillary Complex Income	(60,000)	(33,940)	(35,000)	(20,800)	(35,000)	(30,000)	(5,000)
10-4-7017300-1405 Canteen Sales (Indoor)	(155,000)	(148,908)	(155,000)	(88,351)	(165,000)	(160,000)	5,000
10-4-7017300-1407 Vending Machine Sales	(19,000)	(10,143)	(15,000)	(10,895)	(12,000)	(10,000)	(5,000)
10-4-7017000-1075 Income from Memorials (Benches)	(3,400)	(4,900)	(3,400)	(3,400)	(3,400)	(3,400)	-
10-4-7010000-0626 Provincial Grants				(14,742)	(14,742)	(6,318)	6,318
Total Revenue - Recreation Services	(411,200)	(318,848)	(346,400)	(253,611)	(386,942)	(363,718)	17,318
EXPENSES:							
Salaries and Wages:							
10-5-7010000-0101 Salaries - Full Time	85,527	84,421	83,913	63,396	83,913	144,182	60,269
10-5-7010000-0102 Salaries - Overtime				-	-	-	-
10-5-7010000-0107 Salaries - Contract Staff				-	-	-	-
10-5-7010000-0109 Salaries - Students	51,199	35,419	36,749	30,760	28,000	36,749	-
10-5-7010000-0112 Salaries - Part Time	107,622	61,626	159,305	56,089	159,305	159,305	-
10-5-7010000-0122 Salaries - Food & Beverage Services	80,094	63,917	84,352	39,944	84,352	84,352	-
Total Salaries and Wages - Recreation Services	324,442	245,383	364,319	190,190	355,570	424,588	60,269
Benefits:							
10-5-7010000-0201 Benefits - CPP	14,018	6,777	16,360	5,585	16,360	18,840	2,480
10-5-7010000-0202 Benefits - EI	7,390	5,401	6,101	4,559	6,101	7,220	1,119
10-5-7010000-0203 Benefits - OMERS	9,547	9,582	15,797	6,954	15,797	21,734	5,937
10-5-7010000-0204 Benefits - EHT	6,147	4,839	7,104	3,752	7,104	8,279	1,175
10-5-7010000-0205 Benefits - Greenshield	6,000	8,965	6,169	4,677	6,169	7,023	854
10-5-7010000-0207 Benefits - Life and Disability	4,549	3,682	4,632	2,947	4,632	9,316	4,684
10-5-7010000-0208 Benefits - WSIB	9,070	7,118	10,492	5,516	10,492	15,029	4,537
10-5-7010000-0209 Benefits - Post Retirement	994	994	975	731	975	975	-
Total Benefits - Recreation Services	57,715	47,358	67,630	34,721	67,630	88,416	20,786
General Expenses - Recreation Services:							
10-5-7010000-0351 Training and Conferences	2,300	1,649	3,500	3,216	3,500	5,500	2,000
10-5-7010000-0307 Advertising	12,000	13,592	17,500	10,201	18,500	17,500	-
10-5-7010000-0352 Travel and Mileage	1,500	289	1,500	382	1,500	1,500	-
10-5-7010000-0420 Recreation Equipment & Supplies	15,500	24,522	30,000	19,710	45,000	27,500	(2,500)
10-5-7010000-0350 Memberships	1,650	1,492	1,650	1,584	1,584	2,500	850
10-5-7017300-0384 Concession Product	63,000	89,272	73,000	65,044	78,000	76,000	3,000
10-5-7010000-0349 Marketing	20,000	16,491	20,000	7,939	20,000	20,000	-
10-5-7010000-0771 Special Events		11,798	8,000	7,917	8,000	8,000	-
10-5-7010000-0252 Uniforms		988	1,500	2,694	2,500	1,500	-
10-5-7010000-0301 Office Supplies			3,000	1,885	3,000	3,000	-
10-5-7010000-0421 Concession Equipment		1,007	8,000	4,390	6,000	8,000	-
10-5-7010000-0422 Concession Equipment Maintenance			5,000	46	5,000	5,000	-
10-5-7010000-0740 Signage Maintenance	2,000	1,547	2,000	0	2,000	2,000	-
Total General Expenses - Recreation Services	117,950	162,647	174,650	125,008	194,584	178,000	3,350
Total Expenses - Recreation Services	500,107	455,388	606,599	349,919	617,784	691,004	84,405



**TOWN OF AMHERSTBURG
TOURISM AND CULTURE DIVISION
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-8020000-1840 Retail Sales - Tourism Info. Centre	(10,000)	(1,454)	(5,000)	(1,269)	(3,000)	(3,000)	(2,000)
10-4-7037620-1430 Rent - Gordon House	(5,500)	(5,770)	(3,000)	(4,217)	(3,000)	(3,000)	-
10-4-8020100-1306 Event Revenue	(18,000)	(23,420)	(18,000)	(5,207)	(6,000)	(6,000)	(12,000)
10-4-8020000-0626 Provincial Grants and Donation				(29,200)	(29,200)	(30,000)	30,000
Total Revenue - Tourism and Culture	(33,500)	(30,644)	(26,000)	(39,893)	(41,200)	(42,000)	16,000
EXPENSES:							
Salaries and Wages:							
10-5-8020000-0101 Salaries - Full Time	143,576	137,501	140,868	106,436	140,868	143,685	2,817
10-5-8020000-0109 Salaries - Students	12,500	11,815	12,480	16,839	12,480	15,080	2,600
10-5-8020000-0105 Salaries - STD/LTD Credit		(11,750)		-		-	-
Total Salaries and Wages - Tourism and Culture	156,076	137,566	153,348	123,275	153,348	158,765	5,417
Benefits:							
10-5-8020000-0201 Benefits - CPP	5,623	5,349	5,578	5,225	5,578	5,706	128
10-5-8020000-0202 Benefits - EI	2,679	2,589	2,501	2,586	2,501	2,538	37
10-5-8020000-0203 Benefits - OMERS	15,082	15,125	14,564	10,936	14,564	14,975	411
10-5-8020000-0204 Benefits - EHT	3,104	2,763	2,990	2,405	2,990	3,096	106
10-5-8020000-0205 Benefits - Greenshield	12,000	12,093	12,338	9,354	12,338	11,421	(917)
10-5-8020000-0207 Benefits - Life and Disability	7,604	6,171	6,369	5,201	6,369	8,433	2,064
10-5-8020000-0208 Benefits - WSIB	4,472	4,418	4,416	3,568	4,416	4,561	145
10-5-8020000-0209 Benefits - Post Retirement Benefit	994	994	975	731	975	975	-
Total Benefits - Tourism and Culture	51,558	49,502	49,731	40,006	49,731	51,705	1,974
General Expenses							
10-5-8020000-0301 Office Supplies	1,000	841	1,000	216	1,000	1,000	-
10-5-8020000-0307 Advertising	31,625	30,145	30,000	25,321	30,000	35,000	5,000
10-5-8020000-0340 Community Events	53,000	46,108	50,000	48,602	65,000	65,000	15,000
10-5-8020000-0350 Memberships	1,500	377	1,200	1,035	1,200	1,000	(200)
10-5-8020000-0351 Training and Conferences	2,000	1,734	2,000	817	2,000	2,000	-
10-5-8020000-0352 Travel and Mileage	1,000	955	1,000	239	1,000	1,200	200
10-5-8020000-0355 Promotions	12,531	12,107	12,000	10,728	12,000	15,000	3,000
10-5-8020100-0503 Bank Charges - Special Events		584	400	464	400	500	100
Total General Expenses - Tourism and Culture	102,656	92,851	97,600	87,422	112,600	120,700	23,100
Total Expenses - Tourism and Culture	310,290	279,919	300,679	250,703	315,679	331,170	30,491





**TOWN OF AMHERSTBURG
PUBLIC WORKS DEPARTMENT
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-3010000-1018 Recovery From Waste Water	(443,731)	(443,731)	(443,731)	(443,731)	(443,731)	(452,606)	8,875
10-4-3010000-1019 Recovery From Water	(52,530)	(52,530)	(52,530)	(52,530)	(52,530)	(53,581)	1,051
10-4-3010000-1030 Reports	(600)	(825)	(600)	(900)	(600)	(1,000)	400
10-4-3010000-1040 Service Charges	(12,500)	(5,010)	(10,000)	(5,110)	(10,000)	(5,000)	(5,000)
10-4-3010000-6500 Roads Receipts (Sales of Equip.)	(3,000)	(16,940)		(122)	(122)	-	-
10-4-3010000-6510 Sale of Materials - Concrete and Asphalt		2,416		-	-	-	-
10-4-3010000-0626 Provincial Grants- Electric Vehicle Grant				(65,592)	(65,592)		
Total Revenue - Public Works	(512,361)	(516,620)	(506,861)	(567,985)	(572,575)	(512,186)	5,325
EXPENSES:							
Salaries and Wages:							
10-5-3010000-0101 Salaries - Full Time	876,161	873,664	894,514	704,411	859,550	908,961	14,447
10-5-3010000-0102 Salaries - Overtime	100,000	55,317	100,000	24,320	70,000	25,000	(75,000)
10-5-3010000-0105 Salaries - STD/LTD Credit	(28,000)	(34,726)	-	(36,612)	(25,227)	-	-
10-5-3010000-0109 Salaries - Students	39,077	36,034	40,903	34,090	40,903	45,646	4,743
Total Salaries and Wages - Public Works	987,238	930,289	1,035,417	726,209	945,226	979,607	(55,810)
Benefits:							
10-5-3010000-0201 Benefits - CPP	31,040	30,656	31,784	30,307	31,727	32,019	235
10-5-3010000-0202 Benefits - EI	14,641	14,472	14,728	14,698	14,485	14,817	89
10-5-3010000-0203 Benefits - OMERS	92,421	91,874	94,496	72,201	89,652	96,605	2,109
10-5-3010000-0204 Benefits - EHT	19,797	18,705	20,191	14,415	19,509	19,102	(1,089)
10-5-3010000-0205 Benefits - Greenshield	68,400	75,016	80,001	60,347	80,001	72,776	(7,225)
10-5-3010000-0207 Benefits - Life and Disability	43,841	33,838	39,472	29,241	37,933	53,375	13,903
10-5-3010000-0208 Benefits - WSIB	26,523	26,158	27,754	22,345	26,747	26,382	(1,372)
10-5-3010000-0209 Benefits - Post Retirement	6,029	6,374	5,980	4,877	5,980	5,980	-
Total Benefits - Public Works	302,692	297,093	314,406	248,432	306,034	321,056	6,650
Allocation of Salaries and Benefits to Capital							
			(65,000)	(65,000)	(65,000)	(110,000)	(45,000)
General Expenses:							
10-5-3010000-0161 Clothing	7,500	8,412	7,500	6,009	7,500	7,500	-
10-5-3010000-0351 Training and Conferences	7,000	7,176	7,000	10,721	7,000	10,000	3,000
10-5-3010000-0250 Health and Safety	2,500	2,893	-	1,596	-	-	-
10-5-3010000-0350 Memberships	1,500	1,557	1,000	1,196	1,000	1,000	-
10-5-3010000-0301 Office Supplies	7,000	4,884	5,000	3,702	5,000	5,000	-
10-5-3010000-0381 Property Taxes	3,200	3,254	5,000	0	5,000	3,500	(1,500)
10-5-3010000-0328 Professional and Engineering Fees	13,000	13,752	12,000	4,499	12,000	12,000	-
10-5-3010000-0338 Roads Needs Study				20,940			-
Nuisance Mosquito Program						55,000	55,000
Total General Expenses	41,700	41,928	37,500	48,662	37,500	94,000	56,500
Equipment and Vehicles:							
10-5-3010000-0401 Gasoline	150,000	119,999	150,000	83,523	100,000	100,000	(50,000)
10-5-3010000-0402 Vehicle and Equipment Maintenance	110,000	131,827	110,000	78,887	110,000	110,000	-
10-5-3010000-0404 Radio Licenses	30,000	27,957	40,000	27,558	40,000	35,000	(5,000)
10-5-3010000-0420 Small Equipment	10,000	12,066	15,000	12,319	15,000	15,000	-
10-5-3010000-0425 Vehicle Licenses	11,000	10,217	12,000	206	12,000	15,000	3,000
Electric Vehicle Charging Program					65,000	-	-
10-5-3010000-0480 Equipment Rentals	15,000	-	5,000	807	5,000	5,000	-
10-5-3015010-0420 Mechanic's Equipment	2,500	1,744	1,500	501	1,500	1,500	-
Total Equipment and Vehicles - Public Works	328,500	303,810	333,500	203,802	348,500	281,500	(52,000)
Road Maintenance:							
10-5-3010000-0650 Reforestation Expenses	25,000	22,265	25,000	13,977	25,000	50,000	25,000
10-5-3010000-0735 Weedcutting and Spraying	35,000	33,879	35,000	40,878	35,000	35,000	-
10-5-3010000-0736 West Nile Virus Prevention	12,000	2,950	9,000	2,440	9,000	4,000	(5,000)
10-5-3010000-0765 Municipal Drain Expense	65,000	28,985	65,000	49,487	65,000	100,000	35,000
10-5-3020000-0710 Dust Control (Summer Roads)	20,000	8,379	10,000	10,316	10,000	10,000	-
10-5-3020000-0715 Stone (roads)	85,000	32,556	50,000	39,809	50,000	60,000	10,000
10-5-3020000-0720 Railway Crossings	3,500	3,116	3,500	2,350	3,500	3,500	-
10-5-3020000-0725 Street Repairs and Maintenance	40,000	54,860	50,000	38,343	50,000	50,000	-
10-5-3020000-0726 Centre Line Painting	20,000	33,617	30,000	4,618	30,000	35,000	5,000
10-5-3020000-0730 Culverts and Bridges	25,000	34,694	25,000	18,047	25,000	25,000	-
10-5-3020000-0756 Cleaning and Grading of Ditches	10,000	6,067	10,000	9,530	10,000	10,000	-
10-5-3020000-0757 Storm and Sewer Drains	25,000	51,145	30,000	55,701	30,000	35,000	5,000
10-5-3030000-0710 Winter Control	162,000	154,346	165,000	102,695	165,000	165,000	-
10-5-3060000-0331 Sidewalk Maintenance and Repairs	40,000	40,305	50,000	28,412	50,000	60,000	10,000
Total Road Maintenance - Public Works	567,500	507,164	557,500	416,601	557,500	642,500	85,000



