



**TOWN OF AMHERSTBURG
SPECIAL COUNCIL MEETING
AGENDA
ELECTRONIC PARTICIPATION**

Monday, November 2, 2020

6:00 PM

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

Information will be gathered in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). All comments and communications received will become part of the public record unless you expressly request the Town to remove it. If you want to learn more about why and how the Town collects your information, write to the Town Clerk's Office, 271 Sandwich Street South, Amherstburg, ON N9V 2A5 or call 519-736-0012.

	Pages
1. CALL TO ORDER	
2. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF <i>(Public Council Meeting Agenda Items)</i>	
3. PRESENTATIONS	
3.1. 2021 Operating and Capital Budget	3
It is recommended that:	
1. The 2021 Operating and Capital Budget BE TABLED for final consideration after budget deliberations are complete.	

4. SPECIAL IN-CAMERA COUNCIL MEETING

That Council move into an In-Camera Meeting of Council directly following Regular session pursuant to Section 239 of the Municipal Act, 2001, as amended for the following reason:

Item A - Section 239(2)(b) - Personal matters about an identifiable individual, including municipal or local board employees.

5. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF

(In-Camera Council Meeting Agenda Items)

6. ADJOURNMENT

That Council rise and adjourn at p.m.



AMHERSTBURG

2021 Budget

Service Levels and Sustainability in Uncertain Times



2021 Budget Overview

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

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

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

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

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

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

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

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

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

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

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

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

Some key strategic initiatives in the Budget are as follows:

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

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

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

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

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

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

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

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

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

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

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

2021 Operating Budget

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

Some highlights are as follows:

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

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

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

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

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

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

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

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

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

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

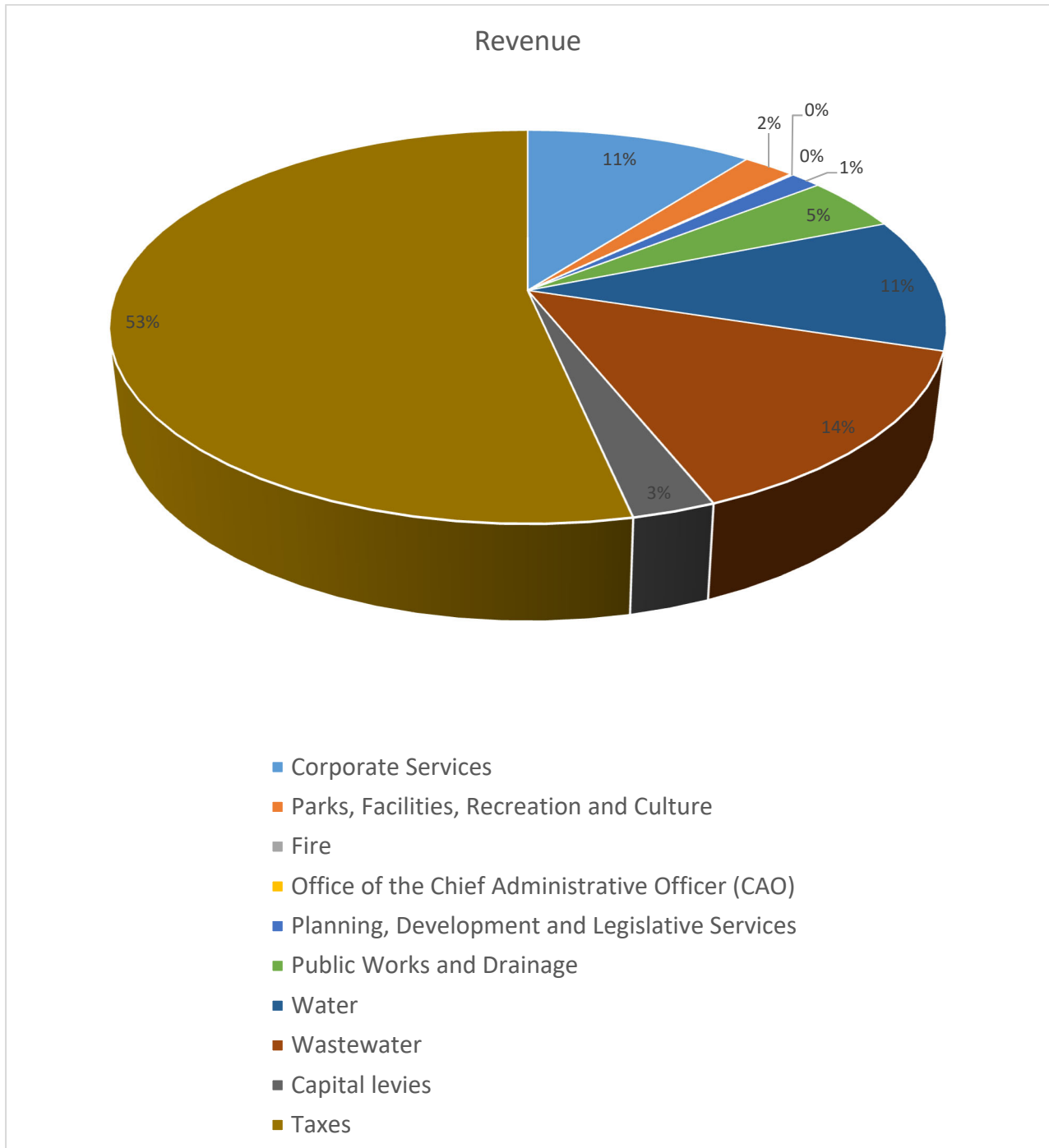
The 2.5% increase in the water user rate would result in an average annual billing increase by \$17, from \$496 to \$513. The 2.5% increase in the wastewater user rate would result in an average annual billing increase by \$16, from \$813 to \$829. These increases factor in both user rate and usage (flow)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

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

(This space has intentionally be left blank)

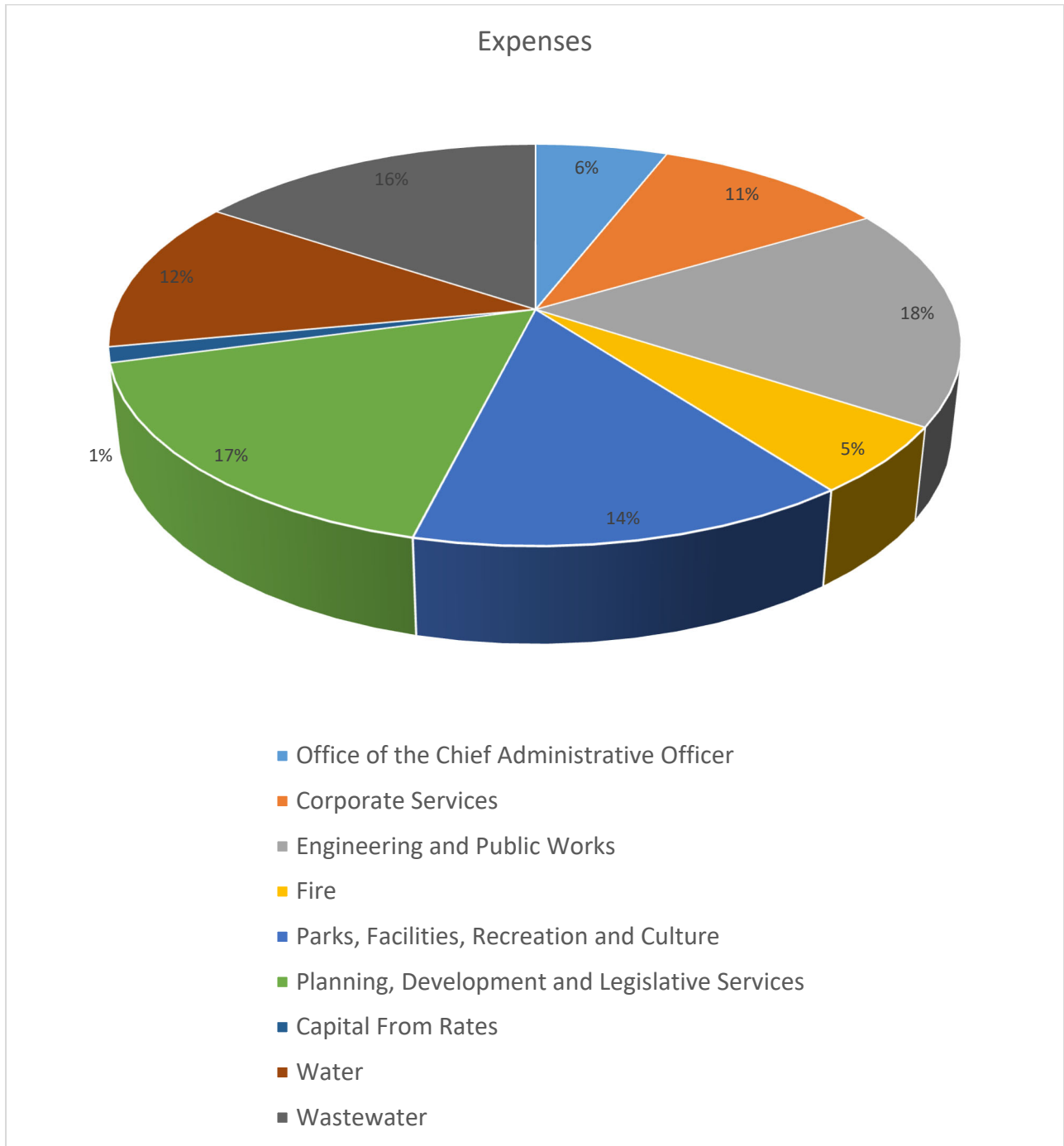
2021 Operational Revenues

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



2021 Operational Expenses

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



2021 Benchmarks and Comparative Data

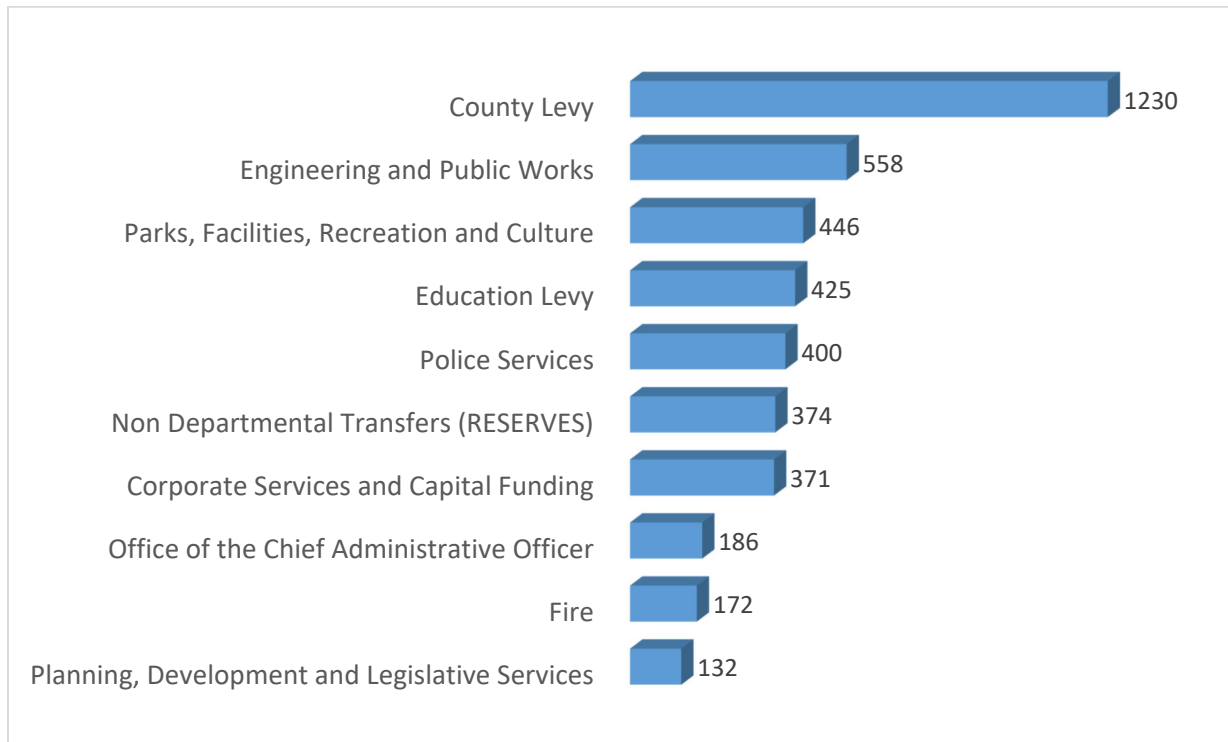
2021 Property Taxes

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

How Amherstburg Tax Dollars Work for You in 2021

Based on Residential Dwelling Valued at \$250,000

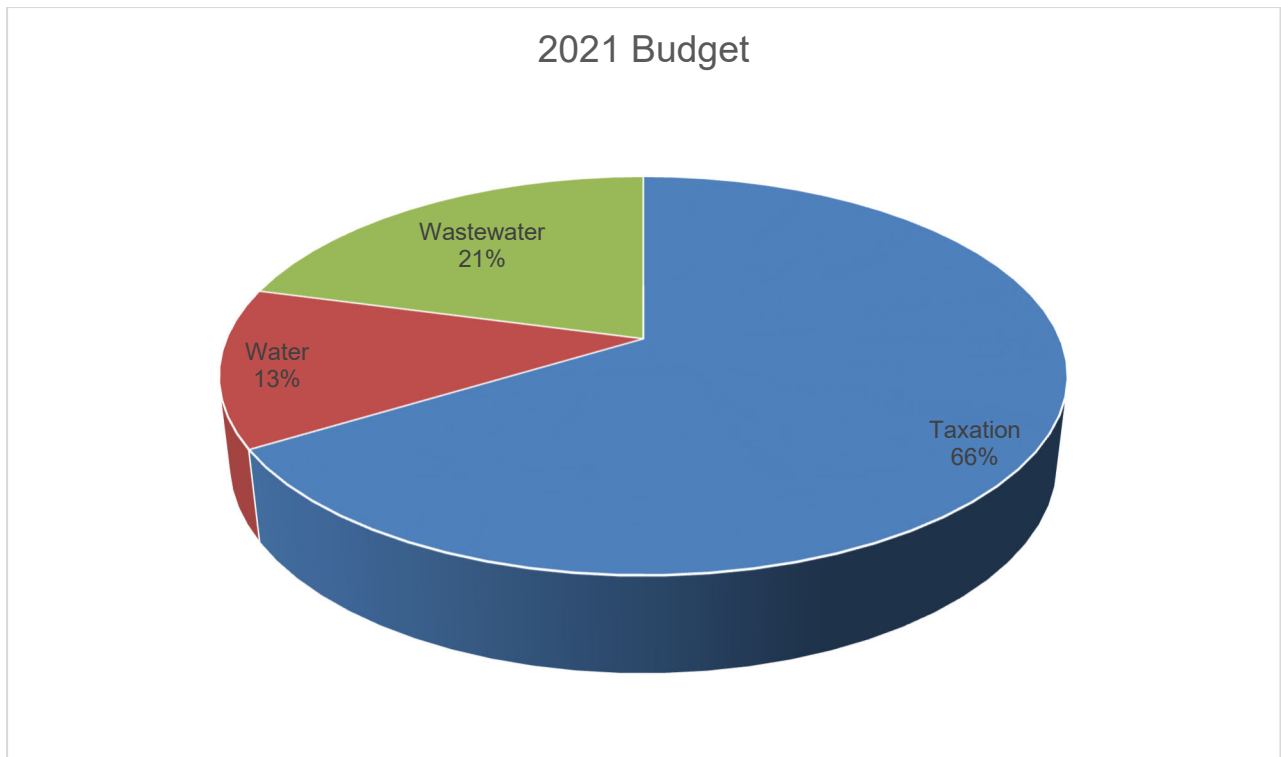
Amherstburg Levy	\$ 2,639
County Levy	1,230
Education Levy	<u>425</u>
Total Tax Bill	\$ 4,295



2021 Summary of Impact – Tax, Water and Wastewater

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

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

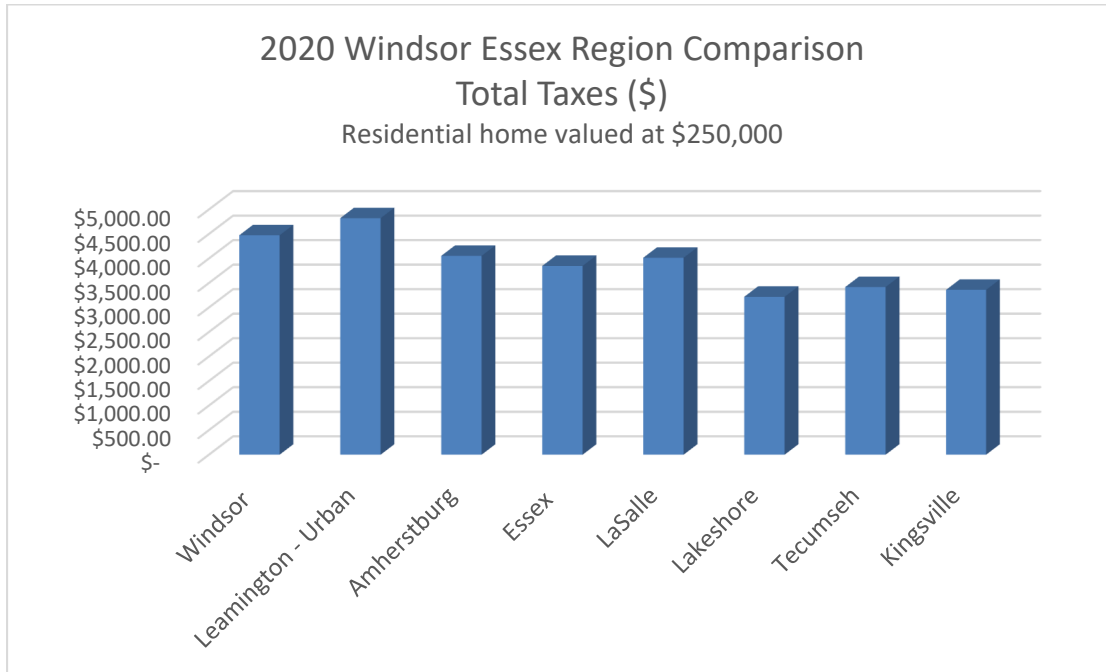


Assumptions:

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

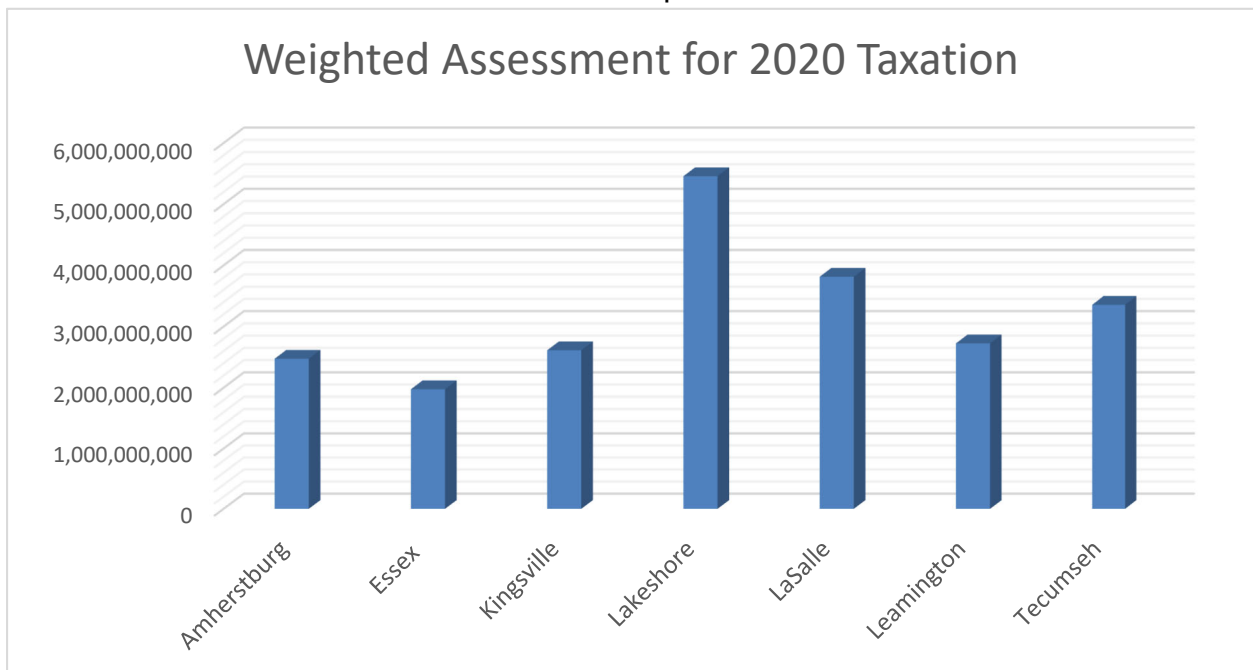
2020 Property Taxes

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



2020 Weighted Assessment

Assessment from 2020 Assessment Totals Report



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

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

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

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

Town of Amherstburg
2021 Budget
Issue Paper Summary

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

Town of Amherstburg
2021 Budget
Issue Paper Summary

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

Town of Amherstburg
 2021 Budget
 Issue Paper Summary

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

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

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

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

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

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

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

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

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

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

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

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

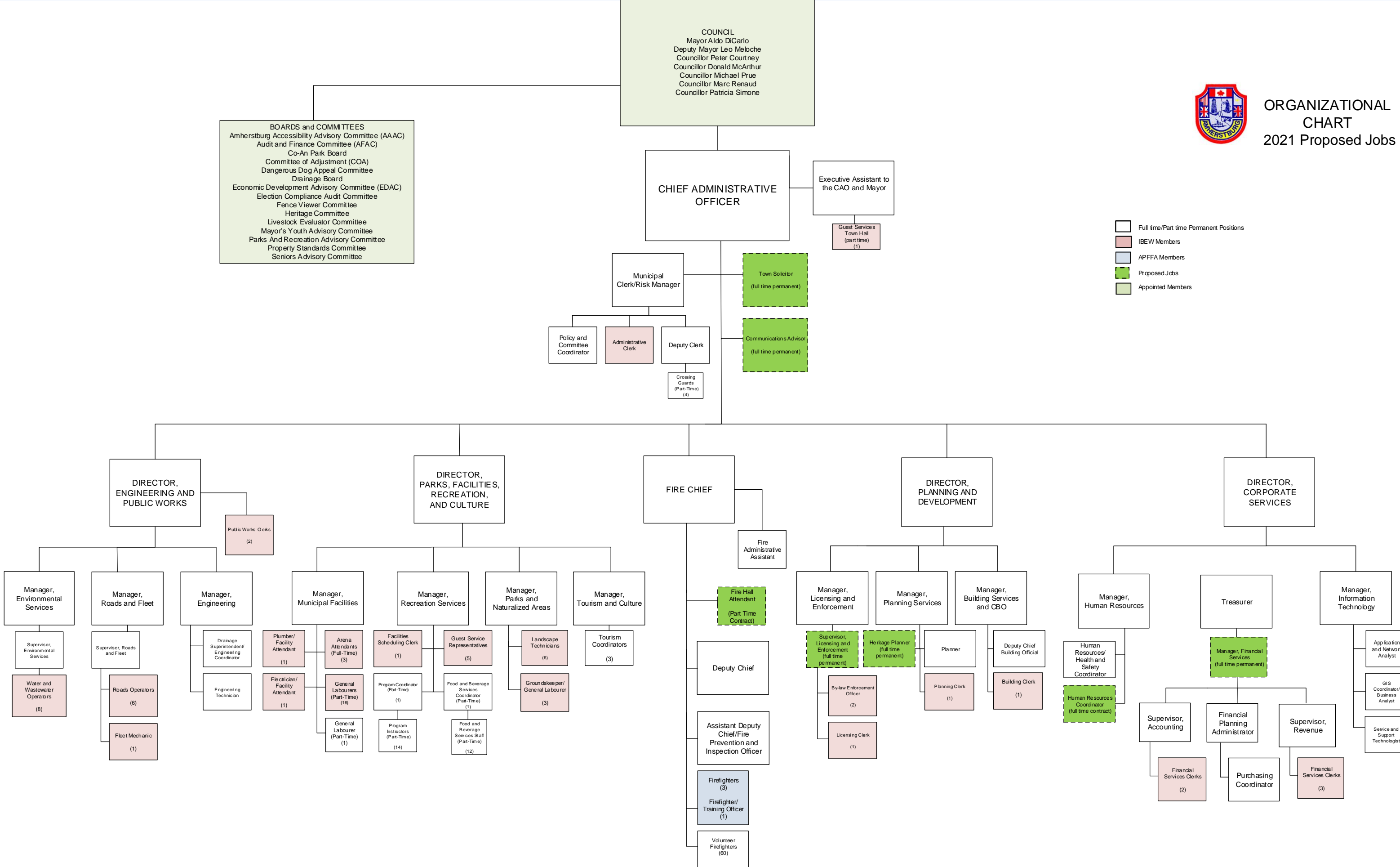
	Final 2020 Budget		2021 Budget		Increase & Percentage Change	
Total Collectable Tax Levy General	\$	22,985,487	\$	25,434,328		
Total Collectable Tax Levies Special Purpose						
Funds Raised By Capital Replacement Levy	\$	651,332	\$	651,332		
Funds Raised By Capital Reserve Levy	\$	651,332	\$	651,332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

Notes:

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



ORGANIZATIONAL CHART
2021 Proposed Jobs

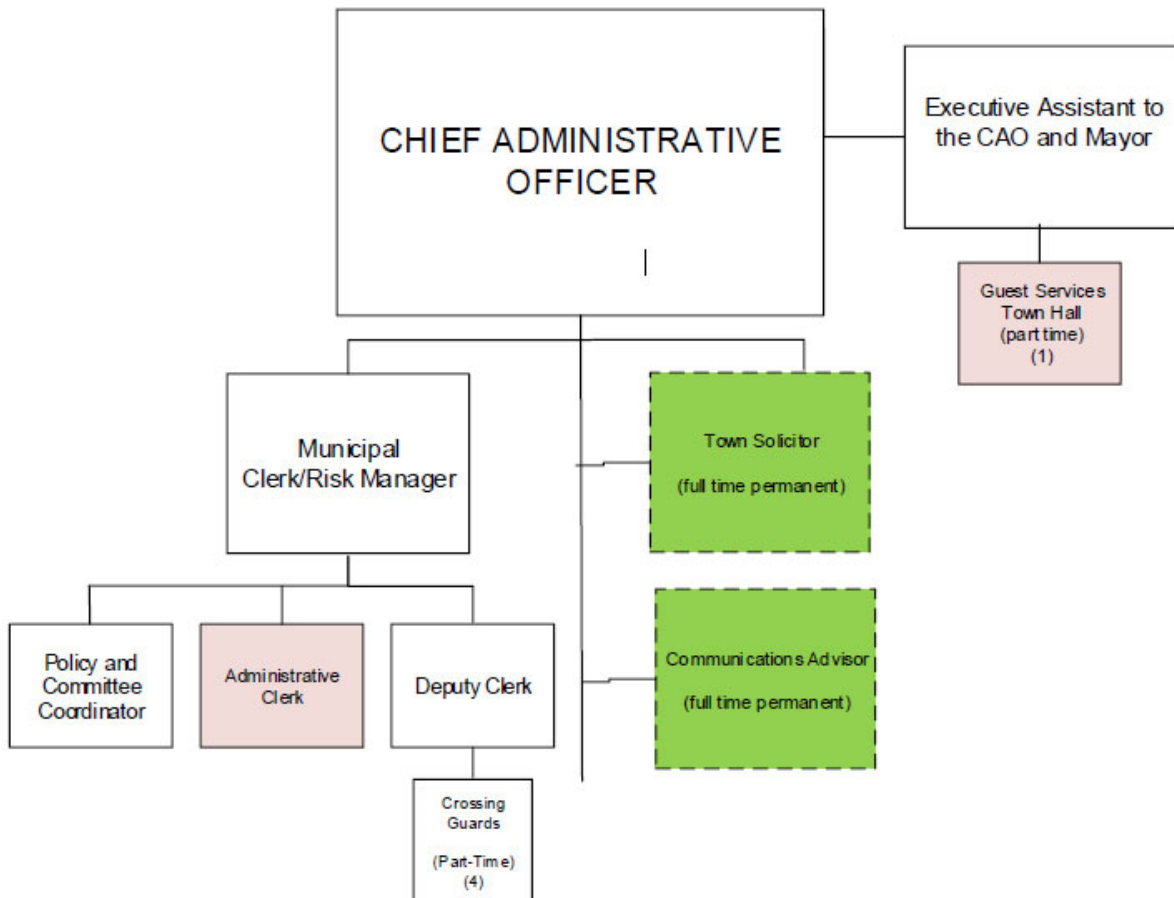




A. Department Overview

Mission

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





Department Description

The Office of The Chief Administrative Officer

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

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

Clerks Department

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

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



B. Budgeted Staffing Resources- The Office of The Chief Administrative Officer

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

The Office of the Chief Administrative Officer		
Permeant FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	2.00	4.00
Part-Time FTE's	0.50	0.50
Total FTE	2.50	4.50
Net Change	0.00	2.00

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Chief Administrative Officer	CAO	1.00	1.00
Executive Assistant to the CAO	Management	1.00	1.00
Communications Advisor*	Management	1.00	1.00
Customer Service Representative*	Union	1.00	1.00

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

Clerks Department		
Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	4.00	4.00
Part-Time FTE's	0.00	0.00
Total FTE	4.00	4.00
Net Change	0.00	0.00

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Municipal Clerk/Risk Management	Management	1.00	1.00
Deputy Clerk	Non- Union	1.00	1.00
Policy and Committee Coordinator	Non-Union	1.00	1.00
Administrative Clerk	Union	1.00	1.00

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

Office of the Chief Administrative Officer
 CAO's Office

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



2021 Operating Budget Request

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

Budget Issue Title:	Professional Fees and Office Supplies
----------------------------	---------------------------------------

Budget Request Classification:	Base Budget	One-Time
---------------------------------------	-------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Communications Advisor – New Position
----------------------------	---------------------------------------

Budget Request Classification:	Base Budget	One-Time
---------------------------------------	-------------	----------

Budget Issue Detail
<p>As was evident in 2020, effective communications across all levels of the Municipality is paramount in ensuring the timely, fulsome messaging on all matters. Amherstburg is one of the only local municipalities that does not have a dedicated Communications resource.</p> <p>This position will be critical in managing the communications risk for the Town going forward. A failure to implement communications strategies, most notably in today's social media and media climate may result in long lasting effects and could potentially have a detrimental effect on the Town as a result of misinformation and rumors.</p> <p>The 2021 cost impact for this position includes \$51,460 in base budget and \$6,165 in one-time costs, as follows:</p> <p>\$74,595 – Salary – Full Time – base <u>(37,298)</u> – Salary – Full Time – 1x reduction, estimate hire date of July 1, 2021 <u>\$37,297</u> - Budget Impact - Salary Full Time</p> <p>26,165 – Benefits – Full Time <u>(13,082)</u> Benefits – Full Time – 1x reduction, estimate hire date of July 1, 2021 <u>13,083</u> - Budget Impact – Benefits Full Time</p> <p>\$ 5,615 Capital Costs – 1x (furniture, fixtures, equipment) \$ 1,630 Operating Costs – Base budget (software licenses, mobile phone and service)</p>

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



2021 Operating Budget Request

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

Budget Issue Title:	Staff - Town Solicitor
----------------------------	------------------------

Budget Request Classification:	Base Budget	One-Time
---------------------------------------	-------------	----------

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

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

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

Office of the Chief Administrative Officer
 Clerk's Services

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

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

Office of the Chief Administrative Officer
 Clerk's Services

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



2021 Operating Budget Request

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

Budget Issue Title:	Fee Revenue – Insurance
----------------------------	-------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Line by Line
----------------------------	--------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Insurance Expenses
----------------------------	--------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Crossing Guard Uniforms
----------------------------	-------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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

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

Office of the Chief Administrative Officer
 Council & Committees

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



2021 Operating Budget Request

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

Budget Issue Title:	Public Receptions
----------------------------	-------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Public Receptions		\$2,500
Total Budget Impact:		\$2,500



2021 Operating Budget Request

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

Budget Issue Title:	Training and Legal Fees
----------------------------	-------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Council and Committees
----------------------------	------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

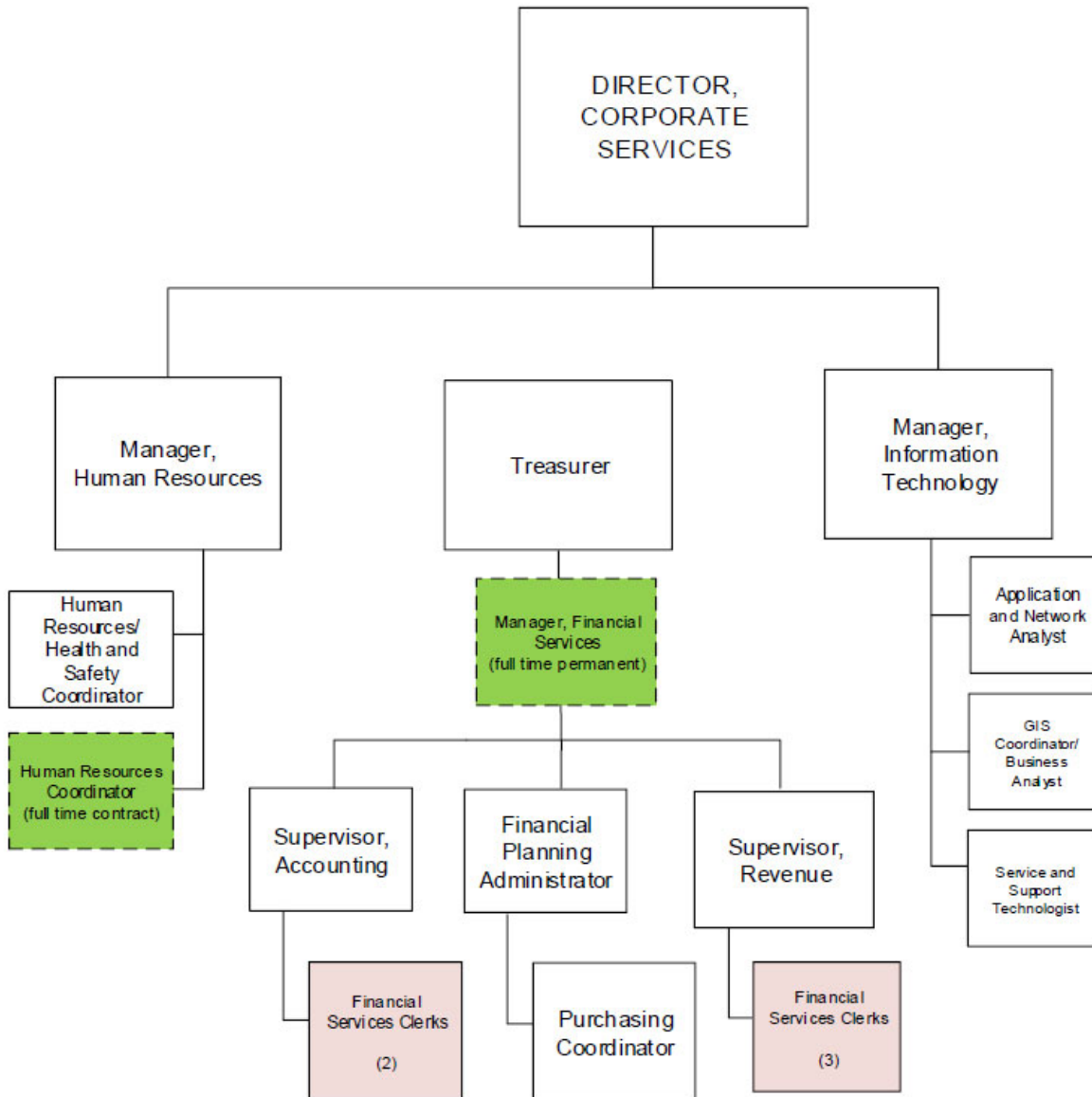
Budget Impact		
Account Name	Account Number	Budget Change
Per Diems – Accessibility Advisory	10510020000152	(\$ 600)
Accessibility Advisory Committee Expenses	10510020000571	1,000
Heritage Committee Expenses	10510020000368	(1,000)
Parks and Recreation Committee Expenses	10510020000562	(2,000)
Mayor’s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



A. Department Overview

Mission

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



*Highlighted in green is a staffing request for 2021



Department Description

Financial Services

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

Duties of the Finance Department

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

Information Technology

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

Human Resources Department

The Human Resources Department provides the following services:

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

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

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

Financial Services Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	11.00	12.00
Part-Time FTE's	0.00	0.00
Total FTE	11.00	12.00
Net Change	0.00	1.00*

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Director of Corporate Services	Senior Management Team	1.00	1.00
Treasurer	Management	1.00	1.00
Manager of Financial Services*	Management	1.00	1.00
Supervisor of Accounting	Non-Union	1.00	1.00
Supervisor of Revenue	Non-Union	1.00	1.00
Financial Planning Administrator	Non-Union	1.00	1.00
Purchasing Coordinator	Non-Union	1.00	1.00
Financial Services Clerks	Union	5.00	5.00

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

Information Technology Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	4.00	4.00
Part-Time FTE's	0.00	0.00
Total FTE	4.00	4.00
Net Change	0.00	0.00



Staffing Complement Includes:

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

Human Resources Department

Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	2.00	2.00
Part-Time FTE's	0.00	1.00
Total FTE	2.00	3.00
Net Change	0.00	+1.00

Staffing Complement Includes:

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

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

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

**Corporate Services
 Human Resources**

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



2021 Operating Budget Request

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

Budget Issue Title:	Benefits - Employee and Family Assistance Program (EAP)
----------------------------	---

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
	10-5-1001024-0215	\$4,400
Total Budget Impact:		\$4,400



2021 Operating Budget Request

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

Budget Issue Title:	Employee Recognition
----------------------------	----------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

Budget Issue Detail

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Professional Fees
----------------------------	-------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Membership Expense
----------------------------	--------------------

Budget Request Classification:	Base Budget	One-Time
---------------------------------------	-------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Recruitment Expenses
----------------------------	----------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

Budget Issue Detail

Administration is requesting an enhancement of \$34,000 in the allowance for recruitment expenses, in anticipation of engaging an executive search company to fill a senior level position.

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



2021 Operating Budget Request

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

Budget Issue Title:	Retiree Benefits
----------------------------	------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Benefits – Retirees	Various	(\$22,000)
Total Budget Impact:		(\$22,000)



2021 Operating Budget Request

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

Budget Issue Title:	Staff - Temporary Human Resources Coordinator(1Yr)
----------------------------	--

Budget Request Classification:	One-Time
---------------------------------------	----------

Budget Issue Detail

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

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

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

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

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

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

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

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

**Corporate Services
 Information Technology**

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



2021 Operating Budget Request

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

Budget Issue Title:	Microsoft Office Software Upgrade
----------------------------	-----------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	IT Service Desk Software
----------------------------	--------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Cyber Security
----------------------------	----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Network Password Security
----------------------------	---------------------------

Budget Request Classification:	One-Time	Base Budget
---------------------------------------	----------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Software - CityView Electronic Plans Review w/ Bluebeam
----------------------------	---

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Website Redesign
----------------------------	------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Line by Line
----------------------------	--------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Mobile Device Expense
----------------------------	-----------------------

Budget Request Classification:	Base Budget	One-Time
---------------------------------------	-------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	CityWorks
----------------------------	-----------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

Budget Impact		
Account Name	Account Number	Budget Change
Computer Maintenance	10-5-1001025-0310	\$30,000
Total Budget Impact:		\$30,000

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

**Corporate Services
 Financial Services**

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



2021 Operating Budget Request

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

Budget Issue Title:	Fee Revenue – Tax Certificates
----------------------------	--------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Adjust Office Supplies
----------------------------	------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	AMP Road Map
----------------------------	--------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Manager of Finance– New Position
----------------------------	----------------------------------

Budget Request Classification:	Base Budget	One-Time
---------------------------------------	-------------	----------

<p>Budget Issue Detail</p> <p>The Manager of Financial Services/Deputy Treasurer position would responsible to assist in coordination and ongoing management of a number of areas under the responsibility of the Finance Division, such as the Town’s asset management/asset inventory plans and processes, operating and capital budgets, year-end reporting and audits, property tax billing and collection functions, managing the day-to-day administration of the division, developing policies and procedures, and completion of special events/projects.</p> <p>One of the major items to change since the time of the Deloitte report is the legislative requirements for asset management planning, which places increased demands on the Finance Division. On December 13, 2017, the Province approved the regulation that took effect January 1, 2018, although no provisions took immediate effect. O. Reg 588/2017 sets out new requirements for undertaking asset management planning. The proposed phase-in timelines for the preparation of new asset management plans that were part of a previous consultation process has increased from four to six years. Please note the dates below.</p> <p>a) July 1, 2019 – all municipal governments to have a finalized initial strategic asset management policy. Section 3 of the regulation sets out 12 matters that this policy must include and the policy must be reviewed every 5 years.</p> <p>b) July 1, 2021: all municipal governments to have an adopted asset management plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management) that discusses current levels of service and the cost of maintaining those services. The regulation sets out both qualitative descriptions and technical metrics for each of the core assets.</p> <p>c) July 1, 2023: Municipal governments to an adopted asset management plan for all of its other municipal infrastructure assets, which also discusses current levels of service and the cost of maintaining those services. The municipality is to set the technical metrics and qualitative descriptions for its other assets (e.g., culture and recreation facilities).</p> <p>d) July 1, 2024: The asset management plans shall include a discussion of proposed levels of service, the assumptions related to the proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund the activities. (AMO believes that this funding strategy will further identify the gap between municipal own source revenues and the need. AMO’s current fiscal analysis for 2016 – 2025 shows a \$4.9 billion gap in municipal operating costs and capital needs).</p>

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Audit Fees – Actuarial Services
----------------------------	---------------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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

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

**Corporate Services
 Non-Departmental**

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

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

**Corporate Services
 Non-Departmental**

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



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF CORPORATE SERVICES

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

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

To: Mayor and Members of Town Council
Subject: Corporate Salary and Wage Adjustments

1. RECOMMENDATION:

It is recommended that:

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

2. BACKGROUND:

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

3. DISCUSSION:

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

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

“That:

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

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

B. Annual inflationary adjustment as per Council approved Compensation Policy- (Resolution # 20170710-804) – Adjustment \$105,663:

In accordance with article 4 of the approved Council policy, the Manager of Human Resources and the Treasurer have budgeted for an operating budget adjustment 2% for the inflationary salary adjustment as per the Council approved motion. At this point not all the inflationary factors for the policy have been return (such as OMERS rate) actual adjustment still maybe required to follow the policy however with four comparative rates considered, trends are 1.94%.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4. RISK ANALYSIS:

Many of the increases identified in the report are contractual in nature and have been previously approved by Council through resolution. Should Council not approve the funding for such agreements in the 2021 operating budget the Town will be in violation of the agreements and will be subject to litigation. Such actions will be subject to much political risk and future financial risk. It is most likely that the Town would be required to defend such actions and the cost associated with such a decision may result in additional legal costs and possible additional awards. The Town may be considered as bargaining in bad faith which may have a negative impact on the reputation of the Town and future negotiations with bargaining units of the organization.

5. FINANCIAL MATTERS:

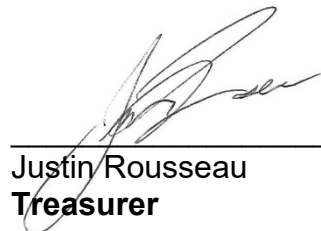
Provisions have been made in the 2021 Budget to address and fund the items identified. Total Funding recommended is \$404,224 of which \$ 335,362 is taxation funded and \$68,862 is funded from water.

6. CONSULTATIONS:

Manager of Human Resources

7. CONCLUSION:

The adjustments required as a result of funding items A to L in the report are primarily contractual in nature and have been previously approved by their respective bodies. The 2021 operating budget recommended by administration to Council has been developed to address and fund these items.



Justin Rousseau
Treasurer



2021 Operating Budget Request

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

Budget Issue Title:	Administrative Cross Charges
----------------------------	------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Revenue -Taxation and Miscellaneous
----------------------------	-------------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Line By Line
----------------------------	--------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Revenue – Grants and Aggregate Fees
----------------------------	-------------------------------------

Budget Request Classification:	Base Budget	One-Time
---------------------------------------	-------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Grants and Waivers of Fees
----------------------------	----------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Capital and Reserves
----------------------------	----------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

Capital Investment:

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

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

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

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

The 2021 Budget includes the following:

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

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

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

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

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

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

Tax Stabilization:

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Line By Line
----------------------------	--------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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

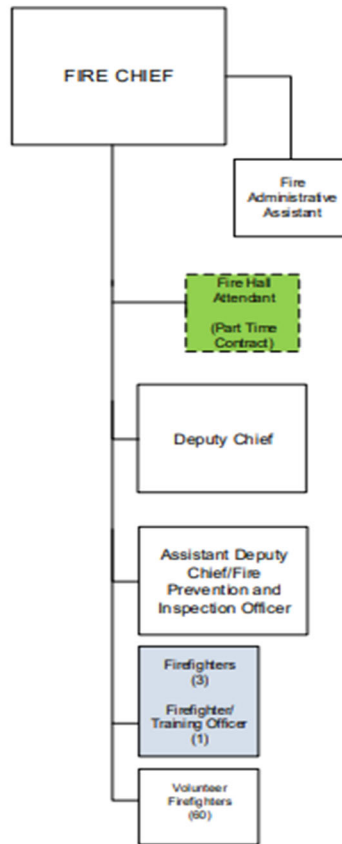


A. Department Overview

Mission

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

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



*Highlighted in green is a staffing request for 2021



Department Description

Fire Department

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

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

1. Identify and review the fire risks of the Town of Amherstburg and ensure programs are in place to minimize identified risks;
2. Provide an administrative process consistent with the needs of the fire services;
3. To conduct fire prevention inspections upon request or complaint;
4. To distribute public fire safety education materials to the community including home escape planning information and encourage the use of Smoke Alarms;
5. Proactive inspections of vulnerable occupancies identified in a community risk assessment;
6. Ensure that firefighting equipment and operating personnel are available within the municipality to provide adequate response to a citizen's call within a reasonable length of time;
7. Provide fire services training to the NFPA 1001 Standard which will ensure the continuous up-grading of all personnel in the latest techniques of fire prevention, firefighting and control of emergency situations and to co-operate with other municipal fire services with respect to management training and other programs;
8. Provide for a maintenance program to ensure all fire protection apparatus, and equipment, is ready to respond to emergency calls;
9. Ensure, through plan examination and inspection that required fire protective equipment is installed and maintained within buildings;
10. Ensure compliance with applicable municipal, provincial and federal fire prevention legislation, statutes, codes and regulations in respect to fire safety;



11. Develop and maintain an effective public information system and educational program, with particular emphasis on school fire safety programs; and commercial, industrial and institutional staff training;
12. Ensure in the event of a major catastrophe in the Town of Amherstburg, assistance to cope with the situation is available from outside fire services and other agencies;
13. Develop and maintain a good working relationship with all federal, provincial and municipal fire services, utilities and agencies, related to the protection of life and property;
14. Interact with other municipal fire services respecting the aspects of fire protection on any given program;
15. Ensure these objectives are not in conflict with any other municipal services.