**TOWN OF AMHERSTBURG
PUBLIC WORKS DEPARTMENT
2017 Budget**

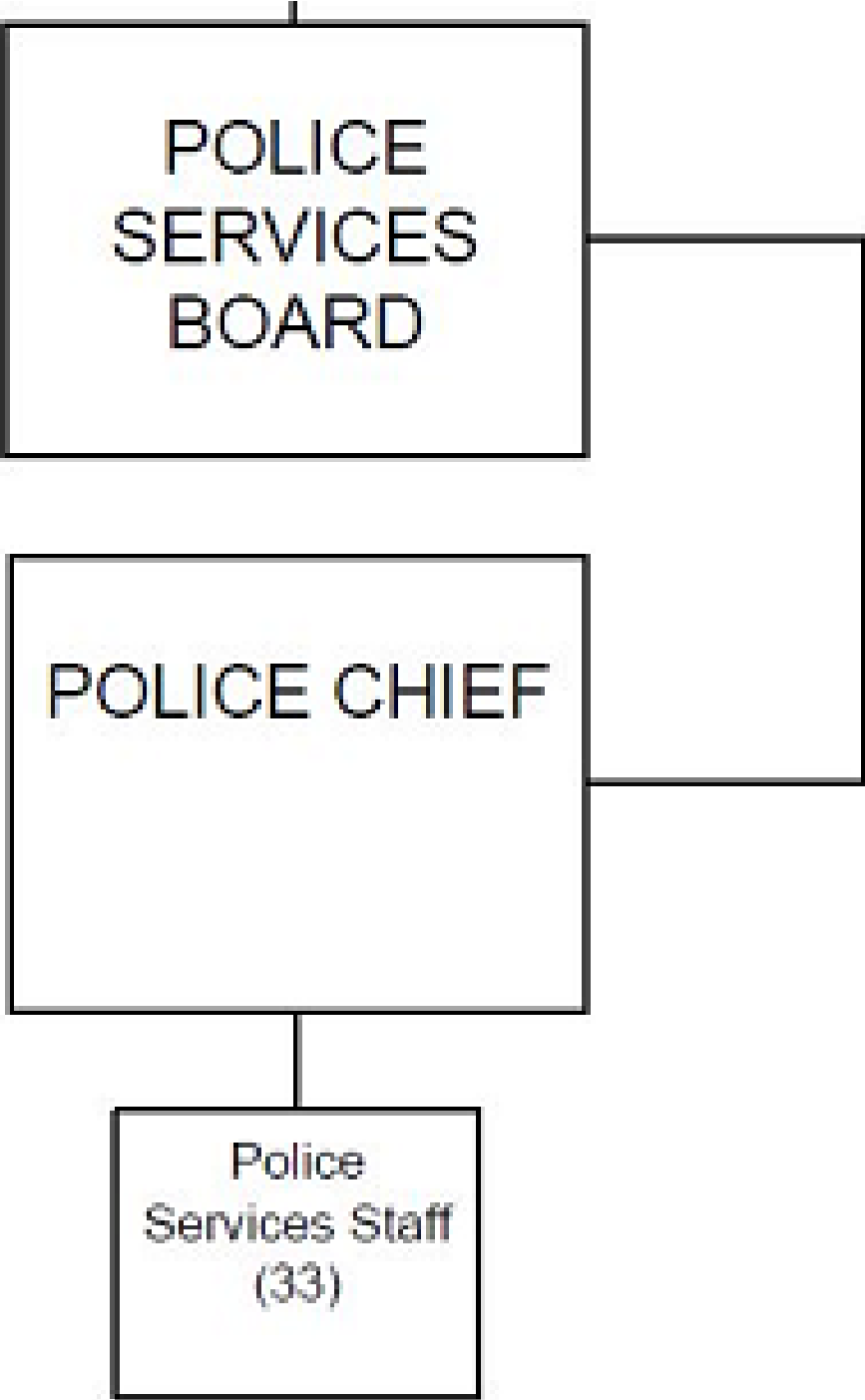
	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
Traffic Signal Maintenance:							
10-5-3010000-0740 Traffic Signal Maintenance	10,000	8,094	15,000	0	15,000	15,000	-
10-5-3020000-0740 Traffic Signs and Devices	30,000	46,654	30,000	23,643	30,000	35,000	5,000
10-5-3250000-0316 Utilities for Traffic Control	12,500	13,943	10,000	11,746	13,000	15,000	5,000
Total Traffic Signal Maintenance - Public Works	52,500	68,691	55,000	35,390	58,000	65,000	10,000
Traffic Street Light Maintenance:							
10-5-3050000-0316 Utilities	165,000	231,477	190,000	209,419	240,000	190,000	-
LED Replacement Program						50,000	50,000
10-5-3050000-0331 General Maintenance	110,000	84,379	80,000	24,052	80,000	75,000	(5,000)
10-5-3050000-0332 Intersection Illumination Program			12,000	455	12,000	12,000	-
Total Street Light Maintenance - Public Works	275,000	315,856	282,000	233,926	332,000	327,000	45,000
Total Expenses - Public Works Department	2,555,130	2,464,831	2,550,323	1,848,022	2,519,760	2,600,663	50,340



**TOWN OF AMHERSTBURG
ENVIRONMENTAL SERVICES DIVISION
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
EXPENSES:							
Garbage Disposal:							
10-5-4057710-0602 Garbage Collection	402,348	389,005	412,000	298,913	412,000	420,000	8,000
10-5-4057710-0603 White Goods (EWSWA)	5,000	3,813	4,000	2,032	3,500	4,000	-
10-5-4067715-0307 Collection Calendar Expense	2,700	1,808	2,500	2,072	2,000	2,200	(300)
10-5-4067715-0602 Refuse - Landfill Tipping Fees	615,000	609,878	655,000	437,914	655,000	667,920	12,920
10-5-4067715-0603 Yard Waste - Hauling to Landfill	100,000	96,694	105,000	74,320	105,000	105,000	-
10-5-4067715-0601 Yard Waste - Landfill Tipping Fees	51,000	43,992	44,000	20,138	44,000	44,000	-
10-5-4067715-0607 PWD Yard Clean-up Expenses	10,000	1,717	5,000	747	3,500	4,000	(1,000)
Total Garbage Disposal - Environmental Services	1,186,048	1,146,907	1,227,500	836,137	1,225,000	1,247,120	19,620
Total Expenses - Environmental Services Division	1,186,048	1,146,907	1,227,500	836,137	1,225,000	1,247,120	19,620





**TOWN OF AMHERSTBURG
POLICE DEPARTMENT
2017 Budget**

		2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
Revenues								
10-4-2020000-0630	CPP Grant	(60,000)	(67,522)	(60,000)	(8,073)	(60,000)	(60,000)	-
10-4-2020000-0631	1000 Officer Program	(35,000)	(35,238)	(35,000)	(11,375)	(35,000)	(35,000)	-
10-4-2020000-0750	POA Revenue	(75,000)	(100,353)	(85,000)	(93,601)	(85,000)	(96,000)	11,000
10-4-2020000-1022	Provincial Court Service Upload	(35,797)	(42,960)	(35,797)	(51,910)	(35,797)	(35,797)	-
10-4-2020000-1023	Police - Guns and Gangs	(108,000)	(98,398)	(108,000)	(20,360)	(50,000)	(50,000)	-
10-4-2020000-1024	Paid Duty Recoverable	(30,000)	(29,431)	(30,000)	(3,628)	(30,000)	(30,000)	-
10-4-2020000-1025	Police Reports	(35,000)	(42,567)	(35,000)	(30,081)	(35,000)	(40,000)	5,000
10-4-2020000-1026	Police Miscellaneous Receipts	(7,500)	(9,855)	(7,500)	(6,837)	(7,500)	(7,500)	-
10-4-2020000-1027	Ride Grant	(13,500)	(13,555)	(13,500)	(21,450)	(13,500)	(13,500)	-
10-4-2020000-1028	Other Grants	-	-	-	(8,360)	-	-	-
10-4-2020000-1029	Joint Court Services Return	(40,000)	(15,324)	(40,000)	(22,106)	(40,000)	(40,000)	-
10-4-2024010-0605	YIPI Provincial Grant	(4,000)	(3,904)	(4,000)	(3,991)	(4,000)	(4,000)	-
Total Revenues - Police		(443,797)	(459,107)	(345,797)	(281,773)	(395,797)	(361,797)	16,000
Expenses								
Salaries and Wages								
10-5-2020000-0101	Salaries - Full Time	3,409,552	3,276,586	3,404,330	2,472,023	3,404,330	3,445,771	41,441
10-5-2020000-0102	Salaries - Overtime	189,000	241,260	204,000	51,437	204,000	222,000	18,000
10-5-2024010-0112	Salaries - Part Time	4,000	3,569	4,000	3,807	4,000	29,000	25,000
10-5-2020000-0104	Salaries - CR RE; WSIB	-	(13,340)	-	(3,088)	(3,088)	-	-
10-5-2020000-0105	Salaries - CR RE: STD	-	(3,894)	-	(9,822)	(3,796)	-	-
10-5-2020000-0108	Salaries - Shift Premium	38,000	40,662	38,000	5,462	38,000	41,000	3,000
10-5-2020000-0110	Sick Bank Reduction	-	-	75,000	55,544	75,000	75,000	-
Total Salaries and Wages - Police		3,640,552	3,544,843	3,725,330	2,575,364	3,718,446	3,812,771	87,441
Benefits								
10-5-2020000-0201	Benefits - CPP	86,798	87,056	84,318	84,342	84,318	81,838	(2,480)
10-5-2020000-0202	Benefits - EI	39,872	40,269	39,551	38,909	39,551	38,387	(1,164)
10-5-2020000-0203	Benefits - OMERS	414,035	414,706	416,720	310,403	416,720	427,691	10,971
10-5-2020000-0204	Benefits - EHT	66,486	68,744	72,566	50,579	72,566	67,193	(5,373)
10-5-2020000-0205	Benefits - Greenshield	205,000	221,579	241,373	172,361	241,373	223,147	(18,226)
10-5-2020000-0207	Benefits - Life and Disability	179,096	141,463	152,695	121,079	152,695	201,037	48,342
10-5-2020000-0208	Benefits - WSIB	107,400	71,271	87,063	76,667	87,063	79,731	(7,332)
10-5-2020000-0209	Benefits - Post Retirement	6,100	6,651	7,280	3,672	7,280	7,280	-
10-5-2020000-0212	Benefits - Gym Memberships	7,000	6,304	7,000	350	7,000	7,000	-
10-5-2024010-0202	Benefits - EI - YIPI	-	-	-	100	-	-	-
10-5-2024010-0204	Benefits - EHT - YIPI	-	-	-	74	-	-	-
10-5-2024010-0208	Benefits - WSIB - YIPI	-	-	-	110	-	-	-
Total Benefits - Police		1,111,787	1,058,043	1,108,566	858,646	1,108,566	1,133,304	24,738
General Expenses								
10-5-2020000-0252	Uniforms	36,000	37,833	36,000	30,038	36,000	36,000	-
10-5-2020000-0253	Cleaning	250	425	250	295	250	425	175
10-5-2020000-0254	Police Training	50,000	27,684	52,000	19,971	52,000	50,000	(2,000)
10-5-2020000-0260	Board Expenses	2,500	3,022	2,500	2,640	2,500	3,000	500
10-5-2020000-0261	Board Seminars	2,500	-	2,500	0	2,500	2,000	(500)
10-5-2020000-0301	Office Supplies	7,000	7,721	7,000	6,655	7,000	7,000	-
10-5-2020000-0304	Postage	1,000	607	1,000	491	1,000	700	(300)
10-5-2020000-0306	Courier and Express	1,000	754	1,000	379	1,000	850	(150)
10-5-2020000-0307	Advertising	500	290	500	444	500	250	(250)
10-5-2020000-0308	Photocopier Supplies	2,000	1,156	2,000	639	2,000	1,900	(100)
10-5-2020000-0309	Office Machine Maintenance	300	-	300	0	300	300	-
10-5-2020000-0310	Computer Maintenance	15,000	11,033	15,000	2,148	15,000	13,000	(2,000)
10-5-2020000-0312	Equipment Leases	2,600	1,249	2,600	892	2,600	2,600	-
10-5-2020000-0313	Law Books	1,500	1,600	1,500	1,777	1,500	1,700	200
10-5-2020000-0320	Forensic Identification Expense	2,000	137	2,000	275	2,000	2,000	-
10-5-2020000-0329	Optic	33,500	37,347	33,500	33,580	39,000	38,000	4,500
10-5-2020000-0332	Internet Access	3,000	2,469	3,000	1,893	3,000	3,000	-
10-5-2020000-0350	Professional Memberships	3,300	904	3,300	809	3,300	-	(3,300)
Total General Expenses - Police		163,950	134,231	165,950	102,927	171,450	162,725	(3,225)



**TOWN OF AMHERSTBURG
POLICE DEPARTMENT
2017 Budget**

		2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
Building								
10-5-2020000-0314	General Insurance	17,230	17,462	17,230	11,737	17,230	22,400	5,170
10-5-2020000-0315	Telephone	22,000	22,389	22,000	11,192	22,000	23,000	1,000
10-5-2020000-0316	Utilities	22,000	25,874	22,000	19,595	24,000	24,000	2,000
10-5-2020000-0317	Building Maintenance	20,000	25,863	20,000	4,699	20,000	20,400	400
10-5-2020000-0318	Janitorial	25,000	25,530	25,000	18,918	25,000	25,000	-
10-5-2020000-0360	Misc./ Receptions and Awards	4,500	3,535	4,500	5,267	4,500	4,500	-
10-5-2020000-0370	Community Services	4,500	5,295	4,500	2,543	4,500	4,500	-
10-5-2020000-0371	Prisoner Expenses	3,900	2,229	3,900	1,746	3,900	3,000	(900)
10-5-2020000-0506	Insurance Deductable	5,000		5,000	9,530	9,530	5,000	-
10-5-2020000-0322	General Supplies	250		250	112	250	250	-
Total Building - Police		124,380	128,177	124,380	85,340	130,910	132,050	7,670
Professional and Consulting Fees								
10-5-2020000-0323	Joint Court Costs	25,000	31,250	25,000	12,500	25,000	25,000	-
10-5-2020000-0324	Dispatching	293,400	295,066	308,175	225,096	308,175	323,584	15,409
10-5-2020000-0325	Legal Fees	50,000	83,095	50,000	23,429	60,000	50,000	-
10-5-2020000-0327	Professional Fees	29,000	11,315	29,000	4,843	29,000	25,000	(4,000)
10-5-2020000-0334	Investigation Expense	2,000	249	2,000	0	2,000	2,000	-
Total Professional and Consulting Fees - Police		399,400	420,975	414,175	265,868	424,175	425,584	11,409
Equipment and Vehicle								
10-5-2020000-0319	Radio Maintenance	32,000	21,600	32,000	23,745	42,000	35,000	3,000
10-5-2020000-0401	Gasoline	71,000	56,187	71,000	51,176	71,000	65,000	(6,000)
10-5-2020000-0402	Vehicle and Equipment MTCE	21,000	28,520	21,000	14,054	21,000	24,000	3,000
10-5-2020000-0404	Vehicle and Radio Licences	2,500	-	2,500	2,176	2,500	2,500	-
10-5-2020000-0405	Vehicle MTCE - Tires	8,000	4,240	8,000	4,048	8,000	8,000	-
10-5-2020000-0406	GPS Communications	5,500	2,689	5,500	2,518	5,500	3,200	(2,300)
Total Equipment and Vehicle - Police		140,000	113,236	140,000	97,717	150,000	137,700	(2,300)
Reserve Transfers								
10-5-2020000-2001	Transfer to Reserve - Capital	25,000	25,000	25,000	25,000	25,000	25,000	-
10-5-2020000-2002	Transfer to Reserve - Vehicle and Equip.	109,330	109,330	109,330	105,992	109,330	109,330	-
10-5-2020000-2003	Transfer to Reserve - Computer	15,300	15,300	15,300	15,300	15,300	15,300	-
Total Reserve Transfers - Police		149,630	149,630	149,630	146,292	149,630	149,630	-
Total Expenses - Police Department		5,729,699	5,549,135	5,828,031	4,132,154	5,853,177	5,953,764	125,733
Police Services - Board Committee								
10-5-1001010-0145	Police Services Board Hon.	6,000	6,000	6,000	0	6,000	6,000	-
10-5-1001010-0146	Police Services Board Per Diems	3,000	500	3,000	0	3,000	3,000	-
Total Police Services Board Committee		9,000	6,500	9,000	-	9,000	9,000	-



**TOWN OF AMHERSTBURG
GLOBAL EXPENSES DEPARTMENT
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
REVENUE:							
10-4-1001020-1016 Administrative Charges - Water	(510,788)	(510,788)	(510,788)	(510,788)	(510,788)	(521,004)	10,216
10-4-1001020-1017 Administrative Charges - Waste Water	(192,735)	(192,735)	(192,735)	(192,735)	(192,735)	(196,590)	3,855
Total Revenue-Global Expense Department	(703,523)	(703,523)	(703,523)	(703,523)	(703,523)	(717,593)	14,070
EXPENSES:							
General Expenses:							
10-5-1001020-0301 Office Supplies	25,000	22,093	25,000	12,564	25,000	25,000	-
10-5-1001020-0304 Postage	32,000	44,883	35,000	16,366	35,000	30,000	(5,000)
10-5-1001020-0307 Advertising	25,000	22,395	25,000	22,295	25,000	35,000	10,000
10-5-1001020-0314 General Insurance	482,842	554,550	627,695	430,669	627,695	635,000	7,305
10-5-1001020-0325 Legal Fees	160,000	117,935	120,000	58,806	90,000	105,000	(15,000)
10-5-1001020-0337 911 Service	12,500	12,081	12,500	6,049	12,500	12,500	-
10-5-1001020-0348 Donations				3,000	3,000		-
10-5-1001020-0361 Contingency Allowance	40,000		40,000	0	40,000	46,500	6,500
10-5-1001020-0500 Cash Short/ Over				(1,232)			
10-5-1001020-0501 Municipal Tax Write Offs	150,000	211,240	170,000	103,258	250,000	200,000	30,000
10-5-1001020-0502 Interest Expense	130,640	47,788	80,000	27,613	60,000	48,000	(32,000)
10-5-1001020-0506 Insurance Deductible	75,000	40,308	75,000	66,917	75,000	75,000	-
10-5-1001020-0507 Claims Cost				2,322			
10-5-1001020-0550 Conservation Authority Levy	106,027	105,979	108,148	83,330	108,148	110,310	2,163
10-5-8020600-0353 Grants to Organizations	27,500	27,250	31,500	31,500	31,500	32,500	1,000
10-5-1001020-0580 Salary Continuances			170,850	157,859	170,850	61,315	(109,535)
Total General Expenses - Global	1,266,509	1,206,502	1,520,692	1,021,316	1,553,693	1,416,125	(104,567)
Reserve Transfers:							
10-5-1001020-2011 Allocation to Ranta Stranded Deficit	54,800	54,800	54,800	54,800	54,800	54,800	-
10-5-1001020-2016 Insurance Reserve	25,000	16,143	50,000	50,000	50,000	50,000	-
Risk Management Reserve						25,000	25,000
AODA Compliance						50,000	50,000
Litigation Reserve						25,000	25,000
10-5-1001020-2002 Fleet Reserve			50,000	50,000	50,000	75,000	25,000
Capital Expenditures		28,621		0			-
Total Reserve Transfers - Global	79,800	99,564	154,800	154,800	154,800	279,800	125,000
Total Expenses - Global Expenses Department	1,346,309	1,306,066	1,675,492	1,176,116	1,708,493	1,695,925	20,433



**TOWN OF AMHERSTBURG
RETIREE BENEFITS
2017 Budget**

	2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
EXPENSES:							
10-5-1001020-0206 Benefits - Administrative Retirees	53,399	60,883	66,947	59,032	76,790	73,171	6,225
10-5-2010000-0206 Benefits - Fire Retiree Benefits	8,868	22,583	26,163	22,496	26,538	24,967	(1,195)
10-5-2020000-0206 Benefits - Police Retiree Benefits	111,289	114,218	130,996	105,682	126,728	130,089	(907)
10-5-8010000-0206 Benefits - Development Services Retirees	13,160	14,362	14,785	11,364	13,621	13,967	(818)
10-5-3010000-0206 Benefits - Public Works Retirees	120,537	127,198	130,950	97,757	117,042	119,212	(11,738)
10-5-7017300-0206 Benefits - Arena Retirees	15,837	14,362	14,785	18,473	21,293	21,321	6,536
Total Expenses - Retiree Benefits	323,090	353,606	384,626	314,806	382,012	382,727	(1,898)
Total without Police	211,801	239,388	253,630	209,124	255,284	252,638	(992)
Police	111,289	114,218	130,996	105,682	126,728	130,089	(907)
Total All	323,090	353,606	384,626	314,806	382,012	382,727	(1,898)



**TOWN OF AMHERSTBURG
LONG TERM DEBT PAYMENTS
2017 Budget**

			2015 Budget	2015 Actuals	2016 Budget	2016 Year to Date Actuals, as at Sept 30, 2016	Forecast	2017 Budget	Budget Increase/(Decrease) 2016 to 2017
DEBT PRINCIPAL PAYMENTS									
10-5-1001020-2005	IT	DEBT CHARGES - PRINCIPAL	9,701	9,701	9,903	7,427	9,903	10,109	206
10-5-2010000-2005	FIRE	DEBT CHARGES - PRINCIPAL	3,039	3,039	3,168	2,376	3,168	3,301	133
10-5-2020000-2005	POLICE	DEBT CHARGES - PRINCIPAL	8,590	8,589	8,839	6,629	8,839	9,095	256
10-5-3020000-2005	P.W.	DEBT CHARGES - PRINCIPAL	985,028	985,028	989,903	742,471	989,903	592,859	(397,044)
10-5-7017190-2005	PARKS	DEBT CHARGES - PRINCIPAL	102,628	102,627	106,915	80,186	106,915	111,386	4,471
10-5-7017300-2005	ARENA	DEBT CHARGES - PRINCIPAL	129,568	129,568	135,330	101,498	135,330	141,350	6,020
10-5-8020000-2005	TOURISM	DEBT CHARGES - PRINCIPAL	40,492	40,492	42,235	31,676	42,235	44,053	1,818
10-5-8048040-2005	DRAINS	DEBT CHARGES - PRINCIPAL	6,527	6,527	6,698	5,023	6,698	6,873	175
10-5-8058010-2005	TILE DRAIN	DEBT CHARGES - PRINCIPAL	15,635	15,635	10,554	7,916	10,554	11,187	633
		NEW DEBT - PRINCIPAL 2017							-
GENERAL TAX DEBT PRINCIPAL PAYMENTS			1,301,208	1,301,206	1,313,545	985,202	1,313,545	930,213	(383,332)
DEBT INTEREST PAYMENTS									
10-5-1001020-2006	IT	DEBT CHARGES - INTEREST	997	913	795	596	795	589	(206)
10-5-2010000-2006	FIRE	DEBT CHARGES - INTEREST	660	596	531	399	531	398	(133)
10-5-2020000-2006	POLICE	DEBT CHARGES - INTEREST	2,762	2,658	2,512	1,884	2,512	2,256	(256)
10-5-3020000-2006	P.W.	DEBT CHARGES - INTEREST	246,838	238,730	202,807	152,105	202,807	169,133	(33,674)
10-5-7017190-2006	PARKS	DEBT CHARGES - INTEREST	18,460	17,275	14,173	10,630	14,173	9,702	(4,471)
10-5-7017300-2006	ARENA	DEBT CHARGES - INTEREST	265,457	263,087	259,695	194,771	259,695	253,675	(6,020)
10-5-8020000-2006	TOURISM	DEBT CHARGES - INTEREST	7,046	6,843	5,304	3,978	5,304	3,486	(1,818)
10-5-8048040-2006	DRAINS	DEBT CHARGES - INTEREST	985	932	815	611	815	639	(176)
10-5-8058010-2006	TILE DRAIN	DEBT CHARGES - INTEREST	4,215	3,795	3,277	2,458	3,277	2,644	(633)
		New Debt - Interest 2017							-
GENERAL TAX DEBT INTEREST PAYMENTS			547,420	534,829	489,909	367,431	489,909	442,523	(47,386)
TOTAL GENERAL TAX DEBT PRINCIPAL AND INTEREST PAYMENTS			1,848,628	1,836,035	1,803,454	1,352,633	1,803,454	1,372,735	(430,719)



TOWN OF AMHERSTBURG



2017 CAPITAL BUDGET



2017 CAPITAL BUDGET INTRODUCTION

The recommended 2017 Capital Budget for the Town of Amherstburg provides significant capital investment in municipal infrastructure totaling \$8,248,581.