B. Budgeted Staffing Resources - Fire Services

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

Fire Services

Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	8.00	8.00
Part-Time FTE's	20.50	20.50
Total FTE	28.50	28.50
Net Change	0.00	0.00

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Fire Chief	Senior Management Team	1.00	1.00
Deputy Chief	Management	1.00	1.00
Assistant Deputy Chief/Fire Prevention and Inspection Officer	Management	1.00	1.00
Firefighter	Union	4.00	4.00
Fire Administrative Assistant	Non-Union	1.00	1.00
Part-time Fire Assistant	Non-Union	1.00	.50
Volunteer Firefighters	Non-Union	60.00	20.00

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

Fire
 Fire

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

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

Fire
 Fire

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



2021 Operating Budget Request

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

Budget Issue Title:	Salaries Overtime
----------------------------	-------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Staff - Fire Assistant Temporary Full-Time
----------------------------	--

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Auto Allowance
----------------------------	----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Uniforms
----------------------------	----------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Uniforms	10-5-2010000-0252	\$ 3,400
Total Budget Impact:		\$ 3,400



2021 Operating Budget Request

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

Budget Issue Title:	Employee Recognition
----------------------------	----------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Memberships and Wellness Stipend
----------------------------	----------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Training and Professional Development
----------------------------	---------------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Communication Equipment
----------------------------	-------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Personal Protective Equipment and Reserve
----------------------------	---

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

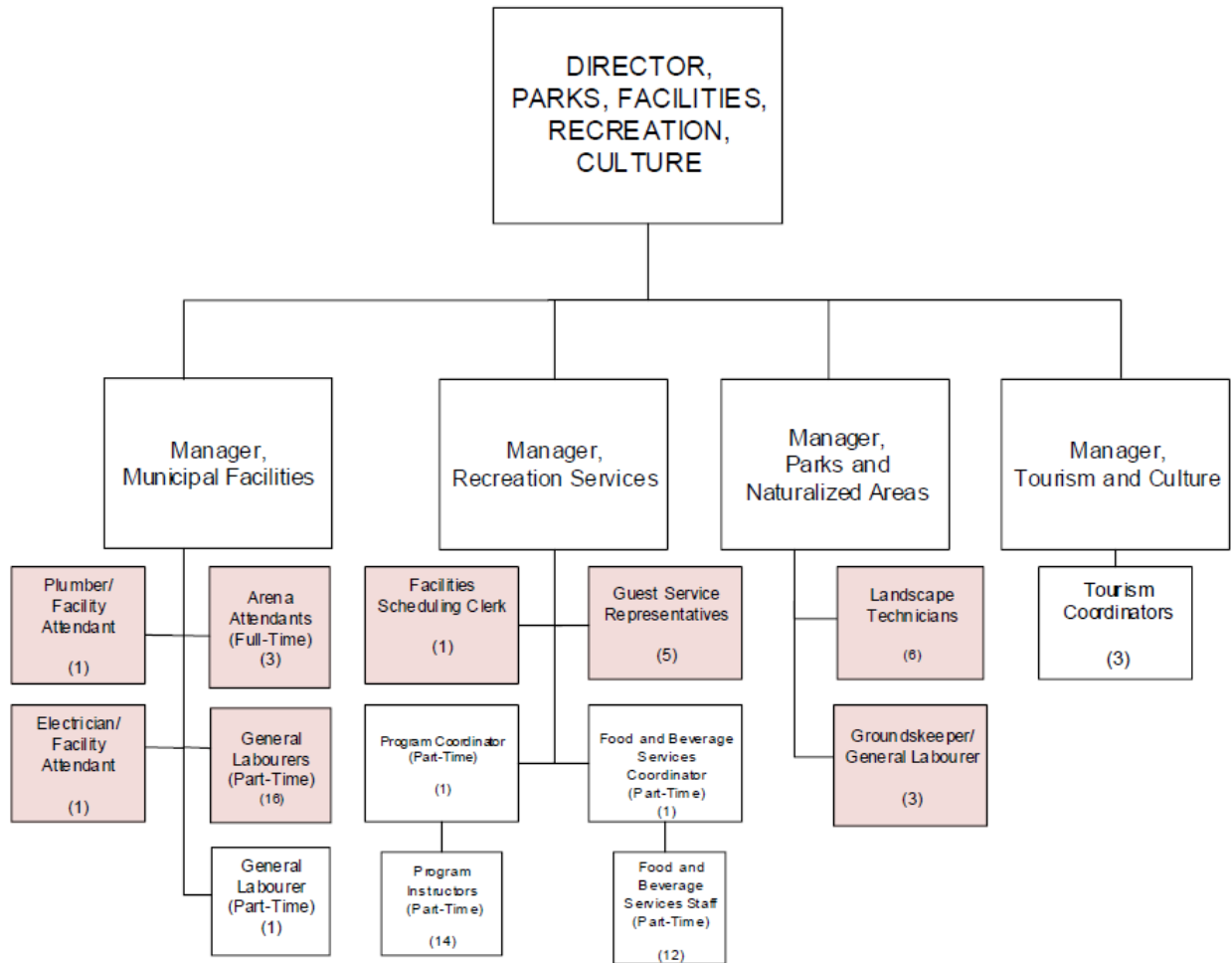
Budget Impact		
Account Name	Account Number	Budget Change
Personal Protective Equipment expense	10-5-2010000-0423	\$ 50,000
Transfer from Reserve - Fire	10-4-2010000-3000	\$(50,000)
Total Budget Impact:		\$ Nil



A. Department Overview

Mission

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



*Highlighted in green is a staffing requests for 2021



Department Description

Parks, Facilities, Recreation and Culture

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

Department Description

Parks, Facilities, Recreation and Culture

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

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

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

Parks and Naturalized Area's Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	7.00	7.00
Part-Time FTE's	2.50	2.50
Total FTE	9.50	9.50
Net Change	0.00	0.00

Staffing Complement Includes:

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



Facilities & Libro

Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	8.00	8.00
Part-Time FTE's	12.00	12.00
Total FTE	19.00	19.00
Net Change	0.00	0.00

Staffing Complement Includes:

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



Recreation

Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	2.00	2.00
Part-Time FTE's	8.50	8.50
Total FTE	10.50	10.50
Net Change	0.00	0.00

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Recreation Services	Management	1.00	1.00
Facilities Scheduling Clerk	Union	1.00	1.00
Guest Services	Union	5.00	2.50
Food and Beverage Service Coordinator	Non- Union	1.00	0.75
Program Coordinator	Non-Union	1.00	0.75
Food and Beverage Service Staff	Non-Union	12.00	2.00
Programming Instructors	Non-Union	14.00	2.50

Tourism & Culture

Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	4.00	4.00
Part-Time FTE's	0.00	0.00
Total FTE	4.00	4.00
Net Change	0.00	0.00

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Tourism and Culture	Management	1.00	1.00
Tourism Coordinators	Non- Union	3.00	3.00

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Replace Fire Alarm Panel – Town Hall
----------------------------	--------------------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Facility Mntce - Massen Buildings
----------------------------	-----------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Facility Mntce – Cultural Kiosks
----------------------------	----------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Facility Maintenance	10-5-7017002-0317	\$5,000
Total Budget Impact:		\$5,000



2021 Operating Budget Request

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

Budget Issue Title:	Facility Maintenance - Janitorial Supplies
----------------------------	--

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Facility Mntce - Gibson Gallery
----------------------------	---------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Utilities allocation
----------------------------	----------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Utilities	Various	\$1,800
Total Budget Impact:		\$1,800



2021 Operating Budget Request

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

Budget Issue Title:	Facility Needs and Condition Assessment
----------------------------	---

Budget Request Classification:	One-Time
---------------------------------------	----------

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

Budget Impact		
Account Name	Account Number	Budget Change
Professional fees (1X)		\$150,000.00
Transfer from Reserves		(\$150,000.00)
Total Budget Impact:		\$Nil

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Ice Rental / Indoor Rentals
----------------------------	-----------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Lease Revenue
----------------------------	---------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Utilities
----------------------------	-----------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Utilities		\$50,000
Total Budget Impact:		\$50,000

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

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

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

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

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

Yearend 2019 Actuals	2020 Budget	2020 Q3 Actuals	2020 Projected
-------------------------	-------------	-----------------	----------------

2021 Base Budget	Request - Base Budget	Request - One Time	2021 Total Budget	Budget Increase/ (Decrease)	Issue Paper Ref. No.
---------------------	--------------------------	-----------------------	----------------------	-----------------------------------	----------------------

**Capital Budget
 Description**

	Tax	Tax	Tax	Cost	Tax	
Splash pad upgrades				50,000	50,000	PARKS-CAP-1
Skate Park Relocation				75,000	-	PARKS-CAP-2
Refurbish Tennis Court				25,000	-	PARKS-CAP-3
New - KNYF Waterfront Extension				300,000	-	PARKS-CAP-4
Warren Michkle Park Improvements				75,000	75,000	PARKS-CAP-5
Ranta Memorial Park Improvements				170,000	-	PARKS-CAP-6
Co-An Park Capital				15,000	-	PARKS-CAP-7
BelleVue Improvements- Council Directed				-	-	PARKS-CAP-8
Replace Vehicle (Unit 210 2006 Ford Ranger)				35,000	-	PARKS-CAP-9
Replace Vehicle (Unit 710 2004 Chev Silverado)				40,000	-	PARKS-CAP-10
Replace Vehicle (Unit RS-1 2009 Chev Silverado)				35,000	-	PARKS-CAP-11
Total Capital Request	276,000	187,745	273,253	820,000	125,000	
Total Requirement for Taxes for 2021	1,425,608	1,026,344	1,463,355		1,472,060	



2021 Operating Budget Request

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

Budget Issue Title:	Donation Hanging baskets
----------------------------	--------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Reduce Revenue – Wyandotte Cemetery
----------------------------	-------------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Joint Use Agreements - Courts at Villanova HS
----------------------------	---

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Co-An Park Expense
----------------------------	--------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Tree Maintenance
----------------------------	------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Staff - Open Air Event
----------------------------	------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Salaries		\$44,285
Benefits		5,569
Total Budget Impact:		\$49,854



2021 Operating Budget Request

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

Budget Issue Title:	Vehicle and Equipment Maintenance
----------------------------	-----------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Vehicle and Equipment - Maintenance		\$20,000
Total Budget Impact:		\$20,000



2021 Operating Budget Request

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

Budget Issue Title:	Co-An Park Reserve
----------------------------	--------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Co-An Park- Reserve		\$15,000
Total Budget Impact:		\$15,000

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Recreation Programming
----------------------------	------------------------

Budget Request Classification:	One-Time	Base Budget
---------------------------------------	----------	-------------

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Concession Services
----------------------------	---------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

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

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

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

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Retail Sales and Promotion
----------------------------	----------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Event Revenue
----------------------------	---------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Grants revenue
----------------------------	----------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Staff – Students
----------------------------	------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Clothing
----------------------------	----------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Clothing	NEW	\$1,000
Total Budget Impact:		\$1,000



2021 Operating Budget Request

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

Budget Issue Title:	Office Supplies
----------------------------	-----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Advertising
----------------------------	-------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Community Events
----------------------------	------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Training and Conferences
----------------------------	--------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

Budget Issue Detail

Much of the training and conference offerings have moved to on-line or e-training platforms during the pandemic.

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



2021 Operating Budget Request

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

Budget Issue Title:	Travel and Mileage expense reduction
----------------------------	--------------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

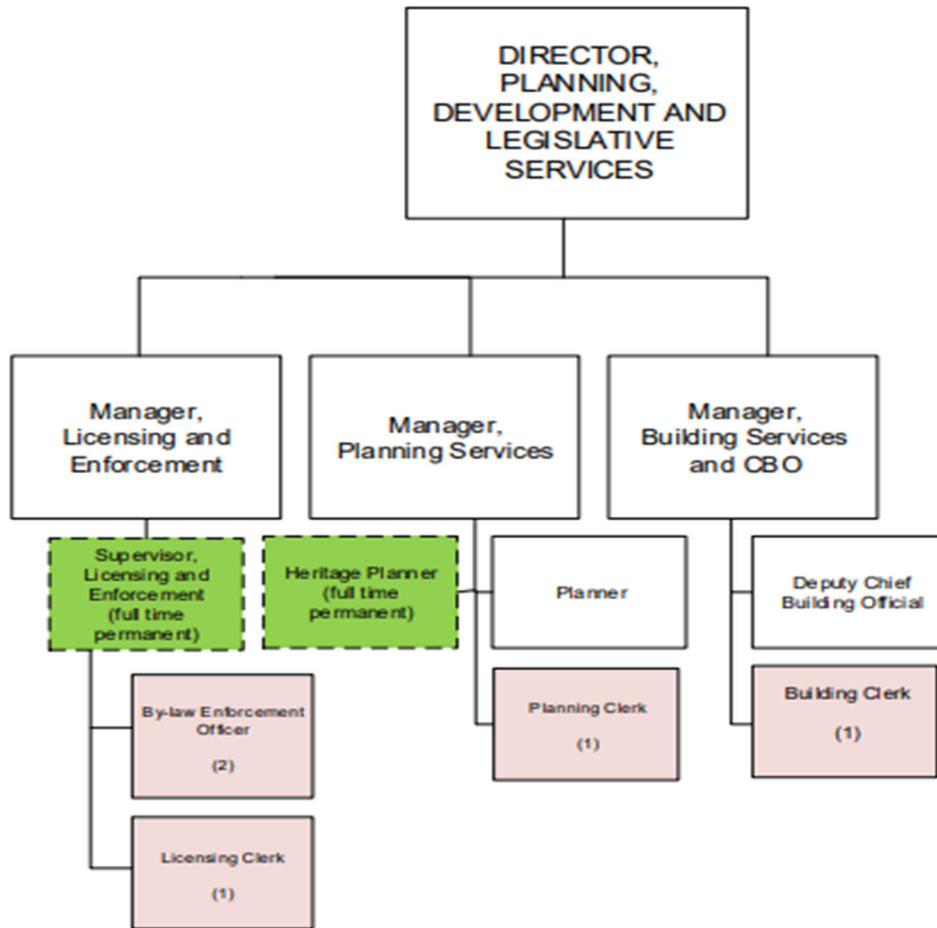
Budget Impact		
Account Name	Account Number	Budget Change
Travel and Mileage	10-5-8020000-0352	(\$1,000)
Total Budget Impact:		(\$1,000)



A. Department Overview

Mission

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



*Highlighted in green is a staffing request for 2021



Department Description

Planning Division

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

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

The Planning Division provides processing of applications for the following:

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

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

Building Division

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

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



Licensing and Enforcement Division

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

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

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

B. Budgeted Staffing Resources- Planning Development and Legislative Services

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

Planning and Legislative Services		
Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	4.00	5.00
Full-Time Contract FTE's	0.00	0.00
Total FTE	4.00	5.00
Net Change	0.00	1.00*

Staffing Complement Includes:

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

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



Building Division

Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	3.00	4.00
Part-Time FTE's	0.00	0.00
Total FTE	3.00	4.00
Net Change	0.00	1.00*

Staffing Complement Includes:

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

Licensing and Enforcement Division

Permanent FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	4.00	5.00
Part-Time FTE's	0.00	0.00
Total FTE	4.00	5.00
Net Change	0.00	1.00*

Staffing Complement Includes:

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Increase in Revenue
----------------------------	---------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

It is estimated that the revenue for 2021 will be increased by approximately \$18,270. It is estimated to have approximately 120 housing starts, with the average permit revenue amount increased to \$2300 per unit. This plumbing revenue will also increase.

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



2021 Operating Budget Request

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

Budget Issue Title:	Office Supplies
----------------------------	-----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Office supplies	10-4-204-3010-0301	\$2000
Total Budget Impact:		\$2000



2021 Operating Budget Request

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

Budget Issue Title:	Professional Fees – Consulting; Contract Services
----------------------------	---

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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

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

Planning, Development and Legislative Services
 Licencing and Enforcement

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Lottery License Revenue Decrease
----------------------------	----------------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Marriage License Expense Decrease
----------------------------	-----------------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Membership Budget Increase
----------------------------	----------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Memberships	10-5-2043015-0350	\$500
Total Budget Impact:		\$500



2021 Operating Budget Request

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

Budget Issue Title:	Animal Control – Contract
----------------------------	---------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

<p>Budget Issue Detail</p> <p>The Town entered into a (2) two year agreement with the Windsor Essex County Humane Society WECHS to provide dog control officer services and pound facility for the Town of Amherstburg for the period beginning <u>January 1st, 2020</u> and ending <u>December 31, 2021</u>.</p> <p>The tender price for year 2 of the agreement is \$32,000.00. The payment of HST is not applicable to this Agreement.</p> <p>Dogs that are left to run at large (unleashed) are a hazard to the community and its residents with the potential to harm unwary citizens through acts of aggression, threatening behavior and damage to property. On average the Town has 40 incidents per year of dogs at large. By having a Dog Control Officer and a by-law regulating dogs, individuals are less likely to be bitten and/or attacked by animals that are leashed or confined and closely supervised by their caretakers in accordance with the By-law. In addition to concerns about human safety, dogs running at large could possibly be killed by cars, subjected to abuse, or get hurt by other animals.</p>
--

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



2021 Operating Budget Request

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

Budget Issue Title:	Professional Fees
----------------------------	-------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Professional Fees	10-5-2043015-0327	\$1500
Total Budget Impact:		\$1500



2021 Operating Budget Request

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

Budget Issue Title:	Pool Permit Revenue
----------------------------	---------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Legal Expense – Cannabis
----------------------------	--------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Parking Tickets- Collection of Fines
----------------------------	--------------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Parking Tickets Revenue	10-4-2043015-5800	\$5,500
Total Budget Impact:		\$5,500



2021 Operating Budget Request

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

Budget Issue Title:	Supervisor of Licensing and Enforcement
----------------------------	---

Budget Request Classification:	Base Budget	One-time
---------------------------------------	-------------	----------

Budget Issue Detail

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

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

The Supervisor would be responsible for the day-to-day operations of the Licensing and Enforcement division including licensing of businesses, marriages, lottery, events and taxi licenses, and day-to-day operations of enforcement of by-laws, provincial legislation including responding to resident concerns and inquiries. The Supervisor will establish shift schedules for special projects/events and review enforcement reports and prepare work assignments. The Supervisor would also be responsible to analyze conditions and ensure compliance to development agreements and site plan agreements. With a dedicated employee handling the day-to-day functions of this division, the response time, follow-up, organization and completion of tasks would be accomplished in a much timelier manner.

With day-to-day activities being handled by a Supervisor, the Manager can focus on higher level projects and initiatives. Beyond having the appropriate time devoted to carry out current tasks such as reporting to the Director, Council and external agencies, overseeing budgets, preparing by-laws, preparing agreements they can also begin to spend more time on other tasks that are often delayed or not accomplished such as:

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

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

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

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Animal Control – Other (Spay and Neuter Program)
----------------------------	--

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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

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

Planning, Development and Legislative Services
Planning and Legislative Services

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



2021 Operating Budget Request

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

Budget Issue Title:	Legal Fees Expenses
----------------------------	---------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Heritage Planner
----------------------------	------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

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

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

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

A Heritage Planner on staff would allow the Town to:

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

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

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

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Professional Fees - Planning Studies
----------------------------	--------------------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Professional Fees
----------------------------	-------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Professional Fees	10-5-8010000-0327	\$10,000
Total Budget Impact:		\$10,000



2021 Operating Budget Request

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

Budget Issue Title:	Professional Fees – Parking Study
----------------------------	-----------------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

Budget Issue Detail

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

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

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

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

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

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

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

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

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

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

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

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Transfer to Reserves
----------------------------	----------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

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

Budget Impact		
Account Name	Account Number	Budget Change
Transfer to Reserves		\$(125,000)
Total Budget Impact:		\$(125,000)

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

Planning, Development and Legislative Services
 Police

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

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

**Planning, Development and Legislative Services
 Police**

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



2021 Operating Budget Request

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

Budget Issue Title:	Service Contract
----------------------------	------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Revenue - POA Fines
----------------------------	---------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

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

Budget Impact		
Account Name	Account Number	Budget Change
Revenue – POA Fines		(\$70,000)
Total Budget Impact:		(\$70,000)



2021 Operating Budget Request

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

Budget Issue Title:	Legal Fees
----------------------------	------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Legal fees		(\$25,000)
Total Budget Impact:		(\$25,000)



2021 Operating Budget Request

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

Budget Issue Title:	Cleaning Services Recovery
----------------------------	----------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

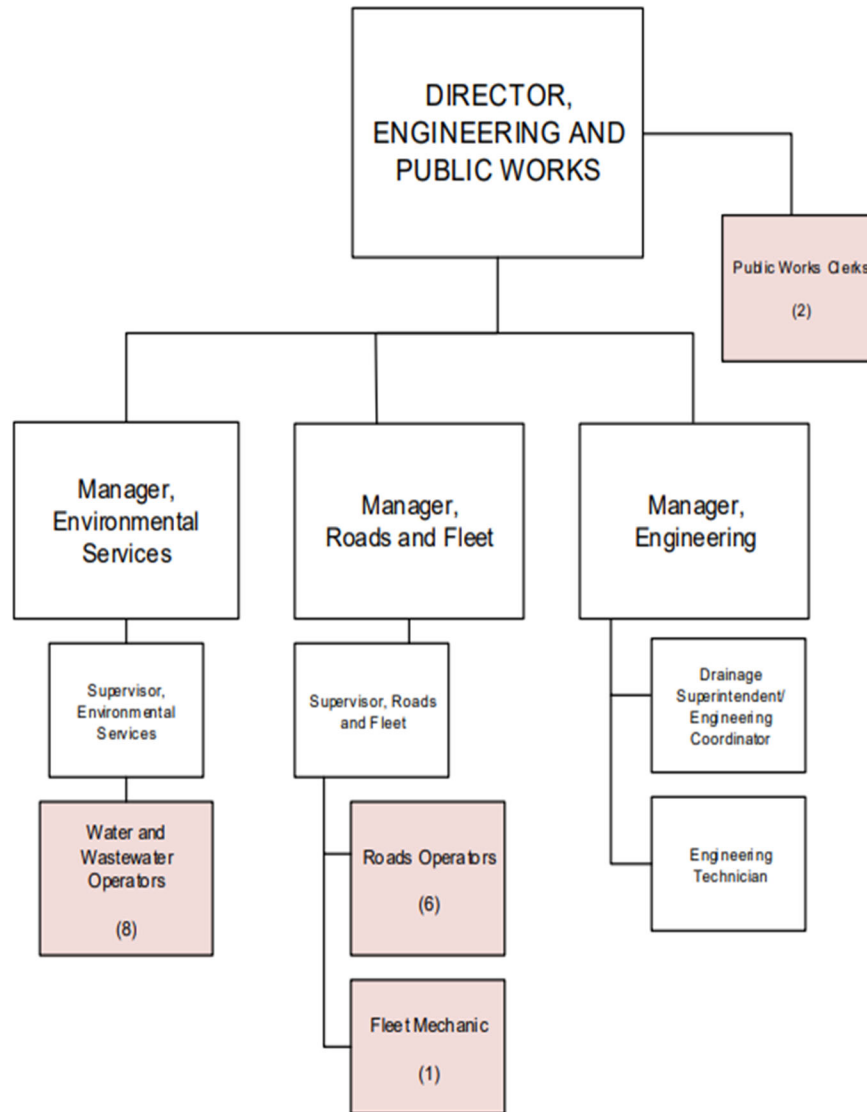
Budget Impact		
Account Name	Account Number	Budget Change
Janitorial Expense (Police)		(\$25,000)
Revenue - Other Income (Facilities)		(\$25,000)
Total Budget Impact:		Nil



A. Department Overview

Mission

The mission of the Engineering and Public Works Office is to provide quality workmanship and response to the residents of Amherstburg and outstanding customer service to both our residents and internal use.



*Highlighted in green is a staffing request for 2021



Department Description

Engineering and Public Works Department

The Engineering and Public Works Department is responsible for the construction, operation and maintenance of the Town's public works infrastructure, including water, sanitary and storm sewers, municipal drains and roads.

- Roads - Roads and Sidewalks, Winter Maintenance, Road Closures, Garbage and Recycle
- Environmental Services - Water and Wastewater
- Engineering and Operations – Infrastructure and Drainage

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

- Provision of safe drinking water
- Maintenance of sanitary collection system
- Maintenance of storm collection system
- Road maintenance and patching
- Gravel resurfacing
- Grading and dust control
- Street cleaning
- Road closings
- Catch basin maintenance/ repairs
- Removal of dead animals
- Boulevard maintenance
- Sidewalk maintenance
- Weed spraying
- Tree planting and trimming/removal on road allowances
- Sign maintenance / replacement
- Fleet management
- Drainage



B. - Budgeted Staffing Resources- Engineering and Public Works

The following is a breakdown of the staffing resources in the Engineering and Public Works Office:

Engineering and Public Works-Tax Rate

Permeant FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	14.00	14.00
Part-Time FTE's	.14	.14
Total FTE	14.14	14.14
Net Change		

Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Director of Engineering and Public Works	Senior Management Team	1.00	1.00
Manager of Engineering	Management	1.00	1.00
Manager of Roads and Fleet	Management	1.00	1.00
Supervisor of Roads and Fleet	Management	1.00	1.00
Drainage Superintendent	Non-Union	1.00	1.00
Engineering Technologist	Non-Union	1.00	1.00
Roads Equipment Operators	Union	6.00	6.00
Fleet Mechanic	Union	1.00	1.00
Public Works Clerk	Union	1.00	1.00
Part Time Arborist	Non-Union	1.00	.14

Engineering and Public Works- Water and Wastewater Rate

Permeant FTE's	2020 Budget	2021 Proposed
Full-Time FTE's	11.00	11.00
Part-Time FTE's	0.00	0.00
Total FTE	11.00	11.00
Net Change		



Staffing Complement Includes:

Position Description	Position Profile	Number of Staff	FTE
Manager of Environmental Services	Management	1.00	1.00
Supervisor of Environmental Services	Management	1.00	1.00
Water and Wastewater Equipment Operators	Union	8.00	8.00
Environmental Services Clerk	Union	1.00	1.00

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

**Engineering and Public Works
 Drainage**

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

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

**Engineering and Public Works
 Drainage**

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



2021 Operating Budget Request

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

Budget Issue Title:	Increase Revenue - Drainage
----------------------------	-----------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

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

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

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

\$ 37,000 - Drain Maintenance

\$100,000 - Drain Construction

\$ 58,000 - Drainage Superintending

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

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

Budget Impact

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



2021 Operating Budget Request

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

Budget Issue Title:	Decrease Gasoline Expense
----------------------------	---------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Increase Drain Construction and Drain Maintenance Expense
----------------------------	---

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Debt payment and recoveries adjustment
----------------------------	--

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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

Town of Amherstburg
De Engineering and Public Works
Bu Public Works
2021 Budget
Year ending December 31, 2021

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

Town of Amherstburg
De Engineering and Public Works
Bu Public Works
2021 Budget
Year ending December 31, 2021

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

Town of Amherstburg
 De Engineering and Public Works
 Bu Public Works
 2021 Budget
 Year ending December 31, 2021

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

Capital Budget

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



2021 Operating Budget Request

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

Budget Issue Title:	Pelee Island Drainage Revenue & Fee Revenue
----------------------------	---

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

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



2021 Operating Budget Request

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

Budget Issue Title:	Property Taxes
----------------------------	----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>Administration is recommending an increase based on actual property taxes expenses experienced.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Property Taxes		\$500
Total Budget Impact:		\$500



2021 Operating Budget Request

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

Budget Issue Title:	Vehicle and Equipment - Fuel
----------------------------	------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

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

Budget Impact		
Account Name	Account Number	Budget Change
Vehicle and Equipment - Fuel	10-5-3010000-0401	\$31,000
Total Budget Impact:		(\$31,000)



2021 Operating Budget Request

Budget Issue Number:	EPW-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Reduction
Department:	Engineering and Public Works
Budget Centre:	Vehicle and Equipment - Maintenance
Budget Impact:	\$30,000

Budget Issue Title:	Vehicle and Equipment – Maintenance
----------------------------	-------------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>This Budget Centre has seen an increase of the cost due to aging fleet and staffing issues. Outsourcing of Vehicle and Equipment – Maintenance has been required in order to keep all departments operational.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Vehicle and Equipment - Maintenance	10-5-3010000-0402	\$30,000
Total Budget Impact:		\$30,000



2021 Operating Budget Request

Budget Issue Number:	EPW-5
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Engineering and Public Works
Budget Impact:	\$Nil

Budget Issue Title:	Increase to Municipal Drain Expense
----------------------------	-------------------------------------

Budget Request Classification:	One-Time
---------------------------------------	----------

<p>Budget Issue Detail</p> <p>Under the provisions of the Drainage Act, the cost to complete works of maintenance and construction on a Municipal Drain is paid for by lands that use the drain according to a schedule of assessment that is prepared by an engineer and adopted under municipal by-law. The Town of Amherstburg is responsible for paying its share of drainage assessments relating to the ownership of its lands and roads for drainage works. From year to year, the scope of drain maintenance and construction work varies, depending largely on the number of requests received from landowners. Other factors, such as environmental restrictions, the timing of farming activities, and the processes by which new works of drainage are required to follow under the Drainage Act, affect the volume of work that may be completed on a yearly basis.</p> <p>Drain maintenance and construction projects are yearly occurrences that require Town funding to pay for its share of drainage assessments. Failure to move forward with these projects could place landowners and Town property at risk of flooding and other damage resulting from poor storm water conveyance.</p> <p>Assessments for Town Lands and Roads are funded under the Municipal Drain Expense item in the Public Works Budget Centre. This value has increased from the 2020 budget of \$165,000 to \$400,000 in 2021 largely due to the projected drainage assessments to the Town from a single drainage Construction project. The projected Town share of drainage assessments for numerous other drain Construction and Maintenance projects have also been factored into the 2021 Drain Construction and Drain Maintenance Expense estimate, resulting in a one-time budget increase of \$235,000.</p> <p>A transfer from the Municipal drains reserve is planned to offset the taxation impact</p>

Budget Impact		
Account Name	Account Number	Budget Change
Municipal Drain Expense	10-5-3010000-0765	\$235,000
Transfer from Reserves		\$(235,000)
Total Budget Impact:		Nil



2021 Operating Budget Request

Budget Issue Number:	EPW-6
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Road Maintenance – Gravel Roads
Budget Impact:	\$28,000

Budget Issue Title:	Road Maintenance – Gravel Roads
----------------------------	---------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

There are approximately 30.757 kilometres (61 lane kilometers) of gravel roads in the Town of Amherstburg. The follow chart outlines the locations and kms:

Road Name	KM of Gravel Roads
North Sideroad	6.126
Texas Road	5.654
Concession 9 South	5.251
South Sideroad	3.624
Colchester-Malden Road	1.994
Concession 7 South	2.822
Concession 5 South	1.075
Knapps Island Road	1.647
McLeod Road	1.587
Concession 2 South	0.633
Victoria Street North	0.344
Total	30.757 km

Most of the gravel roads are located in the rural areas of the Town. The Road Maintenance budget includes an allocation of \$60,000 for the maintenance of the gravel roads, which is mainly used for the purchase of additional stone material, and an allocation of \$12,000 for dust control.

Current Maintenance Practice

Since 2018, the Town has placed gravel on roads on a “more stone less often” basis. Meaning the Town will place the majority of the stone on selected roads on a rotation. The following has been the rotation to date:

Year	Roads	Km's of Roads
2018	Concession 5 South, Knapps Island Road and McLeod Road	4.309 km
2019	North Sideroad	6.126 km
2020	Texas Road	5.654 km
2021	Concession 9 South	5.251 km

The Town bases the gravel amount on the width of road and general amount per kilometre. Therefore, based on 6.5 metre road width, the contractor spreads approximately 400 tonnes per kilometre which amounts to approximately 30 mm of depth.

Recommendations:

The recommendation is to place more stone on gravel roads to elevation and assist will the drainage of water from the surface of gravels. The proposed increase of gravel will be from 400 tonnes per kilometre to 700 tonnes. This will increase of stone on the selected roads on a rotation. The recommendation would have the gravel roads on a five-year rotation.

30 kilometre of gravel roads on a five-year rotation is 6 kilometres of roads that would receive approximately 700 tonnes per kilometre totalling 4,200 tonnes. The Town purchases granular “A” from the local quarry at \$13.40 per imperial ton which equals \$12.15 per tonnes. Therefore, the cost of stone for gravel roads on an annual basis is \$51,000.

The Town utilizes a trucking company with belly dumper trucks to haul and place the stone material. In 2020, the truck cost for placement of stone at 400 tonnes per kilometre was \$8,500. The truck cost will double in portion to the increase placement of stone material. Trucking cost is estimated at \$17,000.

The Road Maintenance – Gravel Road budget also includes stone for shouldering and miscellaneous stone for road repairs and granular material in storage bins at the Public Works yards. This additional stone amounts to approximately \$20,000 which should be included in the 2021 Budget.

Financial Impacts

The 2020 Road Maintenance – Gravel Roads is currently at \$60,000. The 2021 Budget request is \$88,000 as outlined in the following items:

- \$51,000 – Stone for Annual Gravel Road Program
- \$17,000 – Trucking Cost for Hauling and Placing Stone
- \$20,000 – Stone for Shouldering and Miscellaneous Projects
- \$88,000

Budget Impact		
Account Name	Account Number	Budget Change
Road Maintenance – Gravel Roads	10-5-3020000-0715	\$28,000
Total Budget Impact:		\$28,000



2021 Operating Budget Request

Budget Issue Number:	EPW-7
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$85,000

Budget Issue Title:	CWATS Program AMH-5 – County Road 20 Paved Shoulders – Front Road South to 80m east of Adams Avenue – Construction
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>This CWATS Project (AMH-5) involves the installation of paved shoulders on County Road 20 Paved Shoulders from Front Road South to 80m east of Adams Avenue. This work is being coordinated with the County of Essex as the resurfacing of County Road 20 that is planned for 2021. Once this project and the associated work being completed by the County is complete there will be paved shoulders along County Road 20 from Lowes Sideroad to County Road 50. This project will be administered by the County and is also partially funded by the County as part of the CWATS program with the County funding 40% of the cost.</p>

Budget Impact	
Account Name	Budget Impacts
Road Maintenance	\$85,000
Total Budget Impact:	\$85,000



2021 Operating Budget Request

Budget Issue Number:	EPW-8
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Storm and Sewer Drain
Budget Impact:	\$55,000

Budget Issue Title:	Storm and Sewer Drain Maintenance
----------------------------	-----------------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

<p>Budget Issue Detail</p> <p>The Town has approximately 88 kilometres of storm sewer located in the urbanized areas of the Town of Amherstburg. In addition to the storm sewers, the Town has approximately 2,500 catch basins.</p> <p>The current budget of \$45,000 is utilized primarily to maintain damaged catch basins on a reactive process. Administration recommends a base budget increase to enhance storm sewer maintenance in response to increasing resident complaints and operational issues related to this infrastructure. In addition, a budget enhancement is recommended for implementation of a storm sewer flushing program. The total storm sewer maintenance budget request for 2021 is \$100,000, which is an increase of \$55,000, to be expended as follows:</p> <ul style="list-style-type: none"> • \$ 25,000 Flushing (Storm Sewer - 12-15 km) • <u>\$ 75,000</u> Maintenance - Catch Basins and Storm Sewer Drains <p style="margin-left: 40px;">\$100,000 Total</p>
--

Budget Impact		
Account Name	Account Number	Budget Change
Storm and Sewer Drain	10-5-3020000-0757	\$55,000
Total Budget Impact:		\$55,000



2021 Operating Budget Request

Budget Issue Number:	EPW-9
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Weed Control
Budget Impact:	\$10,000

Budget Issue Title:	Weed Control - Phragmites
----------------------------	---------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>The Town has been providing Phragmites weed control over the past 3 years and has been tracking the progress through GPS and mapping. The program has seen great success in the control the Phragmites along the road right of ways. The current budget provides the ability to treat the Phragmites plant with an herbicide product to kill the plant. This program should continue as it exists as it is important to ensure that areas that have shown positive control results are not permitted to repopulate.</p> <p>In order to further the positive progress of Phragmites weed control, additional funding is required to address areas of growth where spraying is not possible, not permitted due to environmental restrictions, or simply ineffective. If these areas are not treated, the Phragmites plant will continue to repopulate and migrate to areas and locations where the efforts to date have resulted in a reduction in the plants regrowth. For these areas, alternative control methods will be required including, but not limited to, the use of specialized mechanical equipment designed to track through large, mostly wet areas where Phragmites are known to thrive.</p> <p>The budget request is for an additional \$10,000 in base budget funding to hire contractors that are able to provide these services, resulting in an enhanced weed control effort. Roadside spraying and GIS tracking of progress will continue under the current program.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Weed Control - Phragmitis	10-5-3020000-0338	\$10,000
Total Budget Impact:		\$10,000



2021 Operating Budget Request

Budget Issue Number:	EPW-10
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Transit
Budget Impact:	\$200,000

Budget Issue Title:	Transit – Operational costs for Pilot Project
----------------------------	---

Budget Request Classification:	One-Time
---------------------------------------	----------

<p>Budget Issue Detail</p> <p>At the August 10, 2020 meeting, Council passed the following motion:</p> <p><i>It is recommended that:</i></p> <ol style="list-style-type: none"> <i>1. Administration BE DIRECTED to undertake public consultation on public transportation needs in relation to the proposal received from Transit Windsor; and</i> <i>2. Subsequent to Public Consultation, that Administration BE DIRECTED to develop and bring back for Council direction a business plan, inclusive of grant funding opportunities, for the delivery of public transit services for the Town of Amherstburg through Transit Windsor.</i> <p>A Public Open House was held on September 17, 2020.</p> <p>The Town is working with Transit Windsor to ensure public comments are considered and will provide a business plan to Council as soon as it has been finalized. These funds are being placed in the operating budget to cover the operating costs anticipated in 2021 to move forward with a two year pilot project.</p>
--

Budget Impact		
Account Name	Account Number	Budget Change
Transit		\$200,000
Total Budget Impact:		\$200,000



2021 Operating Budget Request

Budget Issue Number:	EPW-11
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Pressure
Department:	Engineering and Public Works
Budget Centre:	Solid Waste
Budget Impact:	\$102,800

Budget Issue Title:	Solid Waste
----------------------------	-------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail

This yearly program is under contract with Windsor Disposal Services Limited until 2027. Based on the contract, the solid waste disposal will increase by the Consumer Price Index on an annual basis. The projected CPI for 2021 is 2.0%. In addition to the CPI, the Town will have approximately 150 new home constructions. The budget includes the non-recoverable HST.

Account Number	Account Description	2020 Budget	2021 Proposed Budget	Proposed Increase
10-5-4057710-0602	Garbage Collection	\$522,000	\$557,000	\$35,000
10-5-4057710-0603	White Goods Collection	\$6,500	\$7,000	\$500
10-5-4067715-0307	Collection Calendar	\$2,500	\$2,500	\$0
10-5-4067715-0602	Refuse – Landfill Tipping Fees	\$681,400	\$742,000	\$60,600
10-5-4067715-0603	Yard Waste Collection	\$107,000	\$111,200	\$4,200
10-5-4067715-0601	Yard Waste Tipping Fees	\$42,000	\$42,000	\$0
10-5-4067715-0607	Public Works Yard Clean-Up	\$2,500	\$5,000	\$2,500
	Total Budget Impact	\$1,363,900	\$1,466,700	\$102,800

Garbage Collection account includes the following collection locations:

- House Holds
- Apartments
- Churches
- Commercial – including extra weekly collection
- Cultural Centre and Parks
- Trailer Park – Recovered
- Garbage Bin and Downtown Waste Canister

--

Budget Impact		
Account Name	Account Number	Budget Change
	See Above Table	
Total Budget Impact:		\$102,800



2021 Operating Budget Request

Budget Issue Number:	EPW-12
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Pressure
Department:	Engineering and Public Works
Budget Centre:	Engineering and Public Works
Budget Impact:	\$100,000

Budget Issue Title:	Fleet Reserve Transfer
----------------------------	------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>Administration is recommending an increase to the Fleet Reserve as contributions are not keeping pace with the required funds to replace major equipment. Larger purchases such as Snow Plows, Road Graders, Parks Equipment, Fire Apparatus, and the Street Sweeper are all coming due in the 5 year outlook and funds will fall short if reserve transfers are not made to fund the purchases.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Transfer to Reserves		\$100,000
Total Budget Impact:		\$100,000

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

**Engineering and Public Works
 Wastewater**

	Yearend 2019 Actuals	2020 Budget	2020 Q3 Actuals	2020 Projected	2021 Base Budget	Request - Base Budget	Request - One Time	2021 Total Budget	Budget Increase/ (Decrease)	Issue Paper Ref. No.
REVENUES:										
Total Revenue	6,375,249	6,485,959	5,023,352	6,752,347	6,485,959	196,388	-	6,682,347	196,388	WW-8
EXPENSES:										
Sanitary Sewer Collection System (SSCS)										
Building										
General Insurance	31,886	145,000	154,480	154,480	145,000	35,000	-	180,000	35,000	CLERKS-3
Property Taxes	28,077	30,000	82,231	82,231	30,000	55,000	-	85,000	55,000	WW-11
Total Building	59,963	175,000	236,712	236,711	175,000	90,000	-	265,000	90,000	
General Expenses										
Cost allocation -Overhead	203,900	206,900	155,175	206,900	206,900	3,700	-	210,600	3,700	CSGL-1
Cost allocation - operating expenses	528,700	539,300	404,475	539,300	539,300	(22,900)	-	516,400	(22,900)	CSGL-1
Professional Fees	-	30,000	7,141	70,000	30,000	-	30,000	60,000	30,000	WW-7
Collection and Billing Expense	12,527	13,000	8,815	13,000	13,000	-	-	13,000	-	
Total General Expenses - SSCS	745,127	789,200	575,606	829,200	789,200	(19,200)	30,000	800,000	10,800	
Environmental Services										
General Maintenance	12,089	15,000	12,669	15,000	15,000	-	-	15,000	-	
Sewer Flushing	58,015	35,000	41,507	50,000	35,000	-	-	35,000	-	
Service Connection Inspection and Camera	3,862	2,000	2,186	2,000	2,000	-	-	2,000	-	
Service Connection Repair and Maintenance	43,283	35,000	26,199	40,000	35,000	-	-	35,000	-	
Maintenance - Inflow and Infiltration	188,395	360,000	78,181	100,000	360,000	-	-	360,000	-	
Manhole Cleaning and Maintenance	15,835	10,000	7,005	8,000	10,000	-	-	10,000	-	
Total Environmental Services - SSCS	321,479	457,000	167,748	215,000	457,000	-	-	457,000	-	
Total Expenses - Sanitary Sewage Collection Sy:	1,126,569	1,421,200	980,065	1,280,911	1,421,200	70,800	30,000	1,522,000	100,800	
Amherstburg Sanitary Sewer Treatment System (ASSTS)										
General										
Utilities	307,249	315,000	226,040	315,000	315,000	20,000	-	335,000	20,000	WW-10
Property Taxes	8,028	8,000	8,290	8,290	8,000	-	-	8,000	-	
Total General - ASSTS	315,277	323,000	234,330	323,290	323,000	20,000	-	343,000	20,000	
Environmental Services										
Sludge - Landfill Tipping Fees	75,681	70,000	60,087	90,000	70,000	-	-	70,000	-	
Contract OCWA - A'burg Plant	398,437	345,000	258,432	345,000	345,000	7,800	-	352,800	7,800	WW-1
OCWA Maintenance Items	189,779	110,000	68,099	110,000	110,000	-	-	110,000	-	
OCWA After Hour Call In	24,993	25,000	19,736	27,000	25,000	-	-	25,000	-	
Total Environmental Services - ASSTS	688,890	550,000	406,354	572,000	550,000	7,800	-	557,800	7,800	
Total Expenses - Amherstburg Sanitary Sewer T	1,004,167	873,000	640,683	895,290	873,000	27,800	-	900,800	27,800	
McGregor Sewage Lagoon System (MSLS)										
Building										
Utilities	17,819	27,000	13,158	20,000	27,000	(5,000)	-	22,000	(5,000)	WW-10
Property Taxes	2,112	2,500	2,129	2,129	2,500	-	-	2,500	-	
Total Building Expenses - MSLS	19,931	29,500	15,287	22,129	29,500	(5,000)	-	24,500	(5,000)	