This investment was achieved by augmenting the contribution of operation funds to capital revenue. This is a continued step forward in realizing “the pay as you go” philosophy and self-funding the Town’s capital program. In the past, the Town relied on grant and debt funding to complete capital projects. This practice led to unacceptable amounts of long term debt for the Town and a reduced level of resident confidence in the Town’s financial outlook. Council and Administration have made tremendous strides to address these issues going forward.

In 2016, Council pre-committed the following funding sources for use on ongoing projects:

- 2017 contribution to capital fund for underground gas tank removal– \$480,000
- 2017 contribution to capital fund for CWATS (County Rd 5) -\$186,031
- 2017 Gas Tax, OCIF Grant, County of Essex, long term loans for Meloche Road Reconstruction-\$4,250,000

\$3,332,550 remains to be allocated as a result of the pre-commitments made to the 2017 capital budget.



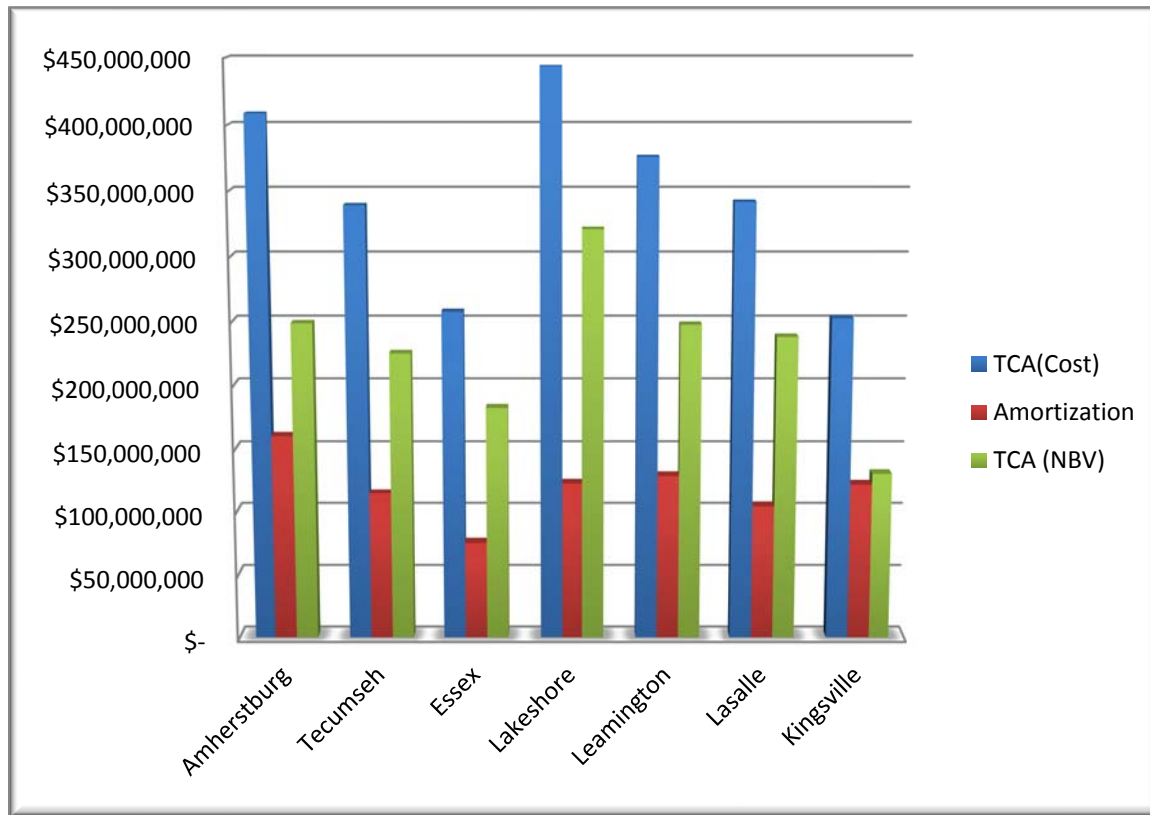
2017 CAPITAL BUDGET IMPORTANT FACTORS

Based on audited 2015 Financial Statements of neighboring municipalities, the Town of Amherstburg has the highest per resident investment in infrastructure, as illustrated by the following table:

Assets Per Capita (December 31, 2015)	TCA(COST)	TCA(NBV)	Population (Stats Can 2011)	Assets Per Capita (COST)	Assets Per Capita (NBV)
Town of Amherstburg	\$408,817,612	\$248,677,411	21,556	\$18,965	\$11,536
Town of Tecumseh	\$339,031,907	\$224,696,121	23,610	\$14,359	\$9,517
Town of Essex(2014)	\$257,498,355	\$182,285,630	19,600	\$13,137	\$9,300
Municipality of Lakeshore	\$443,681,404	\$320,856,062	34,546	\$12,843	\$9,287
Municipality of Leamington	\$376,283,120	\$247,528,313	28,408	\$13,248	\$8,714
Town of LaSalle	\$341,653,437	\$237,524,933	28,648	\$11,925	\$8,291
Town of Kingsville	\$252,485,423	\$130,482,577	21,362	\$11,819	\$6,108



The following graph illustrates the total assets cost, amortization and netbook value in the region:



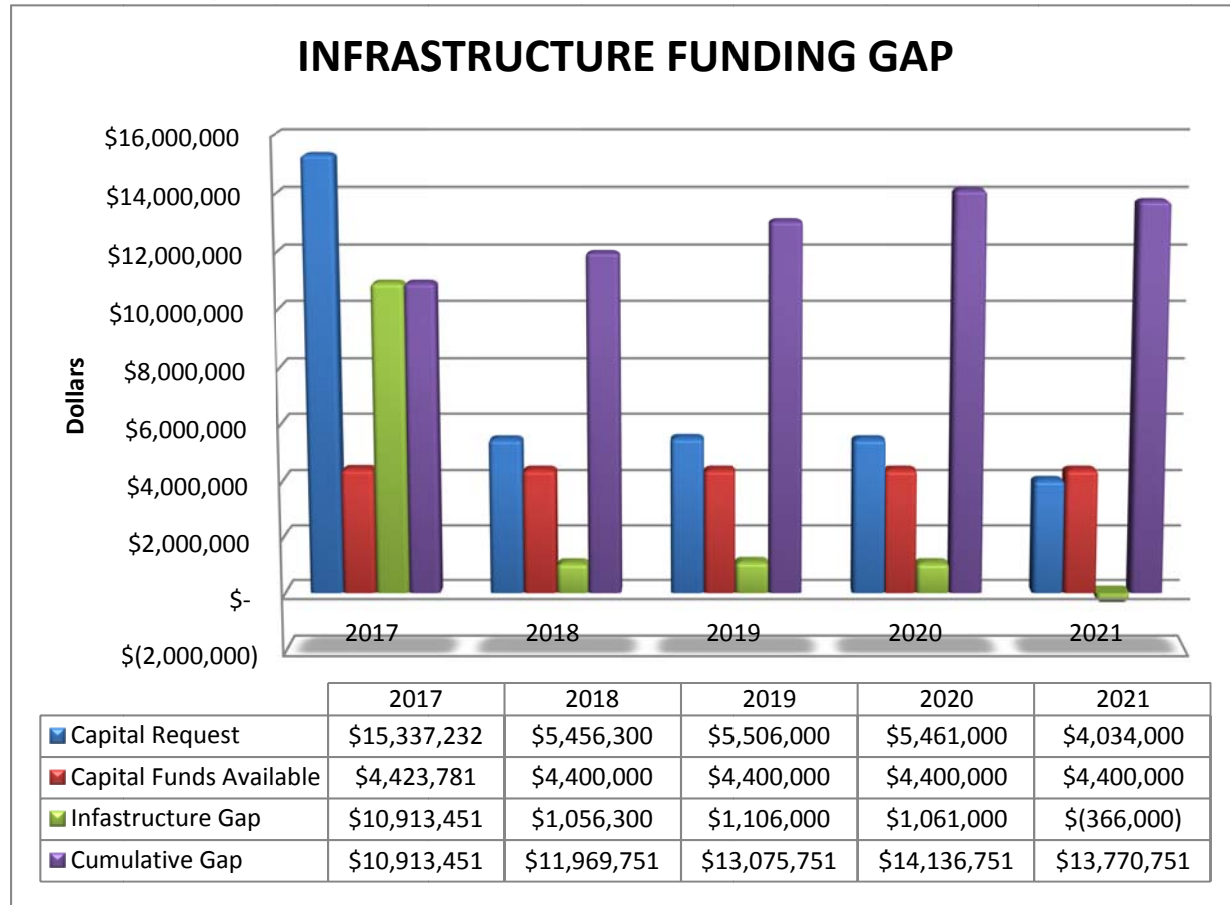
The following is both good and bad news for our Municipality. It means the Town has the highest amount of infrastructure for citizens to enjoy, however it also means in the future, the Town has the highest amount of infrastructure to replace. Currently, the Town’s assets have the highest amount of amortization in the region, (\$31,000,000 more than the next closest) which means our replacement should be taking place faster than our peers. This is not the case due to our limited funding.

The difference between the capital needs of a municipality and that which the municipality can afford, is called the infrastructure funding gap. The best way for a municipality to guard itself against the growing infrastructure gap is by planning to have significant amounts of reserves, as well as a significant self-funding infrastructure program.

The Town of Amherstburg suffers from annual infrastructure funding gaps, due to the fact that project costs and needs surpass the amount of project funds available. Without significant reserve funds, as mentioned above, it is hard for the Town to manage its infrastructure funding gap without increased capital borrowing.



As you will see in the following chart, and upcoming complete capital listing, the Town's projected infrastructure gap over the next 5 years is still significant, as more projects fall into the now category and the construction costs continue to rise. The projected infrastructure gap is expected to be \$13.7 Million by 2021.

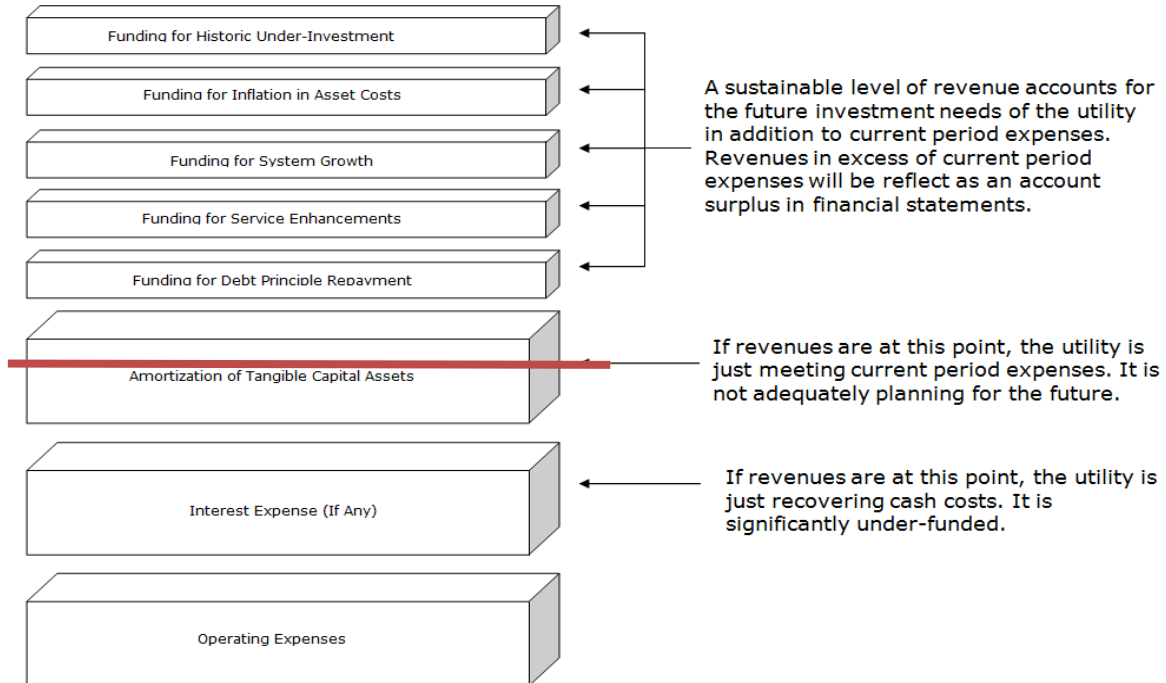


In 2016, the five year projected cumulative infrastructure funding gap exceeded \$19 Million. However, successful grant applications increased funding from the province of Ontario and capital programs the Town has completed are helping to reduce the gap. That being said, it is important to continue the levy's approved by Council to assist in mitigating this gap.