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

**Engineering and Public Works
 Wastewater**

	Yearend 2019 Actuals	2020 Budget	2020 Q3 Actuals	2020 Projected	2021 Base Budget	Request - Base Budget	Request - One Time	2021 Total Budget	Budget Increase/ (Decrease)	Issue Paper Ref. No.
Environmental Services										
Contract OCWA - McGregor	177,153	164,000	123,070	164,000	164,000	3,700	-	167,700	3,700	WW-2
OCWA Plant Maintenance Items	108,633	35,000	25,037	35,000	35,000	-	-	35,000	-	
OCWA After Hour Call In	9,711	10,000	5,345	7,000	10,000	-	-	10,000	-	
Total Environmental Services - MSLS	295,497	209,000	153,453	206,000	209,000	3,700	-	212,700	3,700	
Total Expenses - McGregor Sewage Lagoon Sys	315,428	238,500	168,740	228,129	238,500	(1,300)	-	237,200	(1,300)	
Edgewater Sewage Lagoon System (ESLS)										
Building										
Utilities	27,069	35,000	21,631	35,000	35,000	(8,000)	-	27,000	(8,000)	WW-10
Property Taxes	34,858	35,000	35,820	35,820	35,000	-	-	35,000	-	
Total Building - ESLS	61,927	70,000	57,451	70,820	70,000	(8,000)	-	62,000	(8,000)	
Environmental Services										
Contract OCWA - Edgewater	168,329	170,000	127,680	170,000	170,000	3,900	-	173,900	3,900	WW-3
Lagoon Treatment	65,262	-	-	-	-	-	-	-	-	
OCWA Plant Maintenance Items	51,290	45,000	6,497	45,000	45,000	-	-	45,000	-	
OCWA After Hour Call In	7,921	5,000	6,069	6,500	5,000	-	-	5,000	-	
OCWA Meyers Pump Stations	19,177	10,000	14,787	15,000	10,000	-	-	10,000	-	
Total Environmental Services - ESLS	311,979	230,000	155,033	236,500	230,000	3,900	-	233,900	3,900	
Total Expenses - Edgewater Sewage Lagoon Sys	373,906	300,000	212,485	307,320	300,000	(4,100)	-	295,900	(4,100)	
Big Creek Sewage Treatment and Collection System (Big Creek)										
Building										
Utilities	21,052	30,000	15,302	23,000	30,000	(6,000)	-	24,000	(6,000)	WW-10
Total Building - Big Creek	21,052	30,000	15,302	23,000	30,000	(6,000)	-	24,000	(6,000)	
Environmental Services										
Contract OCWA - Big Creek Plant	118,795	120,000	88,587	120,000	120,000	2,700	-	122,700	2,700	WW-4
OCWA Plant Maintenance Items	28,864	12,500	5,948	20,000	12,500	-	-	12,500	-	
OCWA After Hour Call In	2,849	5,000	2,409	4,000	5,000	-	-	5,000	-	
Total Environmental Service - Big Creek	150,508	137,500	96,944	144,000	137,500	2,700	-	140,200	2,700	
Total Expenses - Big Creek Sewage Treatment a	171,560	167,500	112,246	167,000	167,500	(3,300)	-	164,200	(3,300)	
McLeod SBR Sewage Treatment and Collection System (McLeod)										
Building										
Utilities	75,457	75,000	55,434	78,800	75,000	(1,700)	-	73,300	(1,700)	WW-10
Property Taxes	20,130	21,000	20,089	21,000	21,000	-	-	21,000	-	
Total Building - McLeod	95,587	96,000	75,523	99,800	96,000	(1,700)	-	94,300	(1,700)	
Environmental Services										
Contract OCWA - McLeod Plant	180,568	185,000	138,729	185,000	185,000	4,200	-	189,200	4,200	WW-5
OCWA Plant Maintenance Items	68,212	30,000	9,916	30,000	30,000	-	-	30,000	-	
OCWA After Hour Call In	17,871	12,000	9,579	13,500	12,000	-	-	12,000	-	
Total Environmental Services - McLeod	266,651	227,000	158,224	228,500	227,000	4,200	-	231,200	4,200	

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

**Engineering and Public Works
 Wastewater**

	Yearend 2019 Actuals	2020 Budget	2020 Q3 Actuals	2020 Projected	2021 Base Budget	Request - Base Budget	Request - One Time	2021 Total Budget	Budget Increase/ (Decrease)	Issue Paper Ref. No.
Total Expenses - McLeod Sewage Treatment an	362,238	323,000	233,747	328,300	323,000	2,500	-	325,500	2,500	
Boblo Island Sewage Treatment System										
Building										
Utilities	20,123	30,000	18,975	25,000	30,000	(8,000)	-	22,000	(8,000)	WW-10
Total Building - Boblo	20,123	30,000	18,975	25,000	30,000	(8,000)	-	22,000	(8,000)	
Environmental Services										
Contract OCWA - Boblo Plant	95,913	95,000	70,606	95,000	95,000	2,100	-	97,100	2,100	WW-6
OCWA Plant Maintenance Items	30,040	15,000	3,452	15,000	15,000	-	-	15,000	-	
OCWA After Hours Call In	5,810	2,200	2,009	3,000	2,200	-	-	2,200	-	
Total Environmental Service - Boblo	131,763	112,200	76,067	113,000	112,200	2,100	-	114,300	2,100	
Total Expenses - Boblo Island Sewage Treatmen	151,886	142,200	95,041	138,000	142,200	(5,900)	-	136,300	(5,900)	
Total Expenses before Reserves and Debt Char	3,505,754	3,465,400	2,443,007	3,344,950	3,465,400	86,500	30,000	3,581,900	116,500	
Capital/Reserve Transfers	563,948	324,752	299,752	324,753	676,426	(149,715)	-	526,711	(149,715)	
Debt Charges - Waste Water	2,266,368	2,344,133	1,856,696	2,344,133	2,344,133	(31,237)	-	2,312,896	(31,237)	WW-9
Total Expenses - Waste Water Department	6,336,070	6,134,285	4,599,455	6,013,836	6,485,959	(94,452)	30,000	6,421,507	(64,452)	
Net Operating Budget	(39,179)	(351,674)	(423,897)	(738,511)	0	(290,840)	30,000	(260,840)	(260,840)	
Capital Budget										
Description	User Rates	User Rates	User Rates	User Rates			Cost	User Rates		
Engineering - Lowes Sideroad Pump Station, Sanitary sewers & forcemain							230,000	159,280		
Engineering - Pump Station west of Big Creek and associated forcemain.							125,000			
Sanitary Sewer on Lowes from Fryer westerly								85,560		
Edgewater Lagoon Decommissioning							900,000	-		
Replace Plant capital renewals							250,000	-		
New - WM-03 - 2007 Savana Van							16,000	16,000		
Total Capital Request	39,180	351,674	260,708	331,450	-		1,521,000	260,840		
Total Requirement from User Rates	1	0	(163,189)	(407,061)	0			(0)		



2021 Operating Budget Request

Budget Issue Number:	WW-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$7,800

Budget Issue Title:	AWWTP - OCWA Contract
----------------------------	-----------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Contract OCWA – A'burg Plant	10-5-4017740-0604	\$7,800
Total Budget Impact:		\$7,800



2021 Operating Budget Request

Budget Issue Number:	WW-2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$3,700

Budget Issue Title:	McGREGOR - OCWA Contract
----------------------------	--------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Contract OCWA – McGregor	10-5-4017720-0604	\$3,700
Total Budget Impact:		\$3,700



2021 Operating Budget Request

Budget Issue Number:	WW-3
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$3,900

Budget Issue Title:	EDGEWATER - OCWA Contract
----------------------------	---------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Contract OCWA – Edgewater	10-5-4017730-0604	\$3,900
Total Budget Impact:		\$3,900



2021 Operating Budget Request

Budget Issue Number:	WW-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$2,700

Budget Issue Title:	BIG CREEK - OCWA Contract
----------------------------	---------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Contract OCWA – Big Creek	10-5-4017750-0604	\$2,700
Total Budget Impact:		\$2,700



2021 Operating Budget Request

Budget Issue Number:	WW-5
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$4,200

Budget Issue Title:	McLEOD - OCWA Contract
----------------------------	------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Contract OCWA – McLeod Plant	10-5-4017755-0604	\$4,200
Total Budget Impact:		\$4,200



2021 Operating Budget Request

Budget Issue Number:	WW-6
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$2,100

Budget Issue Title:	BOBLO - OCWA Contract
----------------------------	-----------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>OCWA contract renewal is not completed. The increase for 2021 is based on the 2020 budget allocation plus 2.25% for inflation until contract negotiations complete and the adjustments are made.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Contract OCWA – Boblo Plant	10-5-4017760-0604	2,100
Total Budget Impact:		\$2,100



2021 Operating Budget Request

Budget Issue Number:	WW-7
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$30,000

Budget Issue Title:	Feasibility Study – Conversion of sanitary pressure system to gravity system
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>This project involves a feasibility study to convert a low pressure sanitary system to a gravity system. The Town currently owns and operates 27 Myers PS in the Edgewater sewage area. These stations are standalone stations that serve one home. Many of these are close to or have already exceeded their life expectancy and will be requiring replacement. This study will review the ability and cost to install gravity sewers and eliminate the need for these pumps.</p>

Budget Impact	
Account Name	Budget Impacts
Professional Fees	\$30,000
Total Budget Impact:	\$30,000



2021 Operating Budget Request

Budget Issue Number:	WW-8
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Non-Discretionary
Department:	Engineering and Public Works
Budget Centre:	Waste water
Budget Impact:	(\$198,728)

Budget Issue Title:	Revenue
----------------------------	---------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>Waste Water Rates Increase (\$148,728)</p> <p>The 2017 Asset Management Plan called for a 1.3% increase in waste water area to help fund infrastructure. The total increase forecasted in the waste water model called for 2.5% increase in water rates and this will be in the 2021 user fee by-law.</p>
<p>Waste Water Misc. Increase (\$50,000)</p> <p>Additional Grey water processing has been experienced at the AWWTP and administration is recommending an increase in Misc Revenue.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Sale of Water	80-4-000000-1610	\$(148,728)
Sanitary Misc		(50,000)
Total Budget Impact:		\$(198,728)



2021 Operating Budget Request

Budget Issue Number:	WASTEWATER-9
Community Based Strategic Plan Pillar:	Fiscal Sustainability
Budget Issue Classification:	Budget Pressure
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$(28,897)

Budget Issue Title:	Debt payment and recoveries adjustment
----------------------------	--

Budget Request Classification:	Base Budget
---------------------------------------	-------------

<p>Budget Issue Detail</p> <p>Debt Repayment- Reduction of \$31,237</p> <p>A downward adjustment to long term debt repayments can be made for 10,027 of debt taken to fund wastewater works.</p> <p>Recoveries from Local Sewer- Reduction of \$2,340</p> <p>The recoveries from local sewers can be adjusted downwards by \$2,340 as some recoveries have come off the books in prior years.</p>
--

Budget Impact		
Account Name	Account Number	Budget Change
Recoveries Debenture Repayment		\$2,264
Recoveries Tile Loans		\$76
Debt Charges		(\$31,237)
Total Budget Impact:		\$(28,897)



2021 Operating Budget Request

Budget Issue Number:	WASTEWATER-10
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Budget Reduction
Department:	Engineering and Public Works
Budget Centre:	WASTEWATER
Budget Impact:	\$(8,700)

Budget Issue Title:	Utilities allocation
----------------------------	----------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail	
<p>Administration has conducted a review of utilities cost at all town facilities and adjusted for various trends up and down in many locations the net result is budget Reduction of \$8,700.</p>	
ASSTS	\$20,000
Mcgregor Lagoon	\$(5,000)
Edgewater Lagoon	\$(8,000)
Big Creek	\$(6,000)
Mcleod	\$(1,700)
Boblo	<u>\$(8,000)</u>
	\$(8,700)

Budget Impact		
Account Name	Account Number	Budget Change
Utilities	Various	\$(8,700)
Total Budget Impact:		\$(8,700)



2021 Operating Budget Request

Budget Issue Number:	WASTEWATER-11
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Pressure
Department:	Engineering and Public Works
Budget Centre:	WASTEWATER
Budget Impact:	\$55,000

Budget Issue Title:	Property Taxes
----------------------------	----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>Administration is recommending an increase based on actual property taxes expenses experienced.</p> <p>The Amherstburg Wastewater treatment property had a significant revaluation conducted by MPAC in 2020 which added additional assessment to the tax base however recoveries are needed from the wastewater rates</p>

Budget Impact		
Account Name	Account Number	Budget Change
Property Taxes		\$55,000
Total Budget Impact:		\$55,000

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

**Engineering and Public Works
 Water**

	Yearend 2019 Actuals	2020 Budget	2020 Q3 Actuals	2020 Projected	2021 Base Budget	Request - Base Budget	Request - One Time	2021 Total Budget	Budget Increase/ (Decrease)	Issue Paper Ref. No.
REVENUES:										
Total Revenues	5,119,196	4,951,293	3,929,406	5,225,033	4,951,293	275,340	10,000	5,236,633	285,340	WATER-1
EXPENSES:										
Salaries and Wages										
Salaries - Full Time	681,574	783,549	479,486	668,000	783,549	44,518	-	828,067	44,518	
Salaries - Overtime	48,117	27,500	13,173	27,500	27,500	-	-	27,500	-	
Salaries - Part Time/Temporary	3,990	9,289	3,167	9,289	9,289	730	-	10,019	730	
Total Salaries and Wages	733,681	820,338	495,826	704,789	820,338	45,248	-	865,586	45,248	CORP STAFF
Benefits										
Total Benefits	247,437	301,549	201,804	273,143	301,549	23,614	-	325,163	23,614	CORP STAFF
General Expenses										
Clothing	9,117	8,500	6,979	8,500	8,500	-	-	8,500	-	
Training and Conferences	13,350	14,000	7,059	11,000	14,000	-	-	14,000	-	
Cost Allocation - Operating Expenses	80,000	81,600	61,200	81,600	81,600	(1,300)	-	80,300	(1,300)	CSGL-1
Cost Allocation - Overhead	574,200	582,700	437,025	582,700	582,700	31,100	-	613,800	31,100	CSGL-1
Office Supplies	989	1,000	550	1,000	1,000	-	-	1,000	-	
Advertising	411	750	157	400	750	-	-	750	-	
Professional Fees	46,524	25,000	46,835	66,835	25,000	-	-	25,000	-	
Mobile Devices	2,950	3,500	1,026	3,000	2,900	(300)	-	2,600	(300)	CSIT-8
Memberships	888	1,000	931	1,100	1,000	-	-	1,000	-	
Conservation Authority Levy	60,540	70,000	46,828	62,437	70,000	(5,700)	-	64,300	(5,700)	CSGL-7
Total General Expenses	788,969	788,050	608,589	818,572	787,450	23,800	-	811,250	23,800	
Building Expenses										
General Insurance	38,263	109,000	129,139	129,139	109,000	40,500	-	149,500	40,500	CLERKS-3
Utilities	198,455	210,000	143,314	210,000	210,000	-	-	210,000	-	
General Maintenance	27,900	157,000	8,426	12,000	7,000	-	-	7,000	-	
Property Taxes	27,387	28,000	27,450	28,000	28,000	-	-	28,000	-	
Total Building Expenses	292,005	504,000	308,328	379,139	354,000	40,500	-	394,500	40,500	
Equipment and Vehicles										
Vehicle and Equipment Maintenance	21,492	17,000	8,179	17,000	17,000	-	-	17,000	-	
Service Agreement - Radios	9,774	9,400	7,772	9,400	9,400	-	-	9,400	-	
Miscellaneous Water Equipment	5,869	20,000	8,630	20,000	20,000	-	5,600	25,600	5,600	WATER-2
Collection and Billing Expense	161,198	180,000	131,289	180,000	180,000	-	-	180,000	-	
Total Equipment and Vehicles	198,333	226,400	155,869	226,400	226,400	-	5,600	232,000	5,600	
Contracted Services										
Contract OCWA	643,693	630,000	475,815	670,000	630,000	14,175	-	644,175	14,175	WATER-3
OCWA Maintenance Items	114,602	50,000	21,685	50,000	50,000	-	-	50,000	-	
Total Contracted Services	758,295	680,000	497,500	720,000	680,000	14,175	-	694,175	14,175	

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

**Engineering and Public Works
 Water**

	Yearend 2019 Actuals	2020 Budget	2020 Q3 Actuals	2020 Projected	2021 Base Budget	Request - Base Budget	Request - One Time	2021 Total Budget	Budget Increase/ (Decrease)	Issue Paper Ref. No.
Service Maintenance										
Service Maintenance	76,418	103,000	93,668	120,000	103,000	-		103,000	-	
Main Maintenance	46,958	60,000	42,287	60,000	60,000	-		60,000	-	
Backflow Prevention	29,810	27,000	15,964	27,000	27,000	-		27,000	-	
Water Meter Repairs and Maintenance	111,020	85,000	90,928	125,000	85,000	-	30,000	115,000	30,000	WATER-4
Sample Station Repairs and Maintenance	634	2,000	5,238	5,500	2,000	-	6,000	8,000	6,000	WATER-5
Water Valve Repair and Maintenance	6,532	19,000	12,743	15,000	19,000	-	-	19,000	-	
Blowoff Repairs and Maintenance	1,624	3,000	1,068	2,000	3,000	-	-	3,000	-	
Fire Hydrant Repair and Maintenance	19,230	10,000	11,840	13,500	10,000	-	4,000	14,000	4,000	WATER-6
Coin Operated Filling Stations (2)	1,387	3,000	67	1,000	3,000	-	-	3,000	-	
Total Service Maintenance	293,613	312,000	273,804	369,000	312,000	-	40,000	352,000	40,000	
Water Programs										
DWQMS Audit expenses	2,963	5,000	3,428	3,428	5,000	-	-	5,000	-	
Water Conservation Program	1,500	1,500	-	-	1,500	-	-	1,500	-	
Total Water Programs	4,463	6,500	3,428	3,428	6,500	-	-	6,500	-	
Total Expenses before Reserves and Debt Charge	3,316,796	3,638,837	2,545,148	3,494,471	3,488,237	147,337	45,600	3,681,174	192,937	
Total Transfer to Reserve - Water	1,322,424	28,079	200,000	178,079	1,108,679	(1,347,758)	-	(239,079)	(1,347,758)	
Total Debt Charges - Water	354,379	354,377	265,784	354,378	354,377	2	-	354,379	2	
Total Operating Expenses and Transfers	4,993,599	4,021,293	3,010,932	4,026,928	4,951,293	(1,200,420)	45,600	3,796,473	(1,154,820)	
Net Operating Budget	(125,597)	(930,000)	(918,474)	(1,198,105)	-	(1,475,760)	35,600	(1,440,160)	(1,440,160)	
Capital Budget										
Description	User Rates	User Rates	User Rates	User Rates	User Rates		Cost	User Rates		
Project Closeout - Watermain										
Replacement on Pacific Avenue (Simcoe to Richmond)							12,500			
Engineering - Watermain Replacement										
Ventnor Avenue (Baltic to Atlantic)							70,000	70,000		
New - WM-03 - 2007 Savana Van										
							24,000	24,000		
Engineering - New 300mm watermain on Lowes Sideroad and 300mm watermain on 2nd Concession										
							82,000	56,160		
Replace Plant capital renewals										
							200,000			
Construct - Supervisory Control and Data Acquisition (SCADA) Installation and Electrical Upgrades										
							1,265,000	1,265,000		
Engineering - Secondary discharge pipe - AWTP										
							25,000	25,000		
Total Capital Request	125,597	930,000	358,501	930,000	-		1,678,500	1,440,160		
Total Requirement from User Rates	-	-	(559,973)	(268,105)	-			0		



2021 Operating Budget Request

Budget Issue Number:	WATER-1
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Non-Discretionary
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	(\$285,340)

Budget Issue Title:	Revenue
----------------------------	---------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>Water Rates Increase (\$275,340)</p> <p>The 2017 Asset Management Plan called for a 2% increase in water area to help fund infrastructure. Administration is requesting a 2.5% increase to water rates to help fund infrastructure and operational cost in 2021 based of normalized water flows and revenue targets of \$5,000,000 a increase of \$275,340 is administrations recommendation</p>
<p>New Service Fees (\$10,000)</p> <p>With the increase in new houses starts administration feels an upwards revenue increase is warranted.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Sale of Water	80-4-000000-1610	\$(275,340)
		(10,000)
Total Budget Impact:		\$(285,340)



2021 Operating Budget Request

Budget Issue Number:	WATER-2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	5,600

Budget Issue Title:	Water Equipment
----------------------------	-----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>1) The Town currently hires out to do some occasional pressure testing of fire hydrants. Requesting the purchase of a new telog unit to pressure test throughout the Town on a more consistent basis and be able to upgrade our mapping system with colour coded hydrants. The existing telog unit the Town has is outdated (2008).</p> <p>2) The Town's current GPS unit is outdated and not accurate enough for the detail PWD requires. Requesting the purchase of a new GPS unit that is compatible with iPads, iPhones, integrates with ESRI. The students will be able to capture the curb boxes, sanitary and storm cleanouts and anything else needed to upgrade our current interactive mapping system. This will help expedite locates.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Miscellaneous Water Equipment	80-5-0000000-0420	\$5,600
Total Budget Impact:		\$5,600



2021 Operating Budget Request

Budget Issue Number:	WATER-3
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	14,175

Budget Issue Title:	Service Contract - OCWA
----------------------------	-------------------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>The Service Contract - OCWA provides funding for the Agreement with OCWA to run and service the Amherstburg Water Treatment Plant.</p> <p>The Service Agreement and contract with OCWA expires on December 31, 2020. The added total in the budget reflects the change in the extension of the agreement for 2021 using the same cost as 2020 with an addition of 2.25% for inflation. The total change in inflation costs is an additional \$14,175 from 2020 to 2021.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Service Contract - OCWA	80-5-0000000-0604	\$14,175
Total Budget Impact:		\$14,175



2021 Operating Budget Request

Budget Issue Number:	WATER-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	30,000

Budget Issue Title:	Water Meters
----------------------------	--------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>1) With the purchase of the Itron system and working toward an AMI (Advanced Metering Infrastructure) capable of doing daily reads if needed, we are requesting \$20,000 in order to purchase and further capitalize on the 2019 price points offered as our introductory offer into the system. This is a 30% savings.</p> <p>2) Requesting an increase of 10,000 of the base budget in order to get away from house meters. Moving forward, the use of pit meters at the property line will be the preferred choice of meters. This eliminates the need for Town employees to enter homes. The meter can be maintained from the pit at the property line. The initial cost of the pit meter vs a standard house meter is 20% higher.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Water Meter Repairs and Maintenance	80-5-0000000-0833	30,000
Total Budget Impact:		\$30,000



2021 Operating Budget Request

Budget Issue Number:	WATER-5
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	6,000

Budget Issue Title:	Sample Stations
----------------------------	-----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>Requesting a one-time increase of \$6,000 to replace three (3) aging water sample stations that annually require repairs to leaky gaskets. The older cast iron stations tend to freeze and start leaking over time. These leaks contribute to the Town's water loss.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Sample Station Repairs and Maintenance	80-5-0000000-0835	\$6,000
Total Budget Impact:		\$6,000



2021 Operating Budget Request

Budget Issue Number:	WATER-6
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Budget Enhancement
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	4,000

Budget Issue Title:	Hydrant Markers
----------------------------	-----------------

Budget Request Classification:	Base Budget
---------------------------------------	-------------

Budget Issue Detail
<p>Requesting a one-time increase of \$4,000 to complete the addition of reflective hydrant markers to all of the Town's fire hydrants. These reflective markers make it easier for the Fire Department to locate and quickly determine what kind of pressures to expect at each hydrant based on their colour when fighting a fire. This will greatly benefit the speed and delivery when time is essential.</p>

Budget Impact		
Account Name	Account Number	Budget Change
Fire Hydrant Repair and Maintenance	80-5-0000000-0850	\$4,000
Total Budget Impact:		\$4,000

Town of Amherstburg



2021 Capital Budget

2021 Capital Budget

The recommended 2021 Capital Budget for the Town of Amherstburg provides significant capital investment in municipal infrastructure totaling \$10,408,144 for taxation, water and wastewater.

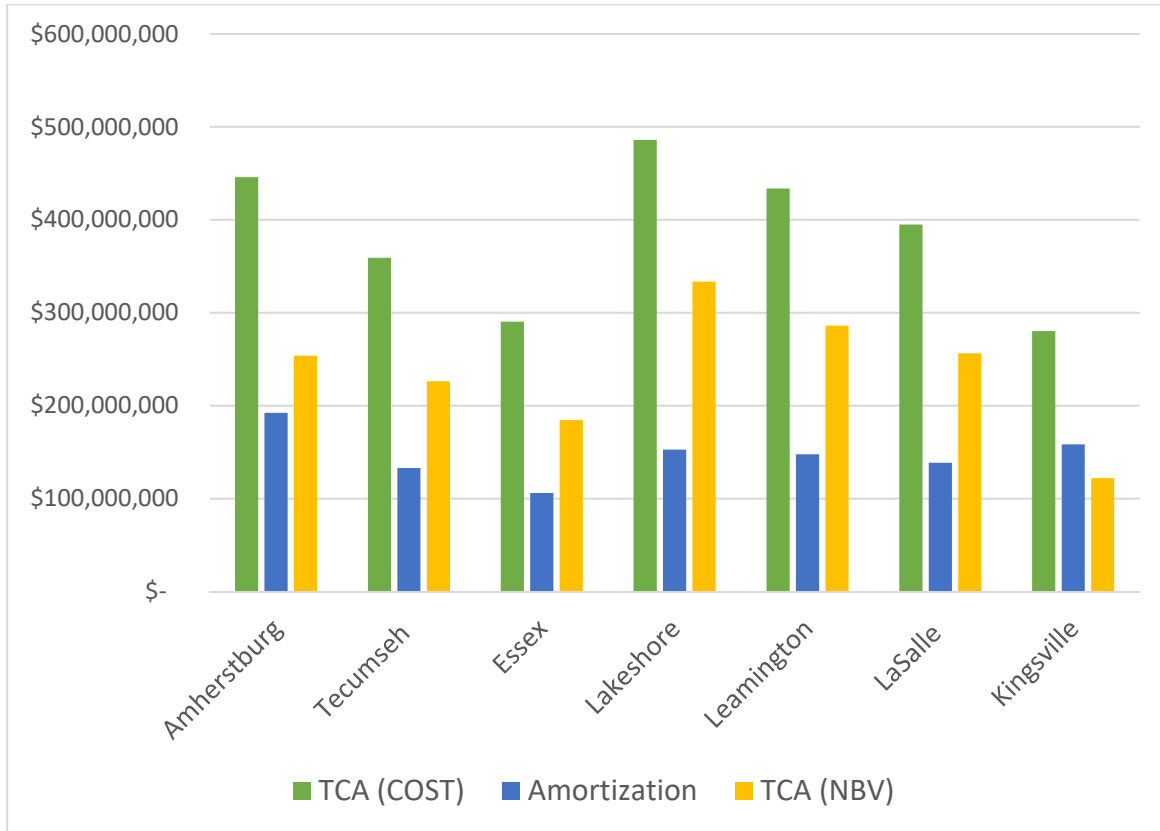
This level of investment in infrastructure will be achieved by augmenting the contribution to lifecycle reserves. This is a step forward in realizing “the pay as you go” philosophy and sustainable funding for the Town’s capital program, while moving away from reliance on long-term debt.

Capital Investment – Local Context:

Based on audited 2019 Financial Statements of neighboring municipalities, the Town of Amherstburg has the highest per resident investment in infrastructure, as illustrated by the following table:

Assets Per Capita (December 31, 2019)	TCA (COST)	TCA (NBV)	Population (Stats Can 2016)	Assets Per Capita (COST)	Assets Per Capita (NBV)
Town of Amherstburg	\$445,878,360	\$253,631,274	21,936	\$20,326	\$11,562
Town of Tecumseh	\$359,023,123	\$226,207,253	23,229	\$15,456	\$9,738
Town of Essex	\$290,311,261	\$184,392,051	20,427	\$14,212	\$9,027
Municipality of Lakeshore	\$485,892,513	\$333,348,070	36,611	\$13,272	\$9,105
Municipality of Leamington	\$433,623,557	\$285,994,083	27,595	\$15,714	\$10,364
Town of LaSalle	\$394,820,934	\$256,286,860	30,180	\$13,082	\$8,492
Town of Kingsville	\$280,229,957	\$121,992,658	21,552	\$13,003	\$5,660

The following graph illustrates the total asset cost, amortization and netbook value in the region:



The above is both good and bad news, as it means the Town has the highest value of infrastructure for citizens to enjoy; however it also means in the future the Town will have the highest burden per capita for infrastructure replacement.

The difference between the capital needs of a municipality and that which the municipality can afford, is called the **infrastructure funding gap**. The best way for a municipality to guard itself against the growing infrastructure funding gap is by implementing a reserve structure that supports asset renewals as they come due.

The Town of Amherstburg suffers from annual infrastructure funding gaps because project costs and needs surpass the amount of project funds available. Without significant reserve funds, as mentioned above, it is hard for the Town to manage its infrastructure funding gap without increased capital borrowing.

The following charts come from the Town's Asset Management Plan and explain the funding deficits that existed at the creation of the plan in 2016.

TABLE 34 SUMMARY OF INFRASTRUCTURE REQUIREMENTS AND CURRENT FUNDING AVAILABLE: TAX FUNDED ASSETS

Asset Category	Average Annual Investment Required	2016 Funding Available				Total Funding Available	Annual Deficit
		Taxes	Gas Tax	OCIF	Taxes to Reserves		
Road Network	6,692,000	247,000	655,000	191,000	640,000	1,733,000	4,959,000
Bridges & Culverts	645,000	276,000	345,000	256,000	16,000	893,000	-248,000
Storm Sewer	701,000	0	0	0	20,000	20,000	681,000
Machinery & Equipment	296,000	83,000	0	0	0	83,000	213,000
Buildings	1,687,000	46,000	0	0	0	46,000	1,641,000
Land Improvements	426,000	12,000	0	0	0	12,000	414,000
Vehicles	973,000	251,000	0	0	0	251,000	872,000
Information Technology	262,000	285,000	0	0	0	285,000	-23,000
Total	11,682,000	1,200,000	1,000,000	447,000	676,000	3,323,000	8,359,000

TABLE 37 SUMMARY OF INFRASTRUCTURE REQUIREMENTS AND CURRENT FUNDING AVAILABLE

Asset Category	Average Annual Investment Required	2016 Annual Funding Available			Total	Annual Deficit
		Rates	To Operations	Other		
Wastewater Network	2,638,000	5,715,000	-4,608,000	0	1,107,000	1,531,000
Water Network	2,632,000	4,505,000	-3,719,000	0	786,000	1,846,000
Total	5,270,000	10,220,000	-8,327,000	0	1,893,000	3,377,000

The Asset Management Plan calls for the following strategies to be used inclusive of 1.5% increase in taxation, 2% increase in water, 1.3% increase in wastewater based on the 'With capturing changes' for debt repayment under a 20 year sustainability plan.

TABLE 36 EFFECT OF CHANGES IN OCIF FUNDING AND REALLOCATING DECREASES IN DEBT COSTS

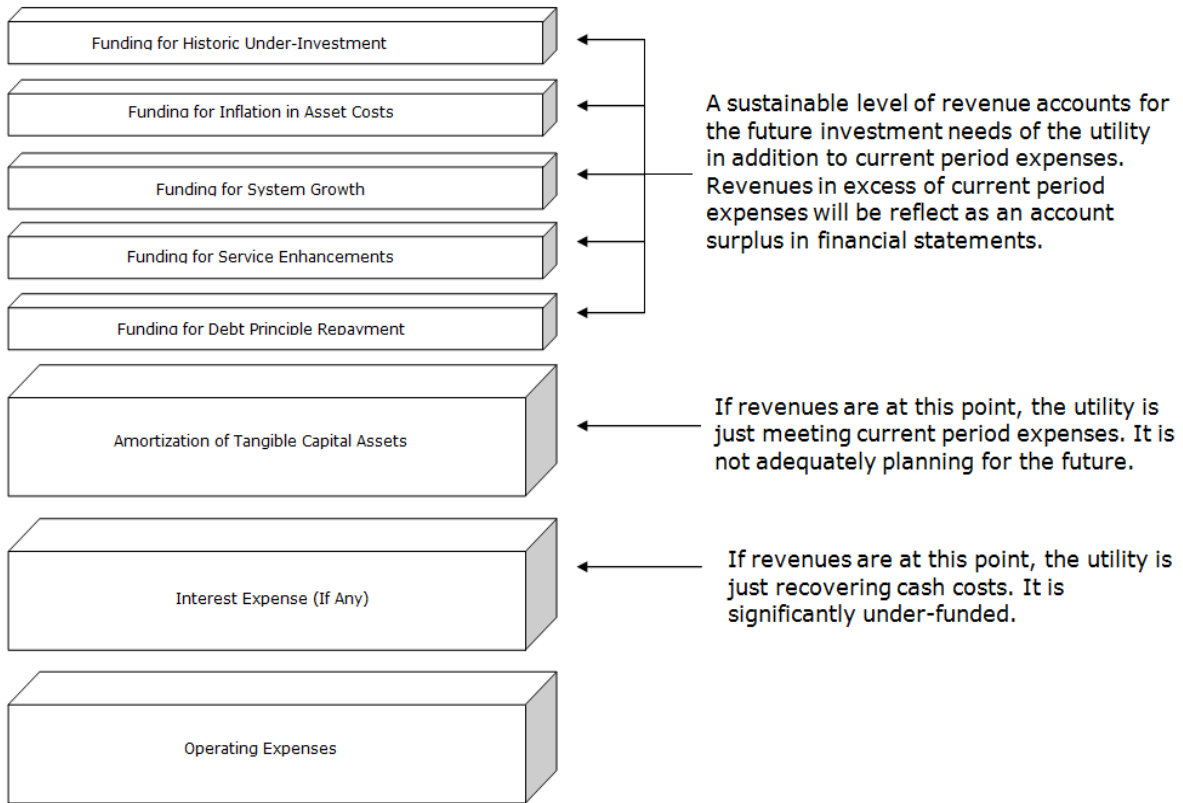
	Without capturing changes				With capturing changes			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	8,359,000	8,359,000	8,359,000	8,359,000	8,359,000	8,359,000	8,359,000	8,359,000
Change in OCIF Grant	N/A	N/A	N/A	N/A	-1,273,000	-1,273,000	-1,273,000	-1,273,000
Changes in Debt Costs	N/A	N/A	N/A	N/A	-1,112,000	-1,130,000	-1,133,000	-1,422,000
Resulting Infrastructure Deficit	8,359,000	8,359,000	8,359,000	8,359,000	5,974,000	5,956,000	5,953,000	5,664,000
Resulting Tax Increase Required:								
Total Over Time	43.0%	43.0%	43.0%	43.0%	30.8%	30.7%	30.6%	29.2%
Annually	8.6%	4.3%	2.9%	2.2%	6.2%	3.1%	2.0%	1.5%

TABLE 40 WITH CHANGE IN DEBT COSTS

	Wastewater Network			Water Network		
	5 Years	10 Years	15 Years	5 Years	10 Years	15 Years
Infrastructure Deficit	1,531,000	1,531,000	1,531,000	1,846,000	1,846,000	1,846,000
Change in Debt Costs	-86,000	-453,000	-391,000	-376,000	-473,000	-473,000
Resulting Infrastructure Deficit (Surplus)	1,445,000	1,078,000	1,140,000	1,470,000	1,373,000	1,373,000
Resulting Rate Increase Required:						
Total Over Time	25.3%	18.9%	19.9%	32.6%	30.5%	30.5%
Annually	5.1%	1.9%	1.3%	6.5%	3.1%	2.0%

Administration is using the financial modeling strategy of the Asset Management Plan to help achieve the desired result of a financially sustainable community for generations to come.

A complete budget that deals with every fiscal issue a municipality would face is illustrated below:



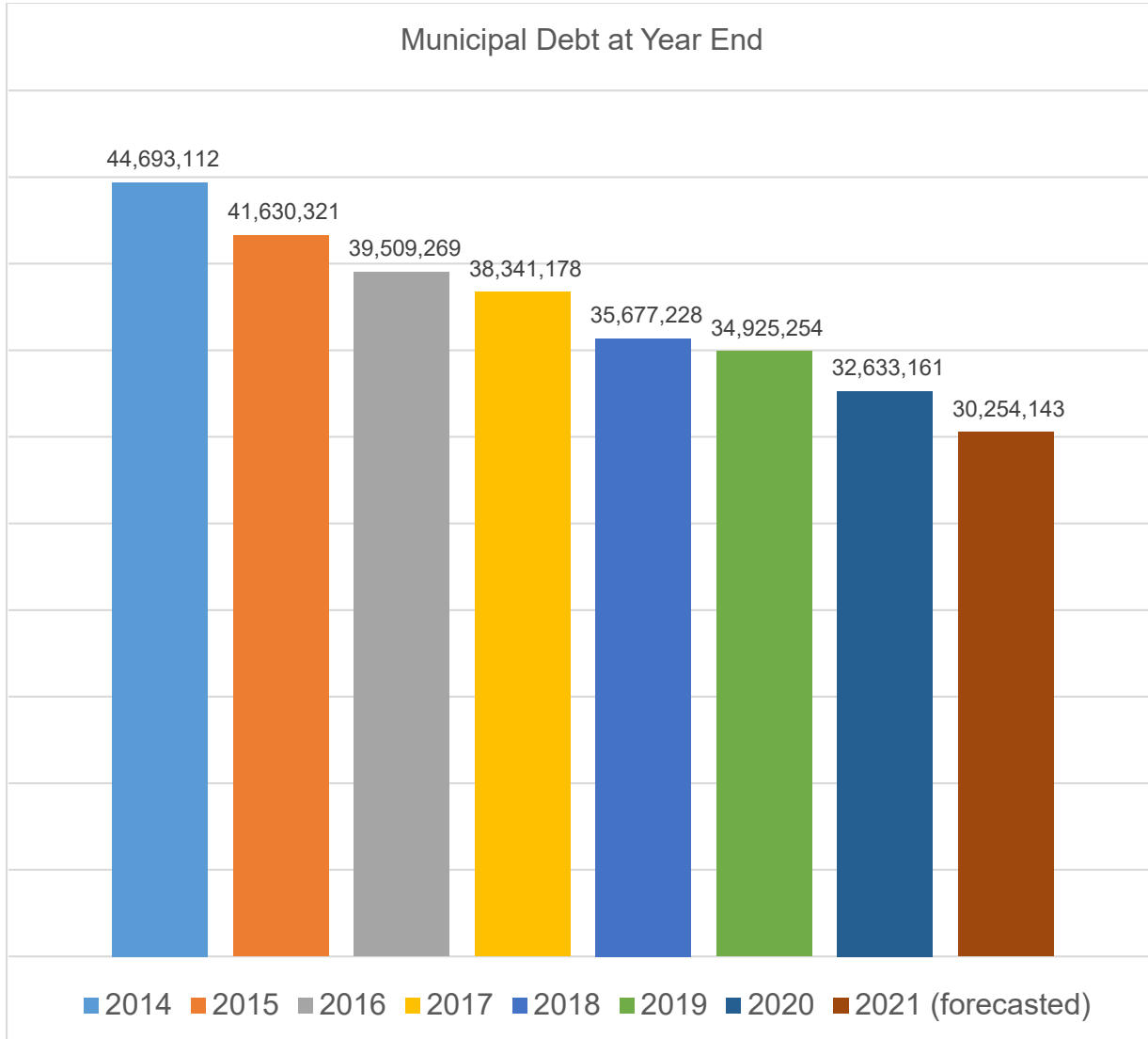
The Town of Amherstburg, much like other municipalities, cannot afford to budget for all of the above as it would be too costly to the ratepayers. The red line indicates the current funding level of the Town, which demonstrates that there is still opportunity for improvement in moving toward financial sustainability.

Capital Budget Highlights

In 2021, the Budget includes capital investment of \$10,408,144.

There are no planned debt funded projects in the 2021 capital budget.

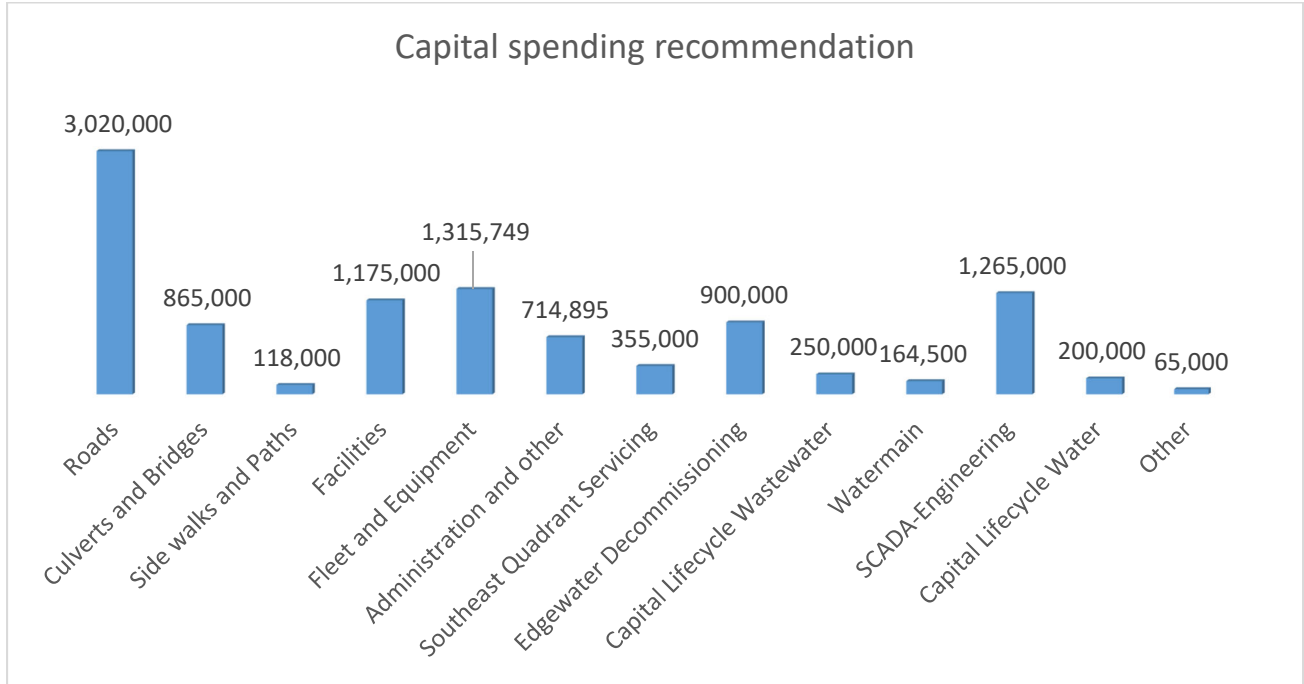
The following illustrates the projected debt levels from the Town based on the above:



The debt level depicted above is calculated based on the funding model in the estimates reported to Council. Final project costs may differ and debt levels may change accordingly.

Capital Investment Projects:

The Budget includes capital investment in the amount of \$10,408,144 and the breakdown by project is as follows:

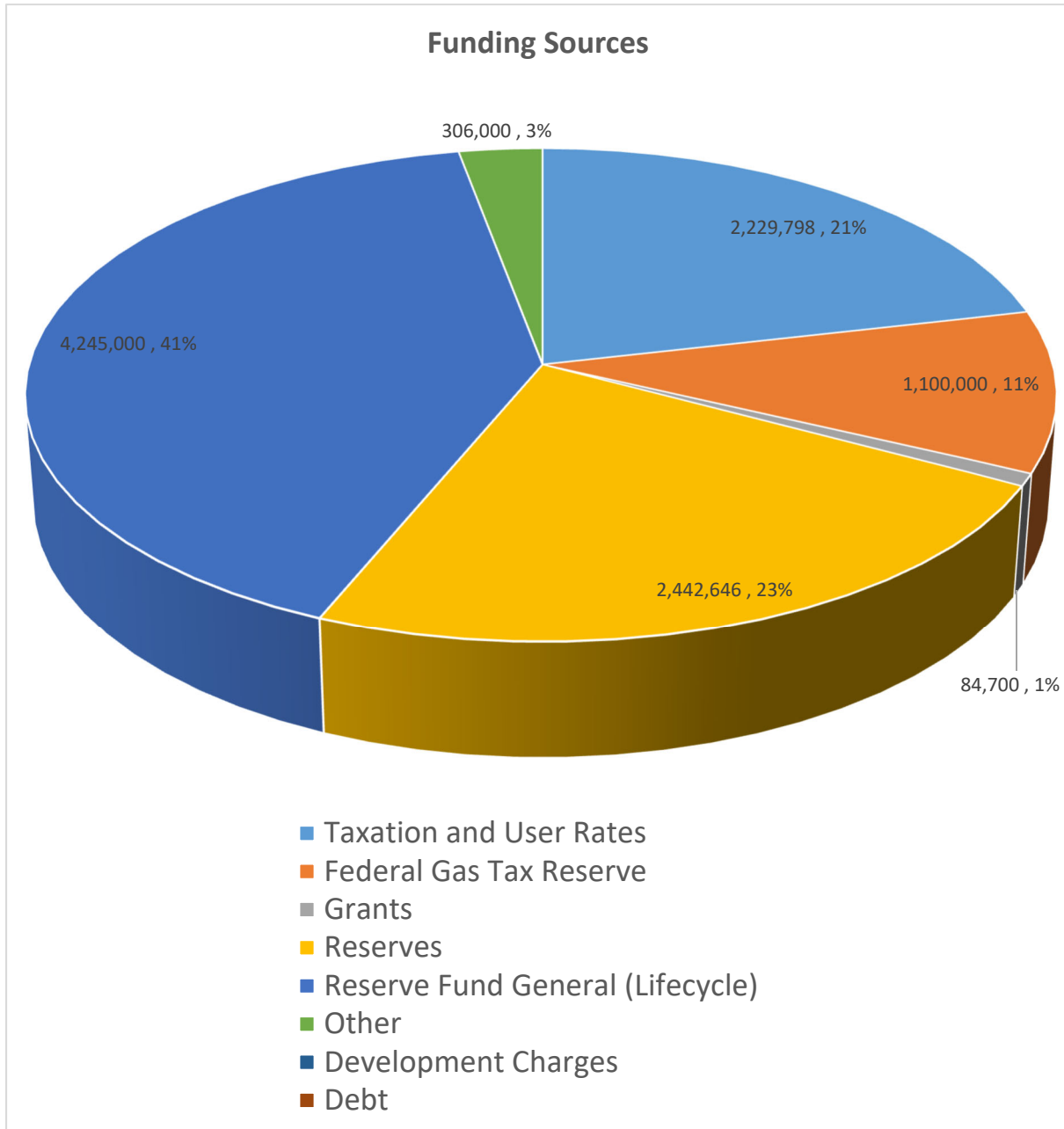


All projects will be funded with 2021 current revenues

It is very important to note that the majority of the Town's capital projects are funded using Provincial and Federal Government programs. Dependence on senior government grant funding poses a risk to the Town's financial sustainability funding may be reduced over time as senior governments face their own fiscal pressures. In 2021 this is truer than ever as OCIF Formula has not been confirmed at the time of creation of the 2021 budget.