The approved levy's will not deal with the issue entirely, but are much needed to help manage the emergency items. The Town will have to stretch its current infrastructure to the limits and well beyond that of its useful life, and deal with priority and emergency projects, as well as projects that provide operational efficiencies and savings, as they come up.



A complete budget that deals with every fiscal issue a municipality would face is illustrated below:



The Town of Amherstburg, much like other municipalities, cannot afford to budget for all of the above as it would be too costly to our residents. The red line indicates the level of items the Town is budgeting for as a municipality, this is an important concept to note as a community. The 2015 Audited Financial Statements of the Town showed amortization of general tax rate capital assets of \$7,042,976. This means the Town's asset value is dropping by that amount each year due to deterioration. In 2017, we have funds of \$4,423,781, this leaves the Town well short of having a full comprehensive plan for dealing with this matter.

This is the reason Administration strongly supports the Continuation of the Levy's to help provide this community a more comprehensive plan on dealing with the Capital of the Town.

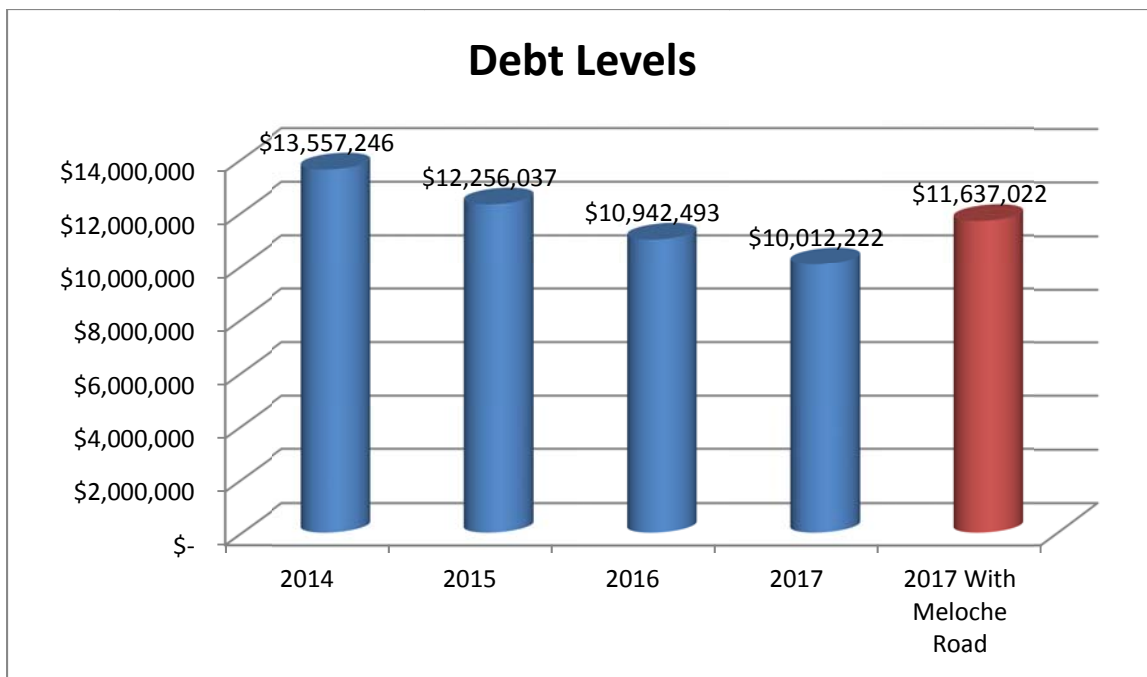


CAPITAL BUDGET HIGHLIGHTS

The 2015 & 2016 capital budget took progressive steps in the right direction for the Town of Amherstburg. It was the Town’s first steps towards moving away from reliance on heavy debt financing, and more towards a pay as you go model of capital investment. In 2017, the Town continues down that path, funding \$8,248,581 of capital investment with the only projected debt to be \$1,624,800 for the Meloche Road Project.

The only proposed general tax rate debt in the year, is a result of Meloche Road Project, which is scheduled to finish in late 2017.

The following illustrates the projected debt levels from the general operations of the Town upon project completion of the capital works in 2017:



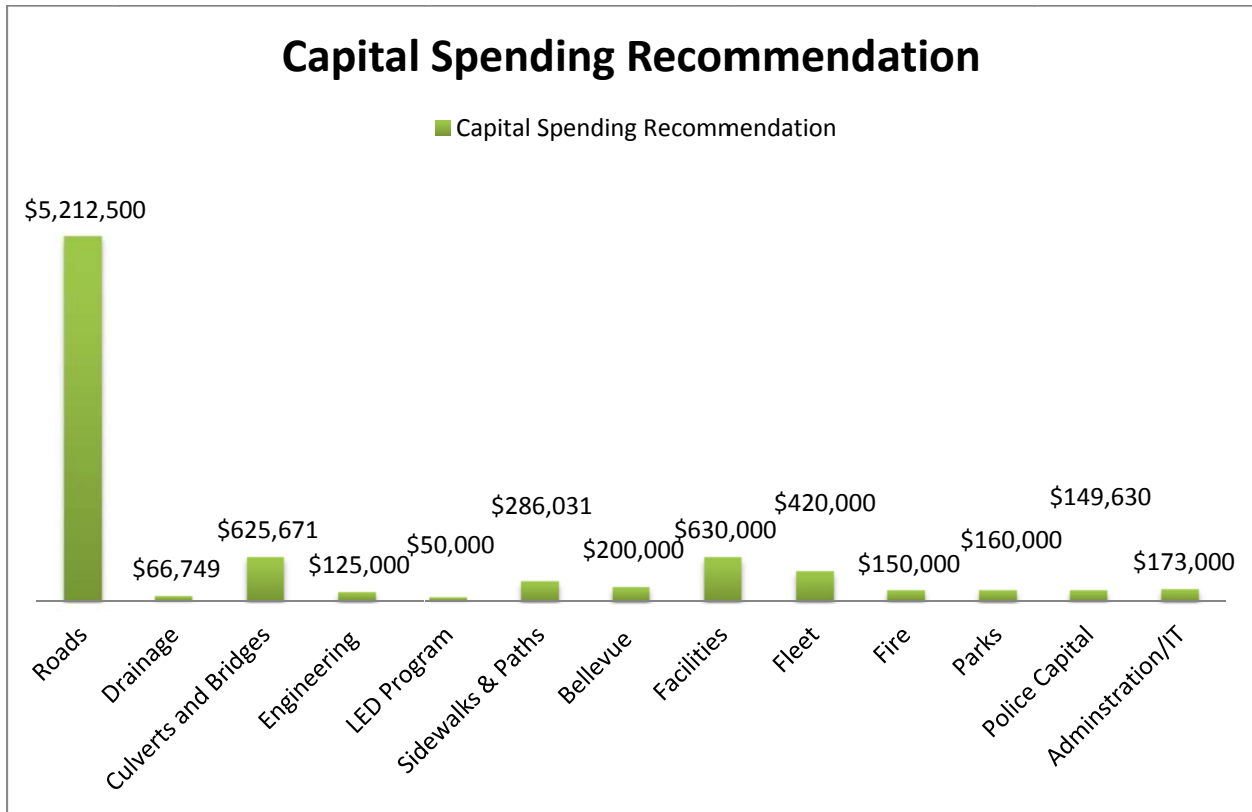
**This amount is calculated based on the funding model in the estimates report presented to Council. Actual project final cost may differ and debt levels may change. Council may fund the project with reserves at the end of the project as well, this will be determined at the time of project completion.

The only additional debt that may occur is for the Texas Road Project however this project has been completed under budget and final grant submissions are being reconciled and sent to the province at this time. Administration is hopeful that no new debt will be needed for Texas Road. If additional debt is needed it will be less than the Council approved \$1,189,677.



TOTAL PROJECT BREAKDOWN:

The 2017 Budget is proposing to undertake capital works in the amount of \$8,248,581 the breakdown of infrastructure investment is as follows:



All projects will be funded with 2017 available cash funding, with the exception of Meloche Road Reconstruction.

It is very important to note that the majority of the Town's capital projects are funded by Provincial and Federal Government programs such as Gas Tax, OCIF formula based funding and other grants. These items can be reduced over time as higher levels of government face their own fiscal pressures.

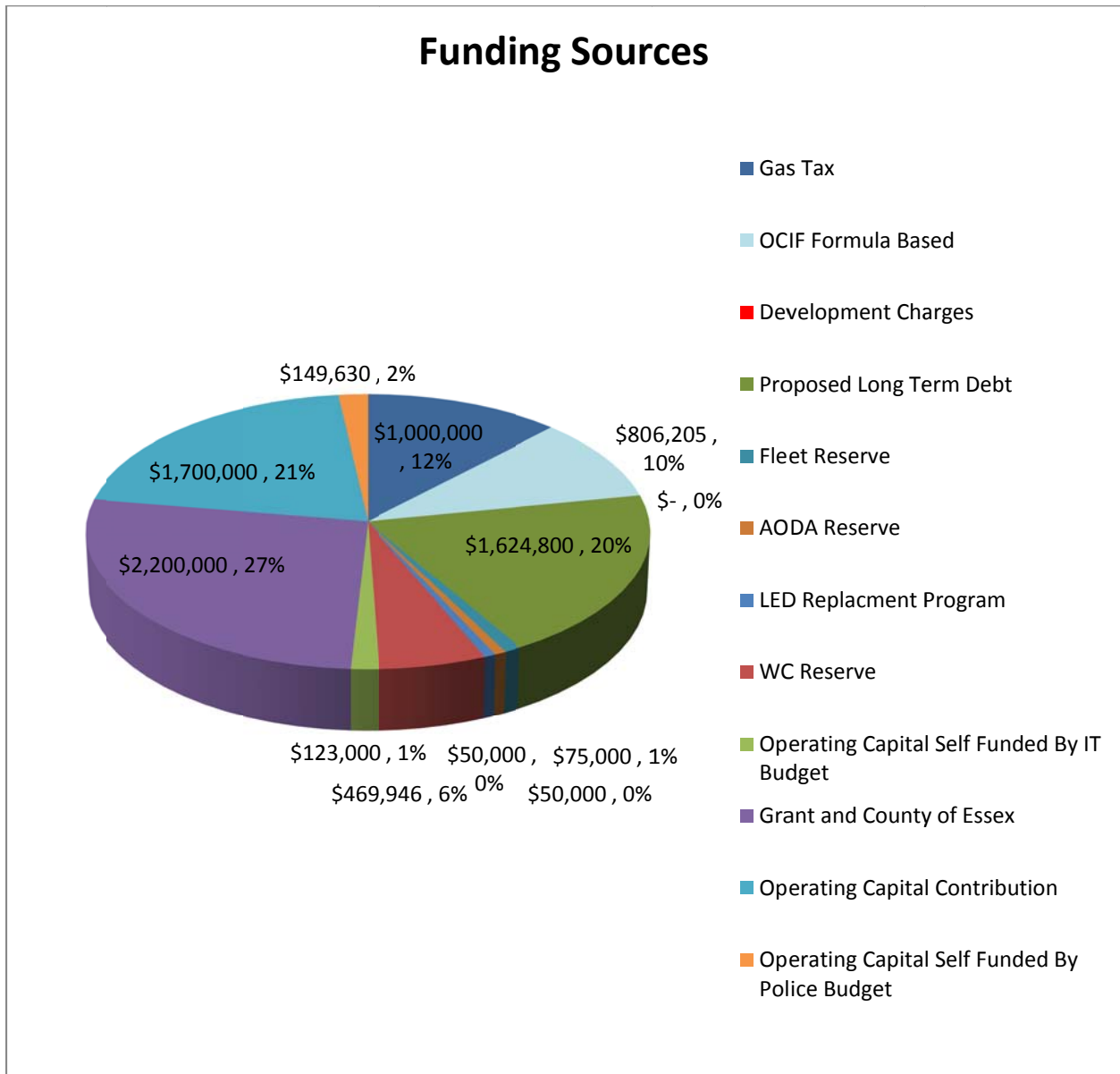
This is all the more reason for the Town to shift from past practices, to a model of self-funding its own capital program. The Town must rely on the community as a whole to manage its capital, and less on Provincial and Federal grants and debt.

In 2017, the Town is now funding \$2,617,576 of its own capital. This is a significant improvement from years previous to 2015. It is important for Council to note that in 2014, there was no amount of self-funding. More importantly it should be noted that prior to 2015 capital projects undertaken by the Town that were not funded by senior



levels of government (grants)s were undertaken with the issuance of municipal debt financing.

Total Town of Amherstburg capital funding sources for 2017 is as follows:



2017 CAPITAL BUDGET CONCLUSION:

The 2017 capital budget continues to move forward with an ideology of debt reduction and “pay as you go”. However it is important to note that at the present time the municipality is not in a position to fully self-fund capital works and therefore must use long term debt strategically. The 2017 capital budget presented reflects this philosophy as the Meloche Road Reconstruction project is the only project recommended with the use long term debt.



THE CAPITAL BUDGET FULL SCOPE OF WORK

The following 10 pages outline the infrastructure projects that the Town of Amherstburg is contemplating over the next five to ten years. The total scope of work is over \$48 Million from just the operating stream of the town's operations. These 10 pages are a project by project detail of the capital requests Council will consider. For illustrative purposes those projects highlighted in purple are the capital works administration recommends for 2017 based on engineering assessments, as well as priorities outlined brought forward by other Town departments. The report also illustrates the infrastructure gap the Town will need to manage.

It is very important for Council to consider that the infrastructure requests will continue to increase over time while the funding envelope for capital works will be limited. Therefore Council will need to manage capital works decisions in a manner the will maximize community benefit and extend the useful life of municipal assets. Approving projects that will extend the useful life of municipal assets should be considered paramount for Council going forward which strategically will reduce the number of unexpected expenditures.



TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

	Proposed projects for 2017									
Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026

Roads - Information based on 2016 Road Needs Study

Engineering	Meloche Road Reconstruction from Alma Street to Lowes Sideroad. Reconstruction of asphalt roadway including new base, drainage, installation of bike lanes and multi use trail. Geotechnical investigation will determine final scope of work	\$ 4,324,000	\$ 2,200,000	\$ 2,124,000	2,124,000					
Engineering	Pickering Drive Resurfacing. Dalhousie to King Street Including milling of existing all asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 570metres. Width = 10.2 and 8.2 metres.	\$ 200,000		\$ 200,000	200,000					
Engineering	Pre-Engineering for 2018 projects	\$ 50,000		\$ 50,000	50,000					
Roads	Sandwich / Pickering Traffic Signal Control Cabinet Replacement and intersection improvements. Upgrading existing controller cabinet, providing uninterrupted power supply module, replace poles, signals and wiring where required. Intersection improvements, including curbs, sidewalks and other amenities are also required to met AODA requirements	\$ 750,000		\$ 750,000	337,700	412,300				
Engineering	5th Concession North rehabilitation from Alma to Texas. Pulverization, additional granular placement and installation of 90mm of asphalt. 1850 metres in length. (alternate option may be CIP recycled asphalt. This would be determined with borehole investigation)	\$ 575,000		\$ 575,000	575,000					
Engineering	McLeod Avenue Rehabilitation from 3rd Concession South to Lakewood Drive. Pulverization, additional granular placement and installation of 90mm of asphalt. 1200 metres in length.	\$ 400,000		\$ 400,000	400,000					
Engineering	5th Concession North rehabilitation between North Sideroad and County Road 8. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. Length = 2400 meters. Width = 7.0 meters	\$ 750,000		\$ 750,000	750,000					
Engineering	4th Concession North rehabilitation between North Sideroad and County Road 8. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. Length = 2450 meters. Width = 7.2 meters.	\$ 775,000		\$ 775,000	775,000					
Engineering	2nd Concession North rehabilitation from County Road 10 to South Riverview. Cold in Place asphalt recycling with expanded asphalt and installation of 50mm surface asphalt. 4000 meters in length.	\$ 1,150,000		\$ 1,150,000	1,150,000					

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
	Proposed projects for 2017									
Roads	2015 Road Repairs Program - Cost to complete small repairs to miscellaneous rural and urban roads.	\$ 750,000		\$ 750,000	150,000	150,000	150,000	150,000	150,000	
Roads	2015 Tar & Chip Program - Cost to apply tar & chip surface to miscellaneous rural roads.	\$ 1,000,000		\$ 1,000,000	200,000	200,000	200,000	200,000	200,000	
Engineering	South Riverview Rehabilitation from Beneteau to the 2nd Concession. Pulverization, additional granular placement and installation of 90mm of asphalt. 850 meters in length.	\$ 300,000		\$ 300,000	300,000					
Engineering	St. Therese Subdivision Resurfacing. Resurfacing of St. Therese, Woodside Avenue and Durango Avenue including milling of existing asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 360 meters. Width = 7.2 meters.	\$ 150,000		\$ 150,000	150,000					
Engineering	Point West Drive (west portion) & Wyndotte Pavement Replacement. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 600 meters. Width = 8.2 meters.	\$ 250,000		\$ 250,000	250,000					
Engineering	McLeod Avenue Resurfacing from Erie Avenue to Gravel transition. Placement and installation of 50mm of asphalt. 300metres in length.	\$ 65,000		\$ 65,000	65,000					
Engineering	Boardwalk Resurfacing. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 475 meters. Width = 8.2 meters.	\$ 125,000		\$ 125,000	125,000					
Engineering	Goodview, Cooper, Lakebeach, Woodbridge, Scott, Mickle, McDonald Resurfacing. Including placement of a minimum of 50mm of asphalt overlay. Length = 1580 meters total Width = Variable	\$ 290,000		\$ 290,000	290,000					
Engineering	Sari Lane Resurfacing. Including placement of a minimum of 50mm of asphalt overlay. Length = 400 meters total Width = 5m	\$ 75,000		\$ 75,000	75,000					
Engineering	4th Concession South Resurfacing from South Sideroad to County Rd 20. Place 50mm of asphalt. 1850 meters in length.	\$ 375,000		\$ 375,000	375,000					
Engineering	St. James Court Resurfacing. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 350metres. Width = 7.6 meters. (plus 2 bulbs)	\$ 150,000		\$ 150,000	150,000					
Engineering / Development	Boblo Island placement of asphalt. Complete removal of existing asphalt and place 90mm of asphalt on all residential roads on the island.	\$ 750,000	\$ 375,000	\$ 375,000	375,000					
Roads	Tree Inventory - 2015 Update. Cost for a consultant to update the Town tree inventory as part of the Town's Asset Management Plan. This would include road right-of-ways including trees outside of the urban area. Last report issued in 2004.	\$ 30,000		\$ 30,000	30,000					
TOTALS		\$ 13,284,000	\$ 2,575,000	\$ 10,709,000	8,896,700	762,300	350,000	350,000	350,000	-

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
Proposed projects for 2017										
Roads - Due in 2018 - 2021 based on 2016 Road Needs Study										
Engineering	Pickering Drive Resurfacing. Fryer to King Street Including milling of existing all asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 590metres. Width = 8.2 meters.	\$ 200,000		\$ 200,000		200,000				
Roads	Kentucky Avenue Resurfacing from Alma to Richmond. Includes milling of existing asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 405 meters. Width = 7.9 meters.	\$ 165,000		\$ 165,000		165,000				
Engineering	Eggleton Court & Jones Court Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 140 meters. (w/ bulbs) Width = 8.2 meters.	\$ 50,000		\$ 50,000			50,000			
Engineering	Bertrand Street between Alma Street and St. Arnaud Street. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 215 meters. Width = 8.2 meters.	\$ 60,000		\$ 60,000			60,000			
Engineering	Murray Street between Sandwich and Brock. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 400 meters. Width = 8.2 meters.	\$ 140,000		\$ 140,000			140,000			
Engineering	Brush Crescent between Illinois Street and Richmond Street. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 520 meters (w/ bulbs) Width = 8.2 meters.	\$ 170,000		\$ 170,000			170,000			
Engineering	Gore Street between Sandwich Street and Brock. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 400 meters. Width = 8.2 meters.	\$ 140,000		\$ 140,000				140,000		
Engineering	Victoria Street South between Hamilton and Alma Street. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 375 meters. Width = 8.2 meters.	\$ 125,000		\$ 125,000				125,000		
Engineering	Tennessee Crescent. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 380 meters (w/ bulbs) Width = 8.2 meters.	\$ 125,000		\$ 125,000				125,000		
Engineering	Seymour Street between Simcoe Street and Richmond Street. Full reconstruction including replacement of all curbs, sidewalks etc. 378 meters in length.	\$ 800,000		\$ 800,000				800,000		
Engineering	Gore Street between Dalhousie Street and Sandwich Street. Full reconstruction including replacement of all curbs, sidewalks etc. 285 meters in length.	\$ 1,100,000		\$ 1,100,000				1,100,000		
Engineering	Marvin Gardens, Holiday Crt and Spring Court Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 380 meters (w/ bulbs). Width = 8.2 meters.	\$ 140,000		\$ 140,000				140,000		



TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
Proposed projects for 2017										
Engineering	Seymour Street between Park Street and Simcoe Street. Full reconstruction including replacement of all curbs, sidewalks etc. 107 meters in length.	\$ 175,000		\$ 175,000				175,000		
Engineering	Fort Malden Drive Reconstruction from Dalhousie to Laird. Full reconstruction including replacement of all curbs, sidewalks etc. 150m in length	\$ 475,000		\$ 475,000				475,000		
Engineering	Hunter Avenue. 272 meters in length. 50mm overlay	\$ 60,000		\$ 60,000				60,000		
Engineering	States Avenue between Richmond Street and Alma Street. Including milling of existing asphalt and placement of a minimum of 50mm of asphalt overlay. Length = 515 meters (w/ bulbs). Width = 8.2 meters.	\$ 155,000		\$ 155,000				155,000		
Engineering	Concession 6 North between Texas Road and Middle Sideroad. 1843 meters in length. CIP with 50mm asphalt overlay	\$ 430,000		\$ 430,000					430,000	
Engineering	Smith Sideroad Resurfacing from County Rd. 18 to Malden / Colchester Townline. CIP recycled with expanded asphalt and installation of 50mm of asphalt. 4150 meters in length.	\$ 770,000	\$ 385,000	\$ 385,000					385,000	
TOTALS		\$ 5,280,000	\$ 385,000	\$ 4,895,000	-	365,000	420,000	3,295,000	815,000	-

Roads - Due in 2022 and beyond -Roads identified in previous budgets

Roads	Angstrom Drive Concrete Pavement Replacement. LISTED IN 2009.	\$ 500,000		\$ 500,000						500,000
Roads	North Street Reconstruction from Sandwich to Dalhousie. Complete reconstruction of asphalt surface.	\$ 1,250,000		\$ 1,250,000						1,250,000
TOTALS		\$ 1,750,000	\$ -	\$ 1,750,000	-	-	-	-	-	1,750,000

Total Roads Due	\$ 20,314,000	\$ 2,960,000	\$ 17,354,000	8,896,700	1,127,300	770,000	3,645,000	1,165,000	1,750,000
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Sidewalks & Pathways

Roads	New sidewalk Installation on Sandwich Street from Season's Retirement Home to Lowes Sideroad. Includes 375mm storm drainage from Season's to Lowes. Approximately 115 Lineal Meters.	\$ 85,000		\$ 85,000	50,000	35,000				
Roads	New Sidewalk on County Road 10 from Walker Road to the ERCA trail.	\$ 185,000		\$ 185,000	185,000					
Roads	Sidewalk Replacement Program	\$ 250,000		\$ 250,000	50,000	50,000	50,000	50,000	50,000	
Roads	New sidewalk installation on Alma Street between Venetian and Fryer. Includes placement of storm piping to fill ditch.	\$ 160,000		\$ 160,000			160,000			
Roads	New sidewalk installation on Alma Street between Venetian and Kentucky. Includes placement of storm piping to fill ditch.	\$ 340,000		\$ 340,000				340,000		