Capital Funding Sources:

Town of Amherstburg capital funding sources for 2021 are as follows:



The 2021 Capital Budget is outlined in the following pages, including project details.

Town of Amherstburg - 2021 Capital Budget											
Budget Centre	Issue Paper	Project Name	Capital Cost (\$)	Project Description	Taxation/ User Rates	Federal Gas Tax	Grants	Reserves	Reserve Fund General	Other	Total Funding
Taxation Funded:											
Roads											
PW	EPW-CAP-1	Engineering -Geotechnical investigation for 2021 projects	25,000	Pre-engineering allows for more accurate budget estimates and earlier tendering	25,000						25,000
PW	EPW-CAP-2,3,4	Project Close Out Cost-2020	45,000		-			45,000			45,000
PW	EPW-CAP-5	Engineering - McLeod Avenue Rehabilitation from 3rd Concession South to Lakewood Drive. Full reconstruction recommended. 1200 metres in length.	25,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.	-				25,000		25,000
PW	EPW-CAP-6	Engineering - South Riverview Rehabilitation from Beneteau to the 2nd Concession. Full Reconstruction recommended. 850 metres in length. 6.7m wide.	25,000	Required due to lifecycle renewal. Road is breaking apart. Ongoing maintenance costs. Engineering in 2019 for 2020 construction	-				25,000		25,000
PW	EPW-CAP-7	Engineering - Fryer Street from Simcoe to Alma. Recommendation would be a full reconstruction including curb and gutter, storm sewers	2,200,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate Project to be Done in Phases	-	1,100,000			1,100,000		2,200,000
PW	EPW-CAP-8	Mill & Pave - 2021	400,000	Required due to lifecycle renewal. Asphalt is crumbling. Entire asphalt surface will need to be removed and replaced.	-				400,000		400,000
PW	EPW-CAP-9	Engineering - 8th Concession North rehabilitation between Texas Road and County Road 10.	100,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate	-				100,000		100,000
PW	EPW-CAP-10	Tar & Chip	200,000	(list streets (point to point)	-				200,000		200,000
Sidewalks, Pathways and Streetlights											
PW	EPW-CAP-11	Paved shoulders on Alma Street between Fryer and Meloche Road as per CWATS plan.	25,000	Project close out cost	-			25,000			25,000
PW	EPW-CAP-12	Pedestrian Crossovers	75,000		75,000						75,000
PW	EPW-CAP-21	Sidewalk County Road 10- Council Directed Not Funded									-
PW	EPW-CAP-22	Red Light Camera- Council Directed Not Funded									-
PW	EPW-CAP-13	Transit Bus Stops	18,000		18,000						18,000
		Total	3,138,000		118,000	1,100,000		70,000	1,850,000		3,138,000
Culverts and Bridges											
PW	EPW-CAP-14	Engineering - Long Marsh Drain at Concession 2 North - Bridge No. 3008 . Complete Replacement	40,000	Project close out	-			40,000			40,000
PW	EPW-CAP-15	Engineering - River Canard at 5th Concession North - Bridge No. 3012 . Complete Replacement	110,000	The 2016 Bridge Study recommended that this bridge receive further structural investigation. This investigation was completed in 2017 and revealed severe deterioration of beams in the travel portion of the roadway.	-		84,700	25,300			110,000
PW	EPW-CAP-16	Engineering - Collison Sideroad over Collison Drain - Culvert No. 3 .	15,000	Project close out	-			15,000			15,000
PW	EPW-CAP-17	Engineering - Hamel Bezaire Drain at 4th Concession North - Culvert No. 59 . Complete replacement	550,000	The 2016 Bridge Study recommended that this culvert receive further structural investigation. This investigation was completed in 2017 and revealed excessive structural decay and spalling of the underside of deck. This culvert may be load limited with potential for closure dependent on timing for replacement	-				550,000		550,000
PW	EPW-CAP-18	Engineering - Sucker Creek Bridge over 8th Concession - Bridge 3020	150,000	The 2020 Bridge and Culvert Study recommended that this bridge be replaced. It has an estimated installation year of 1960. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting.	-				150,000		150,000
		Total	865,000		-	-	84,700	80,300	700,000		865,000
Fleet and Equipment											
Parks	PARKS-CAP-9	Unit 210 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000	The current Parks-210 is a 2006 Ranger Pick-Up. The vehicle is utilized by the parks department watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program.	-			35,000			35,000
PW	EPW-CAP-19	Unit 220 - John Deere Grader. Required to maintain all gravel roads as well as assist in winter control. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	460,000	Current motor grader is a 1991 John Deere 770 BH. This grader is 29 years old and well beyond the lifecycle expectancy. The new grader will be outfitted with one-way plow and wings for winter control similar to the current unit.	-			100,000	360,000		460,000
Parks	PARKS-CAP-10	Unit 710 - Chevy Silverado - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	40,000	The current Parks-710 unit is a 2004 Chevrolet Silverado pick-up. The vehicle is utilized by the parks department watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program.	-			40,000			40,000
Parks	PARKS-CAP-11	Unit RS-1 - Chevy Silverado - Light Duty Pick Up Truck with Plow and Salter. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000	The current Parks-RS-1 unit is a 2009 Chevrolet Silverado pick-up. The vehicle is utilized by the parks department for Parks maintenance in the summer months and winter maintenance at Town facilities. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program.	-			35,000			35,000

Town of Amherstburg - 2021 Capital Budget											
Budget Centre	Issue Paper	Project Name	Capital Cost (\$)	Project Description	Taxation/ User Rates	Federal Gas Tax	Grants	Reserves	Reserve Fund General	Other	Total Funding
Fire	FIRE-CAP-3	Auto Extrication Equipment	35,000		35,000			-			35,000
Fire	FIRE-CAP-2	Replacement of Water & Ice Rescue Equipment	25,000		25,000			-			25,000
Fire	FIRE-CAP-1	SCBA Equipment (pre-commitment)	625,749		11,703			614,046		-	625,749
PWD	EPW-CAP-20	Gravel Compaction Unit	25,000		25,000						25,000
Building	BUILD-CAP-1	Unit BP-02 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000	The current BP-02 is a 2008 Ranger Pick-Up. The vehicle is utilized by the building department to attend construction site to complete inspections on building constructions. This is vehicle is beyond the useful life expectancy and requires replacement under the lifecycle program.	-			35,000			35,000
		Total	1,315,749		96,703	-	-	859,046	360,000	-	1,315,749
Total Road Related and Fleet			5,318,749		214,703	1,100,000	84,700	1,009,346	2,910,000	-	5,318,749
Facilities:											
Facilities	FAC-CAP-1	Install Ventilation System - PW Building	55,000		55,000						55,000
Facilities	FAC-CAP-5	Replace Pavement at station 2	100,000		-				100,000		100,000
Facilities	FAC-CAP-6	Replace Pavement at station 3	65,000		-				65,000		65,000
Parks	PARKS-CAP-7	Co-An Park Capital Funding	15,000		-			15,000			15,000
Libro	LIBRO-CAP-2	Diamond Libro	75,000		-			75,000			75,000
Libro	LIBRO-CAP-1	Replace compressors	15,000		-				15,000		15,000
Facilities	FAC-CAP-2	Demolition Massen Building	75,000		75,000			-			75,000
Facilities	FAC-CAP-3	Remove Communication Tower	25,000		-				25,000		25,000
Facilities	FAC-CAP-4	Replace HVAC Parks	55,000		-				55,000		55,000
Parks	PARKS-CAP-3	BelleVue Improvement	-		-						-
Parks	PARKS-CAP-5	Mickle Park Upgrades- Phase 1	75,000		75,000						75,000
Parks	PARKS-CAP-1	Todd Jones and splash pad renewal	50,000		50,000						50,000
Parks	PARKS-CAP-6	Ranta Park Upgrades	170,000		-					170,000	170,000
Parks	PARKS-CAP-2	Skate Park Relocation	75,000		-			75,000			75,000
Parks	PARKS-CAP-3	Refurbish Tennis courts	25,000		-				25,000		25,000
Town	PARKS-CAP-4	Development of Waterfront	300,000		-			300,000			300,000
		Total	1,175,000		255,000	-	-	465,000	285,000	170,000	1,175,000
Other											
IT	POLICE-CAP-1	Telecommunications Tower	600,000		-				600,000		600,000
Fire	FIRE-CAP-4	Paging equipment replacement	20,000		20,000						20,000
IT	CSIT-CAP-1	IT Life Cycle Capital	55,800		-			55,800			55,800
IT	VARIOUS	IT Equipment for New Staffing	\$ 23,745		23,745						23,745
Facilities	VARIOUS	Furniture & Fixtures for New Staffing	\$ 15,350		15,350						15,350
					-						-
Total Facilities and Other			714,895		59,095	-	-	55,800	600,000	-	714,895
Taxation Funded Total			7,208,644		528,798	1,100,000	84,700	1,530,146	3,795,000	170,000	7,208,644

Town of Amherstburg - 2021 Capital Budget											
Budget Centre	Issue Paper	Project Name	Capital Cost (\$)	Project Description	Taxation/ User Rates	Federal Gas Tax	Grants	Reserves	Reserve Fund General	Other	Total Funding
Wastewater Rate Funded											
		Total	-		-	-	-	-			-
Development Servicing											
Wastewater	WW-CAP-1	Southeast Quadrant Phase 1 - Lowes Sideroad Pump Station, Sanitary sewers	230,000	This includes the detailed design and tendering for the new pump station and gravity sewer on Lowes and forcemain along Lowes	159,280					70,720	230,000
Wastewater	WW-CAP-2	Pump Station west of Big Creek and associated forcemain	125,000	This includes the detailed design and tender for the new pump station west of Big Creek and forcemain to the 2nd Concession. It also includes the sanitary sewer on Lowes, west of Fryer.	85,560					39,440	125,000
		Total	355,000		244,840	-	-	-	-	110,160	355,000
Wastewater Collection System - Pump Stations											
Wastewater	WW-CAP-3	Lifecycle Replacement Program Work	250,000		-				250,000		250,000
		Total	250,000		-	-	-	-	250,000	-	250,000
Environmental - Lagoon System											
Wastewater	WW-CAP-4	Edgewater Lagoon Decommissioning	900,000	This is the final phase of the edgewater lagoon decommissioning. It involves the creation of the wet weather cell for PS22 and the conversion of the remaining 2.5 lagoon cells to wetland.	-			900,000		-	900,000
		Total	900,000		-	-	-	900,000	-	-	900,000
Wastewater - Equipment											
	WATER-CAP-6	Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer	16,000	Unit WM-03 is a 2007 Savana Van beyond its useful life. This unit is used by the Water Division union staff for maintaining Town owned infrastructure and meter repairs. The plan is to replace the van with a similar type utility van. The price will include shelving unit for supply storage.	16,000						16,000
		Total	16,000		\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000
Wastewater Rate Funded Total			1,521,000		-	260,840	-	900,000	250,000	110,160	1,521,000

Town of Amherstburg - 2021 Capital Budget											
Budget Centre	Issue Paper	Project Name	Capital Cost (\$)	Project Description	Taxation/ User Rates	Federal Gas Tax	Grants	Reserves	Reserve Fund General	Other	Total Funding
Water Rate Funded											
Water	EPW-CAP-2	Pacific Avenue Watermain Replacement from Simcoe to Richmond. Upgrade 200mm ductile pipe watermain to class 150. 600m	\$12,500	Project Closeout costs	-	-	-	12,500	-	-	12,500
Water	WATER-CAP-1	Future Watermain Replacements 2021-2027	\$70,000	Detailed design engineering for the replacement of the 150mm ductile iron watermain on Ventnor Avenue from Baltic to Atlantic	70,000	-	-	-	-	-	70,000
Total			82,500		70,000	-	-	12,500	-	-	82,500
Development Servicing											
Water	WATER-CAP-2	Lowes Sideroad Watermain	\$82,000	This includes the detailed design for the new pump station and gravity sewer on Lowes, forcemain along Lowes & Fryer, new pump station west of Big Creek and forcemain to the 2nd Concession. It also includes the sanitary sewer on Lowes, west of Fryer.	56,160	-	-	-	-	25,840	82,000
Total			82,000		56,160	-	-	-	-	25,840	82,000
Water Treatment Plant - Upgrades and Replacements											
Water	WATER-CAP-3	Lifecycle Replacement Program Work	\$200,000		-	-	-	-	200,000	-	200,000
Water	WATER-CAP-4	Supervisory Control and Data Acquisition (SCADA) Upgrade. New computer system to operate the plant. Upgrades to MCC electrical, panels, cabling and conduit to be done at the plant as well	\$1,265,000	Supervisory Control and Data Acquisition (SCADA) installaton. New computer system to operate the plant.	1,265,000	-	-	-	-	-	1,265,000
Water	WATER-CAP-5	Engineering - Secondary Discharge Pipe at the Amherstburg Water Treatment Plant	\$25,000	As recommended in the water Masterplan, the installation of a second 600mm discharge pipe from the AWTP would provide redundancy and added reliability.	25,000	-	-	-	-	-	25,000
Water	WATER-CAP-6	Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer	\$24,000	Unit WM-03 is a 2007 Savana Van beyond its useful life. This unit is used by the Water Division union staff for maintaining Town owned infrastructure and meter repairs. The plan is to replace the van with a similar type utility van. The price will include shelving unit for supply storage.	24,000	-	-	-	-	-	24,000
Total			1,514,000		1,314,000	-	-	-	200,000	-	1,514,000
Water Rate Funded Total			1,678,500		1,440,160	-	-	12,500	200,000	25,840	1,678,500



2021 Capital Budget Request

Budget Issue Number:	EPW- CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$25,000

Budget Issue Title:	Geotechnical Investigation for 2022 projects
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>The completion of geotechnical investigation for projects prior to the issuance of an engineering RFP will assist with accurate pricing from engineers and allow them to move to forward immediately to detailed design.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$12,500(TAX) & 12,500 (WATER)

Budget Issue Title:	Pacific Avenue Watermain Replacement and Road Rehabilitation – Simcoe Street to Richmond Street - Project Closeout Costs
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>The Pacific Avenue watermain replacement and road rehabilitation – Simcoe Street to Richmond Street was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021 TAX	\$12,500
Capital 2021 Water	\$12,500
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-3
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$2500

Budget Issue Title:	2020 Mill and Pave Program - Project Closeout Costs
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>The 2020 Mill and Pave program (Venetian Avenue and St. Therese subdivision) was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$2500
Total Budget Impact:	\$2500



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$30,000

Budget Issue Title:	4th Concession North Road Reconstruction – Alma Street to County Road 10 - Project Closeout Costs
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>The 4th Concession North Road Reconstruction – Alma Street to County Road 10 was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$30,000
Total Budget Impact:	\$30,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-5
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$25,000

Budget Issue Title:	Engineering – Road Rehabilitation – McLeod Avenue – Lakewood Drive to 3rd Concession South
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>This section of roadway is ranked as the 11th priority in the 2016 Road Needs Study. The engineering for this project was issued for RFP in 2019 and Hrycay Consulting was the successful proponent. The project was placed on hold due to the high water levels the area has been experiencing. This also delayed the detailed design. Administration would like to complete the detailed design in 2021 with the intention of constructing in 2022, assuming that the water levels recede enough to allow for construction.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-6
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$25,000

Budget Issue Title:	Engineering – Road Rehabilitation - South Riverview – Beneteau Drive to 2nd Concession
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>This section of roadway is ranked as the 6th priority in the 2016 Road Needs Study. The engineering for this project was issued for RFP in 2019 and Hrycay Consulting was the successful proponent. The project was placed on hold due to the high water levels the area has been experiencing. This also delayed the detailed design. Administration would like to complete the detailed design in 2021 with the intention of constructing in 2022, assuming that the water levels recede enough to allow for construction.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-7
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$2,200,000

Budget Issue Title:	Fryer Street Road Reconstruction – Alma Street to Richmond Street.
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>The reconstruction of Fryer from Alma to Richmond will include full asphalt and base removal, new storm sewer, sanitary sewer improvement, new curbs, sidewalks and asphalt. The cost of design engineering is included in the 2020 budget with construction impact in 2021. The Budget impact for this project in 2021 is as follows:</p> <p>Completion of detailed design and tendering – 100,000 Engineering Services during Construction – 125,000 Construction Estimate – 1,975,000</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$2,200,000
Total Budget Impact:	\$2,200,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-8
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$400,000

Budget Issue Title:	2021 Mill and Pave Program – Road Rehabilitation – Various Streets
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>This annual program is being established to rehabilitate roads, generally within the urban area, that require asphalt renewal. The priority order for this program will continue to follow the Road Needs Study where possible, excluding roads that have been identified for other infrastructure replacement (i.e. Watermain) in the near future. The rehabilitation will include complete removal of all asphalt, localized curb repairs, catchbasin renewal and the placement of 90mm of new asphalt pavement. This project will be administered by the Engineering department. The projects that will be considered for 2021 are Ryan Street, Lamp Road, and David Crescent.</p> <p>Ryan \$220,000 Lamp \$50,000 David Crescent \$130,000</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$400,000
Total Budget Impact:	\$400,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-9
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$100,000

Budget Issue Title:	Engineering – Road Rehabilitation - 8th Concession (Alma Street to County Road 10)
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

<p>Budget Issue Detail</p> <p>These sections of roadway are ranked as priority 16 and priority 35 in the 2016 Road Needs Study. The rehabilitation will include full excavation, replacement of culverts, placement of granular 'A' and 90mm of asphalt pavement and shoulder improvements. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting.</p>
--

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$100,000
Total Budget Impact:	\$100,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-10
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Capital – 2021 Tar and Chip Program
Budget Impact:	\$200,000

Budget Issue Title:	2021 Tar and Chip Program
----------------------------	---------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

This yearly program will be run internally by Public Works. The intention of this program is to apply surface treatment to the existing surface treated roads. The Town has approximately 25 kilometres of surface treated roads. Surface Treatment should be applied ever 7 years to extend the life of road. Based on current pricing for surface treatment, the cost per kilometre is \$65,000.

Therefore, the cost to maintain 25 kilometres of surface treated roads over a 7 years life cycle is \$250,000 per year.

Therefore, the roads identified for the 2021 Tar and Chip Program are:

- Concession 4 North – 800 metres near County Road 8 - 3rd Lift
- Concession 7 South – 2,160 metres between South Sideroad and County Road 20
- South Sideroad – 1,300 metres between Concession 4 South and Concession 5 South

Budget Impact	
Account Name	Budget Impacts
Capital – 2021 Tar and Chip Program	\$200,000
Total Budget Impact:	\$200,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-11
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$25,000

Budget Issue Title:	Alma Street Paved Shoulders – Alma Street to County Road 10 – Project Closeout Costs
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>The Alma Street Paved Shoulders – Alma Street to County Road 10 project was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-12
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Planning, Development and Legislative Services
Budget Centre:	Capital – Fleet and Equipment
Budget Impact:	75,000

Budget Issue Title:	New Pedestrian Cross Over (PXO)
----------------------------	---------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

On July 13, 2020, Council received a report from Administration on the Crossing Guard Program – Study Results. Council passed the following resolution:

It is recommended that:

1. Based on the results of Crossing Guard Feasibility Study conducted by Hrycay Consulting Engineers Inc. the Town's Crossing Guard Program **BE REDUCED** to 2 crossing locations, identified as:
 - a) Richmond Path (at, or near 252 Richmond Street) and
 - b) Richmond Street and Fryer Street; and,
2. Administration **BE DIRECTED** to investigate alternative solutions, where necessary, and propose options in future budgets for locations where crossing guard services will no longer be provided.

Following the July 13 Council Meeting, the Clerk/Risk Manager, Deputy Clerk and Manager of Roads and Fleet met to review the Council Resolution and required field work to meet the results of the Crossing Guard Program Study. In addition, this group investigated alternative solutions for the locations where the Crossing Guards services will no longer be provided.

As a result, the intersection of Simcoe Street and Victoria Street South was identified as potential candidate for a Pedestrian Cross Over (PXO) System.

Budget Impact	
Account Name	Budget Impacts
Pedestrian Cross Over – Simcoe and Victoria	\$75,000
Total Budget Impact:	\$75,000



2021 Capital Budget Request

Budget Issue Number:	EPW CAP-13
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$18,000

Budget Issue Title:	Bus Stops for Transit Pilot Project
----------------------------	-------------------------------------

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	

<p>Budget Issue Detail</p> <p>On August 10, 2020, Council directed administration to undertake public consultation on public transportation needs in relation to the proposal received from Transit Windsor and to develop and bring back for Council direction a business plan, inclusive of grant funding opportunities, for the delivery of public transit services for the Town of Amherstburg through Transit Windsor. This budget request is for the potential capital requirements that will be needed for bus stops on the proposed bus route. The proposed route outlines 12 stops. This budget will be for a concrete pad and signage at each of those stops at a cost of an estimated \$1500 per stop.</p>
--

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$18,000
Total Budget Impact:	\$18,000



2021 Capital Budget Request

Budget Issue Number:	EPW CAP-14
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$40,000

Budget Issue Title:	Bridge 3008 – Long Marsh Drain at 2nd Concession North – Project Closeout Costs
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>Bridge 3008 was awarded as a design build project in 2017 to Front Construction. The Bridge was constructed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$40,000
Total Budget Impact:	\$40,000



2021 Capital Budget Request

Budget Issue Number:	EPW CAP-15
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$110,000

Budget Issue Title:	Bridge No. 3012 Replacement – River Canard at Concession 5 North
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>The 2016 Bridge Study recommended that this bridge receive further structural investigation. This investigation was completed in 2017 and revealed severe deterioration of beams in the travel portion of the roadway. This bridge may be load limited or possibly closed dependent on future structural reviews. This project has received Investing in Canada Infrastructure Program (ICIP) – Rural and Northern Communities Funding. The intention is to complete the engineering in 2020 / 2021 and bridge replacement in 2022. This issue paper is based in this timing. The engineering costs are \$305,000 with \$110,000 for detailed design and tender. Budget is based on some \$12,000 of the \$110,000 being spent in 2020</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$110,000
Total Budget Impact:	\$110,000



2021 Capital Budget Request

Budget Issue Number:	EPW CAP-16
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$15,000

Budget Issue Title:	Culvert No. 3 – Collison Sideroad over Collison Drain – Project Closeout Costs
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>Culvert No. 3 – Collison Sideroad over Collison Drain was completed in 2020. This issue paper is for project closeout costs anticipated in 2021.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$15,000
Total Budget Impact:	\$15,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-17
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$550,000

Budget Issue Title:	Culvert No. 59 – Replacement – 4th Concession North over the Hamel Bezaire Drain
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	NA

Budget Issue Detail
<p>The 2016 Bridge Study recommended that this culvert be replaced. It is currently a concrete culvert with an estimated installation year of 1930. The cost estimate is from the 2018 Bridge Study. An engineering RFP was issued in 2019 for this work but the majority of the engineering will be completed in 2020. Structure replacement will be completed in 2021. This is a lifecycle replacement.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$550,000
Total Budget Impact:	\$550,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-18
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$150,000

Budget Issue Title:	Bridge No. 3020 Replacement – Sucker Creek Bridge over 8th Concession - Engineering
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>The 2020 Bridge and Culvert Study recommended that this bridge be replaced. It has an estimated installation year of 1960. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting. The estimated cost for engineering is based on recent pricing that were received by the town for bridges.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$150,000
Total Budget Impact:	\$150,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-19
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Capital – Fleet and Equipment
Budget Impact:	\$460,000

Budget Issue Title:	Fleet and Equipment – Motor Grader
----------------------------	------------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

Current motor grader is a 1991 John Deere 770 BH. This grader is 29 years old and well beyond the lifecycle expectance. The ideal lifecycle for a motor grader is 20 years. The current grader is outfitted with one-way plow and wings for winter control.