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
	Proposed projects for 2017									
Roads	County Wide Active Trail System (CWATS) . Paved Shoulders along County Road 5 between Texas Road and County Road 10. WORK COMPLETED. Precommitted funds in 2017 budget to cover the second half of the costs.	\$ 186,031		\$ 186,031	186,031					
	TOTALS	\$ 1,206,031	\$ -	\$ 1,206,031	471,031	85,000	210,000	390,000	50,000	-
Traffic Signal Upgrades										
Roads	Traffic Signal Control Cabinet Replacement Annual Program. Program started in 2011 at the Alma/Sandwich Intersection. Upgrading existing controller cabinet, providing uninterrupted power supply module, replace poles, signals and wiring where required.	\$ 450,000		\$ 450,000	150,000	150,000	150,000			
	TOTALS	\$ 450,000	\$ -	\$ 450,000	150,000	150,000	150,000	-	-	-
Streetlight Installation and Upgrades										
Engineering	LED street lighting Upgrade program	\$ 450,000		\$ 450,000	50,000	50,000	50,000	50,000	50,000	200,000
Engineering	Installation of streetlights On County Road 20 from North Sideroad to County Road 3	\$ 235,000		\$ 235,000	235,000					
				\$ -						
	TOTALS	\$ 685,000		\$ 685,000	285,000	50,000	50,000	50,000	50,000	200,000
Culverts and Bridges - 2 year plan based on 2016 Bridge inspection										
Engineering	Bi-Annual Bridge Inspection. Bridge Inspections are mandatory. Inspections completed in 2016. Next inspection is required in 2018	\$ 160,000		\$ 160,000		40,000		40,000		80,000
Engineering	Sixth Concession South over Albert McGee Drain-Upper - Culvert No. 7. Culvert should be partially replaced within 2 years time.	\$ 261,671		\$ 261,671	261,671					
Engineering	Collison Sideroad over Collison Drain - Culvert No. 3. Culvert should be replaced with a 3 - sided precast culvert. Natural gas line noted on the south side.	\$ 138,000		\$ 138,000	138,000					
Engineering	Long Marsh Bridge at Alma Street - Bridge No. 3007. Miscellaneous concrete repairs, waterproof and pave. Replacement of barrier wall and approach guiderail. Deck drain work required.	\$ 199,000		\$ 199,000	199,000					
Engineering	River Canard at Concession 2 North - Bridge No. 3008. This iconic small bridge deserves to be preserved and is long overdue for a comprehensive rehabilitation sympathetic to the original design.	\$ 364,000		\$ 364,000	364,000					



TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
Engineering	Long Marsh Drain at Concession 3 North - Bridge No. 3009 . Recommend deck condition survey in 2015 to determine condition of deck top.	\$ 266,000		\$ 266,000	266,000					
Engineering	Alma Street over Renaud Drain - Culvert No. 33 . Review the need for guide rail at the north end.	\$ 24,000		\$ 24,000	24,000					
Engineering	Fourth Concession North over Powers Drain - Culvert No. 54 . Rusted area is low on barrel, concrete liner over bottom of culvert may be suitable repair and extend the life of the culvert by 15 years. Culvert should be repaired or replaced within 2 years time.	\$ 100,000		\$ 100,000	100,000					
Engineering	Sixth Concession North over Mayville-Jubenville Drain and Branch - Culvert No. 57 . New concrete culvert.	\$ 124,000		\$ 124,000	124,000					
Engineering	North Sideroad over Shaw Drain North - Culvert No. 67 . Repairs are necessary to halt damage. Interior walls and soffit are currently in good condition.	\$ 29,000		\$ 29,000	29,000					
Engineering	Deslippe Drain over the Sixth Concession South - Culvert No. 72 Replace with concrete box culvert with greater length and cover	\$ 162,000		\$ 162,000	162,000					
Engineering	Concession 8 over 8th Concession Drain North - Culvert No. 74 . New steel culvert.	\$ 120,000		\$ 120,000	120,000					
Engineering	Fifth Concession North over Thrasher D&W - Culvert No. 75 . New steel culvert.	\$ 87,000		\$ 87,000	87,000					
Engineering	Seventh Concession South over McGuire Branch of the North 7th Concession Drain - Culvert No. 25 . New steel culvert.	\$ 106,000		\$ 106,000		106,000				
Engineering	Sucker Creek Bridge - Bridge No. 3020 . Miscellaneous concrete repairs. Replacement of barrier wall, expansion joint, approach guiderail and existing girders.	\$ 343,000		\$ 343,000		343,000				
Engineering	Sixth Concession North over Sinasac Drain - Culvert No. 45 . Culvert should be renewed in the next couple of years.	\$ 117,000		\$ 117,000		117,000				
Engineering	Seventh Concession South over Beaudoin Drain South - Culvert No. 5 . New concrete culvert.	\$ 225,000		\$ 225,000		225,000				
Engineering	North Sideroad over 2nd Concession Road Drain North - Culvert No. 61 . New steel culvert.	\$ 208,000		\$ 208,000		208,000				
Engineering	Fifth Concession South over the Albert McGee drain-lower. Culvert No. 8 . Small bridge should be replaced with precast concrete box culvert.	\$ 330,000		\$ 330,000		330,000				
	TOTALS	\$ 3,363,671		\$ 3,363,671	1,874,671	1,369,000	-	40,000	-	80,000

Culverts and Bridges - 2019 to 2026 based on 2016 Bridge Inspection

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
Engineering	Long Marsh Bridge at Concession 9 - Bridge No. 2003 . Miscellaneous concrete repairs, waterproof and pave. Replacement of barrier wall, expansion joint, coating of structural steel, approach guiderail, and bearings. Deck drain work required.	\$ 347,000		\$ 347,000			347,000			
Engineering	Long Marsh Bridge at Concession 4 North - Bridge No. 3010 . Miscellaneous concrete repairs, waterproof and pave. Replacement of barrier wall, expansion joint, approach guiderail. Deck drain and river channeling work required.	\$ 319,000		\$ 319,000			319,000			
Engineering	9th Concession Drain Bridge at South Sideroad - Bridge 2002 . Replace with box culvert	\$ 244,000		\$ 244,000				244,000		
Engineering	Long Marsh Drain Bridge over South Sideroad Bridge 2004 . Repair deck drains, approach guiderail and asphalt overlay	\$ 116,000		\$ 116,000				116,000		
Engineering	Sinisac Drain Bridge over Texas Road Bridge 3004 . Deck drains and soffit repair	\$ 24,000		\$ 24,000				24,000		
Engineering	Big Creek Bridge No. 2 over Alma Street Bridge 3005 . Concrete repairs, waterproofing and paving, guardrails	\$ 59,000		\$ 59,000				59,000		
Engineering	Long Marsh Bridge No. 3 over the 5th Concession North Bridge 3013 . Concrete repairs, waterproof and pave, asphalt overlay, barrier wall and deck drains	\$ 307,000		\$ 307,000				307,000		
Engineering	Long Marsh Bridge No. 4 over the 6th Concession North Bridge 3018 . Concrete repairs, waterproof and pave, asphalt overlay, barrier wall and deck drains	\$ 138,000		\$ 138,000				138,000		
Engineering	King Creek Bridge over the 8th Concession South Bridge 3021 . Barrier wall and approach guardrail	\$ 140,000		\$ 140,000				140,000		
Engineering	Beaudoin Drain Culvert over the 3rd Concession / North Sideroad Culvert No. 62 . Soffit repairs required	\$ 48,000		\$ 48,000				48,000		
Engineering	Bailey Drain Culvert over South Sideroad Culvert No. 18 . Replace with new concrete culvert.	\$ 86,000		\$ 86,000					86,000	
Engineering	Beetham Drain Culvert over Middle Sideroad Culvert No. 21 . New concrete culvert	\$ 87,000		\$ 87,000					87,000	
Engineering	Cooks Drain Culvert over Texas Road Culvert No. 44 . New steel culvert.	\$ 86,000		\$ 86,000					86,000	
Engineering	8 culvert replacements, 2 bridge replacements and 1 bridge repair	\$ 5,208,000		\$ 5,208,000						5,208,000
	TOTALS	\$ 7,209,000		\$ 7,209,000	-	-	666,000	1,076,000	259,000	5,208,000



TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017										
	Proposed projects for 2017									
Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
Municipal Drain - Drainage Petition and Improvements - Engineer's Reports										
Municipal Drain	Culvert replacements over the Shaw Drain North, including full maintenance provisions for all bridges and enclosures within the drain	\$ 32,000		\$ 32,000	32,000					
Municipal Drain	DiCecco Drain No. 1 and Branch No.1 - Capital drainage project that includes new drain construction along and across Creek Road, in addition to work to accommodate drainage for the private development of lands owned by Joe DiCecco.	\$ 34,200		\$ 34,200	34,200					
	TOTALS	\$ 66,200		\$ 66,200	66,200	-	-			-
PWD Programs and Engineering										
PWD	Engineering for the Development of South West Quadrant of Town	\$ 75,000		\$ 75,000	75,000					
	TOTALS	\$ 75,000		\$ 75,000	75,000	-	-			-
Vehicles & Equipment										
PWD	Unit R305 - 1995 8-ton single axle dump truck with salter, plow and wing. Complete replacement. \$225,000 previously approved in 2013 but program was not implemented in 2013.	\$ 320,000		\$ 320,000	320,000					
PWD	New Tractor with Brushing Attachments. Replace two existing units - Unit 407 Massey Ferguson Tractor and Unit 207 John Deere tractor. Used for ditch bank mowing. New tractor and brushing attachments will maintain road sides and ditches. Include front end bucket for loading salt.	\$ 100,000		\$ 100,000	100,000					
Fire	Funds for the Replacement of Engine 1	\$ 550,000	\$ 150,000	\$ 400,000	150,000	150,000	100,000			
PWD	New Disc mower for Kubota Tractor. Roadside grass cutting	\$ 15,000		\$ 15,000	15,000					
PWD	New pick-up for drainage superintendent / engineering coordinator. Position created in 2016	\$ 35,000		\$ 35,000	35,000					
Building	Vehicle for Building department.	\$ 30,000		\$ 30,000	30,000					
PWD	Unit R210 - 2000 general maintenance pickup truck. Complete replacement.	\$ 40,000		\$ 40,000	40,000					
PWD	Unit R610 - 1997 pickup truck used for Road Patrol. Replacement with new vehicle.	\$ 35,000		\$ 35,000	35,000					
PWD	Unit R205 - 1996 single axle dump truck with plow and salter. Complete unit replacement.	\$ 250,000		\$ 250,000	250,000					
PWD	Unit R206 - 1999 13-ton tandem dump truck with salt box and plow. Complete unit replacement.	\$ 320,000		\$ 320,000	320,000					
PWD	Unit R108 - 2000 Backhoe. Complete unit replacement. LISTED IN 2012.	\$ 100,000		\$ 100,000		100,000				
PWD	Unit R306 - 8-ton single axle dump truck with plow and salter. Complete unit replacement. LISTED IN 2012.	\$ 225,000		\$ 225,000		225,000				

TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
Proposed projects for 2017										
PWD	New Grader. Required to maintain all gravel roads as well as assist in winter control.	\$ 225,000		\$ 225,000		225,000				
				\$ -						
	TOTALS	\$ 2,245,000	\$ 150,000	\$ 2,095,000	1,295,000	700,000	100,000	-	-	-
TOTAL 2017 PUBLIC WORKS DEPARTMENT		\$ 35,613,902	\$ 3,110,000	\$ 32,503,902	13,113,602	3,481,300	1,946,000	5,201,000	1,524,000	7,238,000
Parks										
	Toddy Jones play surface / sign	\$ 42,000		\$ 42,000	42,000					
	CoAn Park Capital Improvement Program	\$ 100,000		\$ 100,000	10,000	10,000	10,000	10,000	10,000	50,000
	Malden Centre Park - Pavilion	\$ 24,000		\$ 24,000	24,000					
	Centennial Park Track - resurfacing	\$ 250,000		\$ 250,000	250,000					
	Tennis Courts - resurfacing	\$ 150,000		\$ 150,000	150,000					
	KNYP Walkway to Gazebo	\$ 60,000		\$ 60,000	60,000					
	Canard Valley Estates Playground	\$ 120,000		\$ 120,000	60,000	60,000				
	Playground Equipment Replacement - Beaudoin Park	\$ 120,000		\$ 120,000	60,000	60,000				
	TOTALS	\$ 866,000	\$ -	\$ 866,000	656,000	130,000	10,000	10,000	10,000	50,000
Facilities										
	New salt shed	\$ 35,000		\$ 35,000	35,000					
	PWD Shop HVAC System Replacement. 3-Year Project. \$50,000 required in 2014, 2015 & 2016.	\$ 150,000		\$ 150,000	50,000	50,000	50,000			
	Demolition of the AMA arena on Victoria Avenue	\$ 150,000		\$ 150,000	150,000					
	Replacement of windows in the Town Hall	\$ 50,000		\$ 50,000	50,000					
	Grandstands at Libro Center (For Possible Football Club)	\$ 295,000		\$ 295,000		295,000				
	Build new consolidated Public Works/Parks & Facilities to house consolidated operations inclusive of garage and salt shed	\$ 3,000,000	\$ 750,000	\$ 2,250,000					2,250,000	
	Consolidation of Fire Station 2 & 3	\$ 3,000,000	\$ 500,000	\$ 2,500,000		1,250,000	1,250,000			
	Town Hall Upgrades/ Relocation	\$ 2,600,000	\$ 600,000	\$ 2,000,000			2,000,000			
EPW	Asphalt paving of the Parking Lot south of Police Station	\$ 95,000		\$ 95,000	95,000					
	Removal of underground gas tanks	\$ 480,000		\$ 480,000	480,000					
	Gateway and Town Hall signs	\$ 185,000		\$ 185,000	185,000					



TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017

Dept.	Initiative	Total Capital Requirements	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026
Proposed projects for 2017										
TOTALS		\$ 10,040,000	\$ 1,850,000	\$ 8,190,000	1,045,000	1,595,000	3,300,000	-	2,250,000	-
Other				\$ -						
HR & Facilities	Health and Safety Capital Program	\$ 500,000		\$ 500,000	50,000	50,000	50,000	50,000	50,000	250,000
Facilities	Bellevue Vendor Take Back Payment	\$ 1,000,000		\$ 1,000,000	200,000	200,000	200,000	200,000	200,000	
IT	IT Reserve Capital Program	\$ 123,000		\$ 123,000	123,000					
TOTALS		\$ 1,623,000	\$ -	\$ 1,623,000	373,000	250,000	250,000	250,000	250,000	250,000
Police		\$ 25,000		\$ 25,000	25,000					
Police	Patrol Vehicles	\$ 109,330		\$ 109,330	109,330					
Police		\$ 15,300		\$ 15,300	15,300					
TOTALS		\$ 149,630	\$ -	\$ 149,630	149,630	-	-	-	-	-
TOTALS		\$ 48,292,532	\$ 4,960,000	\$ 43,332,532	\$ 15,337,232	\$ 5,456,300	\$ 5,506,000	\$ 5,461,000	\$ 4,034,000	\$ 7,538,000
TOTAL REQUEST					\$ 15,337,232					
FUNDS AVAILABLE										
					OCIF FORMULA	\$ 806,205				
					OPERATIONAL TRANSFER	\$ 1,700,000				
					POLICE RESERVE FUNDED	\$ 149,630				
					LED REPLACEMENT PROGRA	\$ 50,000				
					AODA RESERVE FUNDED	\$ 50,000				
					FLEET RESERVE FUNDED	\$ 75,000				
					IT RESERVE FUNDED	\$ 123,000				
					2017 GAS TAX UNALLOCATE	\$ 1,000,000				
					WC RESERVE FUND	\$ 469,946				
						\$ 4,423,781				
INFRASTRUCTURE FUNDING GAP						\$ 10,913,451				

THE CAPITAL BUDGET RECOMMENDATION

The following 2 pages outline the summary of the project by project details of the recommended projects by administration. It also provides details on the projects that will span into 2018 and beyond, as well as the funding source for each project.



TOWN OF AMHERSTBURG - PROPOSED CAPITAL BUDGET 2017 - DRAFT

Dept.	Initiative	Gross Project Costs	Funding Source	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026	Gas Tax	Dev't Charges	OCIF Funding Base	AODA Reserve	LED Program	Fleet Reserve	WC Reserve	Operating Capital Funded by Rate Payers	Funded By Operations in Police Budget Or IT Budget	Reserves (Capital levy & IT)	AODA Reserve	Gas Tax	Operating Capital Funded by Rate Payers	Debentures		
Roads																											
Engineering	Meloche Road Reconstruction from Alma Street to Lowes Sideroad. Reconstruction of asphalt roadway including new base, drainage, installation of bike lanes and multi use trail. Geotechnical investigation will determine final scope of work	\$ 4,324,800	OCIF Funding - \$2,000,000 CWATS - \$200,000 Gas Tax - \$500,000 Development Charge Debiture - \$1,300,000 Tax Supported Debiture - \$324,800	\$ 2,200,000	\$ 2,124,800	\$ 2,124,800						\$ 500,000													\$ 1,624,800		
Engineering	Pickering Drive Resurfacing, Dalhouse to King Street. Including milling of existing all asphalt and placement of a minimum of 90mm of asphalt overlay. Length = 570metres. Width = 10.2 and 8.2 metres.	\$ 200,000	OCIF FORMULA FUNDS		\$ 200,000	\$ 200,000								\$ 180,534					\$ 19,466								
Engineering	Pre-Engineering for 2018 projects	\$ 50,000			\$ 50,000	\$ 50,000													\$ 50,000								
Roads	Sandwich / Pickering Traffic Signal Control Cabinet Replacement and intersection improvements. Upgrading existing controller cabinet, providing uninterrupted power supply module, replace poles, signals and wiring where required. Intersection improvements, including curbs, sidewalks and other amenities are also required to meet AODA requirements.	\$ 750,000	Gas Tax		\$ 750,000	\$ 337,700	\$ 412,300					\$ 337,700											\$ 412,300				
Roads	2015 Road Repairs Program - Cost to complete small repairs to miscellaneous rural and urban roads.	\$ 150,000	Gas Tax		\$ 150,000	\$ 150,000						\$ 150,000															
Roads	2015 Tar & Chip Program - Cost to apply tar & chip surface to miscellaneous rural roads.	\$ 200,000	Gas Tax & Capital From Operations		\$ 200,000	\$ 200,000						\$ 12,300							\$ 187,700								
TOTALS		\$ 5,674,800		\$ 2,200,000	\$ 3,474,800	\$ 3,062,500	\$ 412,300	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 180,534	\$ -	\$ -	\$ -	\$ -	\$ 257,166	\$ -	\$ -	\$ -	\$ 412,300	\$ -	\$ -	\$ 1,624,800	
Sidewalks & Pathways																											
Roads	New sidewalk installation on Sandwich Street from Season's Retirement Home to Lowes Sideroad, includes 375mm storm drainage from Season's to Lowes. Approximately 115 Lineal Metres.	\$ 85,000	AODA Funding for 2017 & Partial 2018		\$ 85,000	\$ 50,000	\$ 35,000																				
Roads	Sidewalk Replacement Program	\$ 50,000	Capital From Operations		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -									\$ 50,000								
Roads	County Wide Active Trail System (CWATS) Paved Shoulders along County Road 5 between Texas Road and County Road 10. WORK COMPLETED. Precommitted funds in 2017 budget to cover the second half of the costs	\$ 186,031	Capital From Operations		\$ 186,031	\$ 186,031																					
TOTALS		\$ 321,031		\$ -	\$ 321,031	\$ 286,031	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000				\$ 236,031	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	
Streetlight Installation and Upgrades																											
Engineering	LED street lighting Upgrade program	\$ 450,000	LED Program		450,000	50,000	50,000	50,000	50,000	50,000	\$ 200,000								\$ 50,000						\$ 400,000		
TOTALS		\$ 450,000		\$ -	\$ 450,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -
Culverts and Bridges																											
Engineering	Sixth Concession South over Albert McGee Drain- Upper - Culvert No. 7. Culvert should be partially replaced within 2 years time.	\$ 261,671	OCIF FORMULA FUNDS		\$ 261,671	\$ 261,671								\$ 261,671													
Engineering	River Canard at Concession 2 North - Bridge No. 3008. This iconic small bridge deserves to be preserved and is long overdue for a comprehensive rehabilitation sympathetic to the original design.	\$ 364,000	OCIF FORMULA FUNDS		\$ 364,000	\$ 364,000								\$ 364,000													
TOTALS		\$ 625,671		\$ -	\$ 625,671	\$ 625,671	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 625,671	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Dept.	Initiative	Gross Project Costs	Funding Source	Subsidy/Grants/Contributions	Net Cost	2017	2018	2019	2020	2021	2022-2026	Gas Tax	Dev't Charges	OCIF Funding Base	AODA Reserve	LED Program	Fleet Reserve	WC Reserve	Operating Capital Funded by Rate Payers	Funded By Operations in Police Budget Or IT Budget	Reserves (Capital levy & IT)	AODA Reserve	Gas Tax	Operating Capital Funded by Rate Payers	Debentures	
Municipal Drain - Drainage Petition and Improvements - Engineer's Reports																										
Municipal Drain	Culvert replacements over the Shaw Drain North, including full maintenance provisions for all bridges and enclosures within the drain.	\$ 32,000	Capital From Operations		\$ 32,000	\$ 32,000													\$ 32,000							
Municipal Drain	DiCecco Drain No. 1 and Branch No.1 - Capital drainage project that includes new drain construction along and across Creek Road, in addition to work to accommodate drainage for the private development of lands owned by Joe DiCecco.	\$ 34,749	Capital From Operations		\$ 34,749	\$ 34,749													\$ 34,749							
TOTALS		\$ 66,749		\$ -	\$ 66,749	\$ 66,749	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,749	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PWD Programs and Engineering																										
PWD	Engineering for the Development of South West Quadrant of Town	\$ 75,000	Capital From Operations		\$ 75,000	\$ 75,000													\$ 75,000							
TOTALS		\$ 75,000		\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles & Equipment																										
PWD	Unit R305 - 1995 8-ton single axle dump truck with salter, plow and wing. Complete replacement. \$225,000 previously approved in 2013 but program was not implemented in 2013.	\$ 320,000	Capital From Operations		\$ 320,000	\$ 320,000													\$ 320,000							
Fire	Funds for the Replacement of Engine 1	\$ 550,000	WC Reserve 2016 (150,000 put away by Council in 2016)	\$ 150,000	\$ 400,000	\$ 150,000	\$ 150,000	\$ 100,000										\$ 150,000						\$ 250,000		
PWD	New pick-up for drainage superintendent / engineering coordinator. Position created in 2016	\$ 35,000	Fleet Reserve 2017		\$ 35,000	\$ 35,000											\$ 35,000									
Building	Vehicle for Building department.	\$ 30,000	Fleet Reserve 2017		\$ 30,000	\$ 30,000											\$ 30,000									
PWD	Unit R610 - 1997 pickup truck used for Road Patrol. Replacement with new vehicle.	\$ 35,000	Fleet Reserve 2017 & Capital From Operations		\$ 35,000	\$ 35,000											\$ 10,000		\$ 25,000							
TOTALS		\$ 970,000		\$ 150,000	\$ 820,000	\$ 570,000	\$ 150,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 150,000	\$ 345,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	
Parks																										
	CoAn Park Capital Improvement Program	\$ 10,000	Capital From Operations		\$ 10,000	\$ 10,000													\$ 10,000							
	Tennis Courts - resurfacing	\$ 150,000	WC Reserve 2016		\$ 150,000	\$ 150,000												\$ 150,000								
TOTALS		\$ 160,000		\$ -	\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities																										
	Demolition of the AMA arena on Victoria Avenue	\$ 150,000	WC Reserve 2016		\$ 150,000	\$ 150,000												\$ 150,000								
	Removal of underground gas tanks	\$ 480,000	WC Reserve 2016 & Capital From Operations		\$ 480,000	\$ 480,000													\$ 19,946	\$ 460,054						
TOTALS		\$ 630,000		\$ -	\$ 630,000	\$ 630,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 169,946	\$ 460,054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other																										
HR & Facilities	Health and Safety Capital Program	\$ 50,000	Capital From Operations		\$ 50,000	\$ 50,000													\$ 50,000							
Facilities	Bellevue Vendor Take Back Payment	\$ 1,000,000	Capital From Operations		\$ 1,000,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000									\$ 200,000					\$ 800,000		
IT	IT Reserve Capital Program	\$ 123,000	IT Reserve Contribution		\$ 123,000	\$ 123,000														\$ 123,000						
TOTALS		\$ 1,173,000		\$ -	\$ 1,173,000	\$ 373,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 123,000	\$ -	\$ -	\$ -	\$ 800,000	\$ -	
Police		\$ 25,000	Police Reserve Contribution		\$ 25,000	\$ 25,000														\$ 25,000						
Police	Patrol Vehicles	\$ 109,330	Police Reserve Contribution		\$ 109,330	\$ 109,330														\$ 109,330						
Police		\$ 15,300	Police Reserve Contribution		\$ 15,300	\$ 15,300														\$ 15,300						
TOTALS		\$ 149,630		\$ -	\$ 149,630	\$ 149,630	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 149,630	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTALS		\$ 10,295,881	\$ -	\$ 2,350,000	\$ 7,945,881	\$ 6,048,581	\$ 847,300	\$ 350,000	\$ 250,000	\$ 250,000	\$ 200,000	\$ 1,000,000	\$ -	\$ 806,205	\$ 50,000	\$ 50,000	\$ 75,000	\$ 469,946	\$ 1,700,000	\$ 272,630	\$ -	\$ 35,000	\$ 412,300	\$ 1,450,000	\$ 1,624,800	