The grader is utilized for the following functions:

- Grading and shaping gravel roads
- Grading and shaping gravel shoulders
- Winter Control –
 - Snow Removal for gravel roads
 - Scarifying Gravel Roads surface with serrated/ice blades to provide traction
 - Grader wing is used to push the snow along the shoulders back to assist in snow storage and Rural drifting conditions.

The motor grader is being recommended for lifecycle replacement.

Administration is recommending the following attachments for the grader unit

- One-way Plow
- Wing
- Gravel Shoulder Eliminator
- Front Dozer Blade

Financial Impacts

The estimated cost of a new motor grader is as follows:

- 2021 Motor Grader \$375,000
- Attachments \$ 85,000
- Total \$460,000

Budget Impact	
Account Name	Budget Impacts
Capital Fleet and Equipment – Motor Grader and Attachments	\$460,000
Total Budget Impact:	\$460,000



2021 Capital Budget Request

Budget Issue Number:	EPW-CAP-20
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Capital – Fleet and Equipment
Budget Impact:	\$25,000

Budget Issue Title:	Fleet and Equipment – Gravel Compactor Unit
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

Numerous concerns have been received by both residents and members of Council with regards to the condition of the Town's gravel roads. Administration has looked at ways to improve the current process of maintaining these roads. In addition to the increase requested in the operating budget for additional stone material, administration is requesting the purchase of a tow-behind Gravel Compactor.

The current maintenance practice is to utilize the grader to grade and shape the gravel roads. The gravel roads are compacted utilizing the vehicular traffic driving on the roads.

Administration is recommending the purchase of a Tow Behind Wobbly Wheel Packer to assist in the gravel road maintenance program. This unit will help achieve a better density or compaction of the gravel material after it is placed and graded. This unit will assist with the pothole and ruts that occur in the road profile.

It is important to note that weather conditions affect the conditions of the gravel roads and make them very challenging to maintain. Wet springs and the freeze/thaw cycles of winter cause the gravel roads to be oversaturated and these conditions make it difficult to use any equipment on them. Potholes and rutting will occur on gravel roads. Equipment such as the tow behind packer will help to reduce the severity that is being experienced.

Budget Impact	
Account Name	Budget Impacts
Capital Fleet and Equipment – Gravel Compactor Unit	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	EWP-CAP-21
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Roads
Budget Impact:	\$Nil (Not Recommended)

Budget Issue Title:	Sidewalks County Road 10
----------------------------	--------------------------

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>At the Direction of Council Administration has included the costing for Sidewalks on County Road 10 This sidewalk will provide the residents of the County Road 10, Gardiner and Canard Estates subdivision a walking connection to Walker Road and the new ERCA trail.</p> <p>The estimated construction cost for this project is \$1,400,000 and under the Capital Outlook Section does not fall in the next 5 years.</p>
--

Budget Impact	
Account Name	Budget Impacts
New Sidewalks	\$Nil
Total Budget Impact:	\$Nil



2021 Capital Budget Request

Budget Issue Number:	EWP CAP-22
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Roads
Budget Impact:	\$Nil (Not Recommended)

Budget Issue Title:	Red-light Camera
----------------------------	------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>At the Direction of Council Administration has begun doing the preliminary research for red light cameras. Based on research to date annual cost range are \$60,000 per Camera to outfit all of Amherstburg's Traffic stops would be \$300,000. Based on initial review the agreement appears to be a capital lease agreement for this equipment. Any revenue generated would need to outweigh those cost on an annual basis.</p> <p>Estimated revenue generated is hard to forecast as traffic volume matrixes differ from that of a city such as Windsor.</p> <p>Also the Town of Amherstburg is part of the POA office via an agreement with the City and the County which pays out excess revenue over expenses of fines on a weighted assessment basis.</p> <p>Amherstburg would need to have an amendment to this agreement to remove ourselves from the joint Court Agreement for just traffic infractions at red-light camera in Amherstburg. A per ticket fee would need to be paid to the POA Office for administration. Unfortunately at this time those details are not know.</p> <p>Administration believes it is premature to recommend this for the 2021 budget as it would require additional research and possible legal fees to amend the agreement with the City of Windsor and our County partners.</p>
--

Budget Impact	
Account Name	Budget Impacts
Redlight- Camera	\$Nil
Total Budget Impact:	\$Nil



2021 Capital Budget Request

Budget Issue Number:	FAC-CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Facilities
Budget Impact:	\$55,000

Budget Issue Title:	Install Ventilation System – Public Works
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>It has been identified by the Joint Health & Safety Committee and supported by a consulting engineer (Jasil Engineering) that the workshop and mechanics bay at the Town’s Public Works facility does not have adequate ventilation. To address that issue, a system needs to be developed to evacuate fumes and exhaust directly or in near proximity to the source of emission.</p> <p>This request supports installation of a roof mounted ventilation system at the Public Works facility.</p>

Budget Impact	
Account Name	Budget Impacts
Install Ventilation System - PW Bldg	\$55,000
Total Budget Impact:	\$55,000



2021 Capital Budget Request

Budget Issue Number:	FAC-CAP-2
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Facilities
Budget Impact:	\$75,000

Budget Issue Title:	Demolition Massen Buildings (Libro Centre property)
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>Post public consultation of the Libro Secondary Plan, it was identified that some the former Massen property buildings were to remain for potential parks use. This generated an immediate public objection. At the January 27, 2020 meeting of Council, the CAO reassured Council that all of the existing buildings would be removed entirely.</p> <p>With the previous direction of Council, this project would see the removal of designated substances (principally asbestos) and the complete demolition and removal of all above and below grade structures on the property.</p>
--

Budget Impact	
Account Name	Budget Impacts
Demolish Massen Property Buildings	\$75,000
Total Budget Impact:	\$75,000



2021 Capital Budget Request

Budget Issue Number:	FAC-CAP-3
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Facilities
Budget Impact:	\$25,000

Budget Issue Title:	Remove Antenna Tower (Fire Station 2)
----------------------------	---------------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

Budget Issue Detail
<p>The existing tower at Fire Station #2 is well past its useful life expectancy and has not been maintained for structural integrity. A third-party consultant has identified the need to remove the tower to avoid uncontrolled failure as this is a large tower (approx. 110 ft ag) potentially affecting both Town and privately owned buildings and structures.</p>

Budget Impact	
Account Name	Budget Impacts
Remove Antenna Tower (Fire Station 2)	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	FAC-CAP-4
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Facilities
Budget Impact:	\$55,000

Budget Issue Title:	Replace HVAC – 99 Thomas
----------------------------	--------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>Replace existing heating/cooling system for the facility at 99 Thomas, which houses the Town’s Parks Division.</p> <p>The current system consists of four units situated on the roof which are past their useful life expectancy. They are also difficult to maintain and service as there is no access from the building interior.</p> <p>The project will replace the existing units and house them within the building.</p>

Budget Impact	
Account Name	Budget Impacts
Replace Heating/Cooling System at 99 Thomas	\$55,000
Total Budget Impact:	\$55,000



2021 Capital Budget Request

Budget Issue Number:	FAC-CAP-5
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Facilities
Budget Impact:	\$100,000

Budget Issue Title:	Replace Pavement – Fire Station 2
----------------------------	-----------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>The asphalt pavement at Fire Station #2 is generally in poor condition. The pavement condition compromises the safety of staff and performance of fire apparatus.</p> <ul style="list-style-type: none"> • Station #2 is identified as remaining in the Fire Master Plan. • Fire Fighter health and safety concerns have been identified with respect to poor pavement condition and trip hazards. • Fire apparatus has a high pavement load rating requirement. <p>The project would include replacing pavement for approaches to all truck and apparatus bays from the public right of way and selective areas to mitigate safety concerns. Pavement replacement will consist of asphalt (HL-4 or Super Pave) to match pavement load rating to vehicle load rating.</p>

Budget Impact	
Account Name	Budget Impacts
Replace pavement Fire Station 2	\$100,000
Total Budget Impact:	\$100,000



2021 Capital Budget Request

Budget Issue Number:	FAC-CAP-6
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Facilities
Budget Impact:	\$65,000

Budget Issue Title:	Replace Pavement – Fire Station 3
----------------------------	-----------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>Replace approach for Fire Station #3 driveway and truck bay.</p> <p>The asphalt pavement at Fire Station #3 is generally in poor condition. The pavement condition compromises the safety of staff and performance of fire apparatus.</p> <ul style="list-style-type: none"> • Station #3 is <u>not</u> identified as remaining in the Fire Master Plan. • Fire apparatus is being compromised by failed pavement and differences in grade at critical entrance and exit locations. • Fire apparatus has a high pavement load rating requirement. <p>The project would include replacing pavement for approaches to all truck and apparatus bays and selective areas to mitigate safety concerns. Pavement replacement will consist of asphalt (HL-4 or Super Pave) to match pavement load rating to vehicle load rating. The goal for pavement performance will be 10 years.</p>

Budget Impact	
Account Name	Budget Impacts
Replace Pavement Fire Station 3	\$65,000
Total Budget Impact:	\$65,000



2021 Capital Budget Request

Budget Issue Number:	FIRE-CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Fire
Budget Centre:	Fire Services
Budget Impact:	\$625,749

Budget Issue Title:	SCBA Replacement (Pre-commitment)
----------------------------	-----------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>On October 13, 2020 Council resolved that</p> <ol style="list-style-type: none"> 1. Administration BE AUTHORIZED to place an order no later than December 2020 for MSA G-1 Self-Contained Breathing Apparatus (SCBA) equipment from AJ Stone at a cost not to exceed \$614,926 plus applicable taxes, as outlined in the report from the Fire Chief dated September 22, 2020; and, 2. A capital pre-commitment to the 2021 Budget not to exceed \$625,749 including net HST BE APPROVED for purchase of the equipment under item 1 to be funded \$11,703 from taxation for new thermal imaging equipment and \$614,046 from Reserve Fund – General for lifecycle replacement of SCBA equipment.
--

Budget Impact	
Account Name	Budget Impacts
Capital - SCBA Replacement	\$ 625,749
Transfer from Reserve Fund – General	614,046
Total Budget Impact:	\$ 11,703



2021 Capital Budget Request

Budget Issue Number:	FIRE-CAP-2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Fire
Budget Centre:	Fire Services
Budget Impact:	\$25,000

Budget Issue Title:	Water and Ice Rescue Equipment
----------------------------	--------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

Budget Issue Detail
<p>The final year of the Water and Ice Rescue Equipment will focus its efforts on replacement of Personal Flotation Devices, Immersion Suits, Helmets, Lighting for Search and Rescue and Replacement Ropes and Lines.</p>

Budget Impact	
Account Name	Budget Impacts
Water & Ice Rescue Equipment	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	FIRE-CAP-3
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Fire
Budget Centre:	Fire Services
Budget Impact:	\$35,000

Budget Issue Title:	Replace Auto Extrication Equipment
----------------------------	------------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

Budget Issue Detail
<p>Auto Extrication Equipment is essential equipment used in the fire service. It assists firefighters in heavy rescue operations and special circumstances which may arise during automobile and industrial accidents. Specifically the equipment is utilized to make readily accessible occupants through the controlled relocation of material. The current auto extrication equipment is aging and at the end of its service life and not designed to handle the materials and design of today's vehicles. The new proposed equipment is better suited and more effective in dealing with new vehicle design and the hardened alloys commonly found in new vehicles.</p> <p>The 2021 Budget allocation will replace the third set of equipment for Station # 1 and includes a complete set including a Cutter, Spreader and Ram of "Hurst" brand tools, consistent with replacement of the other two sets (one per year in 2019 and 2020).</p>

Budget Impact	
Account Name	Budget Impacts
Auto Extrication Equipment	\$35,000
Total Budget Impact:	\$35,000



2021 Capital Budget Request

Budget Issue Number:	FIRE-CAP-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Fire
Budget Centre:	Fire Services
Budget Impact:	\$20,000

Budget Issue Title:	Pager Equipment Replacement
----------------------------	-----------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>The department has a service requirement for 72 Pagers (67 in service and 5 spares for lost damaged and out for repairs situations). These communications devices are utilized for alerting staff. A pager is a wireless telecommunications device that receives and displays alphanumeric or voice messages. The current pager model is no longer being produced by the manufacturer and parts for repairs, even just the belt clips are becoming very difficult to locate and obtain. One-third of the pager equipment was replaced in 2020, with a plan to replace the balance in 2021 and 2022.</p> <p>The 2021 Budget request is for replacement of 24 pagers (one-third of inventory) at a cost of \$20,000.</p>

Budget Impact	
Account Name	Budget Impacts
Replace Pagers	\$20,000
Total Budget Impact:	\$20,000



2021 Capital Budget Request

Budget Issue Number:	LIBRO-CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Libro Centre
Budget Impact:	\$15,000

Budget Issue Title:	Upgrade Refrigeration System Piping
----------------------------	-------------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>The Libro refrigeration system circulates chilled glycol from the compressors to the rink floors and back. The piping from the compressors is an ABS plastic pipe which over time being subjected to the vibration of the compressors leak at the joints.</p> <p>This budget request would support the removal of the ABS piping and replacement with steel piping with a torsion ring and rubber gasket joint. The new piping will be more tolerant of vibration and easier to maintain. The main header pipe failed in 2020 and an immediate repair and replacement was made using steel piping.</p> <p>The 2021 project will complete the first series of compressor replacements.</p> <p>Future budget requests will be made for upgrade of the other two series of compressors.</p>

Budget Impact	
Account Name	Budget Impacts
Upgrade Refrigeration System Piping	\$15,000
Total Budget Impact:	\$15,000



2021 Capital Budget Request

Budget Issue Number:	LIBRO-CAP-2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Facilities
Budget Impact:	\$75,000

Budget Issue Title:	Construct Baseball Diamond at Libro Centre
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>With the late 2020 announcement for the construction of the new public high school, amenities within the former Centennial Park lands will be removed including the baseball diamonds.</p> <p>This capital budget request will support the construction of one baseball diamond at the Libro Centre.</p> <p>This request is supported by the Parks Master Plan, Recommendation 35: (high priority) - Relocate the four (4) ball diamonds to be decommissioned at Centennial Park to the Libro Centre Credit Union.</p> <p>This request is supported by the (draft) Libro Secondary Plan with space identified for a diamond cluster supported by the existing position of the premiere and miracle league diamonds.</p> <p>The budget identified would build a like for like diamond from the former Centennial Park, including:</p> <ul style="list-style-type: none"> • Clay infield • Turf improvements • Drainage • Outfield fencing / backstop <p>Additional diamond build out will be considered in future budgets.</p> <p>Ongoing operating costs of this addition will be accommodated within the base budget as it replaces level of service like for like. Capital lifecycle demands will require consideration in asset management and lifecycle reserve planning and funding going forward.</p>
--

Budget Impact	
Account Name	Budget Impacts
Construct Baseball Diamond (Libro Ctr)	\$75,000
Total Budget Impact:	\$75,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-1
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$50,000

Budget Issue Title:	Upgrade Splash Pad at Toddy Jones Park
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	n/a

<p>Budget Issue Detail</p> <p>Over the years components of the splash pad have either been deemed unsafe or have outlived their useful life expectancy and have been removed. Amherstburg was one of the first Municipalities to install a splashpad, and residents from all over the area have enjoyed this facility for over 12 years. The equipment due to have a high volume of use over this period of time requires upgrades and improvements. There are a number of public comments on the decreased function of the facility.</p> <p>Without upgrades and new components, the splash pad will have diminished capacity and ultimately will require a whole new set of equipment being far costlier than upgrades.</p> <p>The Parks Master Plan identifies the importance of this basic aquatic feature. Recommendation 52: Develop a splash pad as part of the future expansion at the Libro Union Centre. Prior to executing that recommendation reinvesting in the current pad is supported by the plan.</p> <p>This project will place new and exciting pieces to add to this popular park experience, which will serve to support the downtown as a destination and provide a better resident experience.</p>
--

Budget Impact	
Account Name	Budget Impacts
Upgrades to Toddy Jones Splash Pad	\$50,000
Total Budget Impact:	\$50,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$75,000

Budget Issue Title:	Skate Park Relocation
----------------------------	-----------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>With the announcement from the Provincial government to fund the new high school in Amherstburg, the only skate board park within Amherstburg will be displaced. Administration understands from users and a stakeholder group and the recommendation of the Parks Master Plan that the current equipment is of good quality, performs well and has a high degree of challenge which makes it worth keeping.</p> <p>Parks Master Plan, Recommendation 50: Relocate existing skate park components to a new site in Urban Amherstburg once Centennial Skate Park is decommissioned. Undertake a site evaluation exercise to determine a preferred location. High priority for timing.</p> <p>The Libro Secondary Plan has specifically identified a site for an extreme sports precinct which includes the installation of a skate board park. The Plan has been publicly vetted, presented to user and stakeholder groups, presented to applicable Committees of Council (Mayor’s Youth Advisory, Senior’s Advisory, Parks & Recreation and Accessibility) but has not been officially reviewed and adopted by Council.</p> <p>The project in light of the imminent loss of the facility to which capital funds would be required in 2021 to relocate, would be for the relocation of the existing park without additional amenities. The only consideration for this funding would be for the construction of a suitable concrete surface, appropriate placement for the current equipment and installation of lighting. This would also be done in consultation with the stakeholder groups to ensure functionality. The location of the skate board park has been identified at the Libro Centre, which is in Urban Amherstburg.</p> <p>The project would include:</p> <ul style="list-style-type: none"> • Site preparation and installation of a concrete surface, • Installation of the existing ramps and jumps, • Installation of park lighting, accessibility features and signage

Budget Impact	
Account Name	Budget Impacts
Skate Board Park Relocation	\$75,000
Total Budget Impact:	\$75,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-3
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$25,000

Budget Issue Title:	Court Upgrades (Tennis/Pickleball) at Malden Park
----------------------------	---

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>Both Tennis and Pickleball continue to increase in popularity with a high percentage of participants being seniors. League activists have presented to committees of Council petitioning for more opportunity to play. A common request is the refurbishment of courts at Malden Park.</p> <p>The refurbishment of a single tennis court at Malden provides a minimum of two pickleball courts. There are two (2) courts available to refurbish at Malden Park making this a four (4) tennis court and eight (8) pickleball court facility.</p> <p>Parks Master Plan supports the need for additional tennis and pickleball opportunities. Recommendation 45: Replace the four (4) tennis courts in Urban Amherstburg. Options for relocating them on the remain portion of Centennial Park should be explored. High Priority Recommendation 46: Add pickleball lines to existing and/or new tennis courts as required. High priority.</p> <p>Malden Park already has high use by both pickleball and tennis players and the ability to refurbish existing infrastructure at significantly less cost than new construction warrants consideration of this investment at this location.</p>

Budget Impact	
Account Name	Budget Impacts
Refurbish Courts at Malden Park (Tennis/Pickleball)	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$300,000

Budget Issue Title:	King's Navy Yard Park Extension - Waterfront
----------------------------	--

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>With the near completion of all the environmental assessments some basic park developments can now be undertaken at the former Duffy's marina location. The consideration of a first steps of a potential redevelopment of the property with design criteria to make this space available to residents and visitors to access unrestricted, connect directly to the King's Navy Yard Park, allow visitors (in small craft) access and mooring from the Detroit River and provide additional green open park space. The project would consist of:</p> <ul style="list-style-type: none"> • finalizing the environmental assessment, • removing the existing perimeter fencing, • removing in water structures that will not support any future marina development, • create a continued path with associated railings from the existing King's Navy Yard Park, • rehabilitate the eastern most sheet piling break wall with fish habitat friendly stone work, • create dockside mooring for small human powered crafts (canoe / kayaks), sailing crafts or mechanically powered boats not exceeding 20 hp and 16 feet in total length, • remove unnecessary paved surfaces and replace with turf and trees where applicable. • install benches, planters, waste receptacles, lighting and a shade structure, • establish an open space event program area to support the needs of current festivals. <p>Several elements of the proposed design criteria are supported by the Parks Master Plan including more park and trail connectivity in the downtown core; potential park space to expand event and festival attractions; attracting recreational, local and transient boaters (using small crafts) as a destination visit to downtown Amherstburg. The Parks Master Plan, Recommendation 67: Develop the waterfront property project as an active space for events and festivals.</p> <p>Ongoing operating costs of this park extension will be accommodated within the base budget. Capital lifecycle demands will require consideration in asset management and lifecycle reserve planning and funding going forward.</p>

Budget Impact	
Account Name	Budget Impacts
King's Navy Yard Park Waterfront Extension	\$300,000
Total Budget Impact:	\$300,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-5
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$75,000

Budget Issue Title:	Warren Mickle Park Improvements
----------------------------	---------------------------------

Budget Request Classification:	Choose an item.
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>In 2019 the Parks Department prioritized Warren Mickle Park for improvements due to inaccessibility from high water and an aging play structure. Council elected to place the budget request into a reserve and empowered the Parks and Recreation Advisory Committee to recommend where these funds should ultimately be spent. The Committee made recommendation to Council at the September 14, 2020 meeting to make upgrades at Malden Park which also was supported by recommendations of the Parks Master Plan (recommendation 70, 71) with high priority.</p> <p>Warren Mickle Park is a neighbourhood park with a largely inaccessible, single multi-event play unit at the end of its useful life expectancy. The park is in close proximity to a tributary wetland of Big Creek and is currently impacted by high water level. The access to the park from the only parking lot is annually compromised by high water level and there are no trails or pathways making the park largely inaccessible. This park warrants an accessible path / walkway / boardwalk from the parking lot to the play unit. This park is also an excellent candidate for naturalization and associated perimeter trail network. Parks Master Plan: Recommendation 10 (high priority) - Maintain a commitment to universal accessibility; Recommendation 13 (high priority) - Promote opportunities for unstructured play, passive recreation and naturalization; Recommendation 37 (low priority) - Remove the deteriorated backstops at Warren Mickle Park; Recommendation 41 (high priority) - Short-term playground renewal efforts should focus on: Warren Mickle Park. With inaction, loss of public trust, non-compliance and complaints relating to accessibility may escalate.</p> <p>The improvement concepts for this park warrant public consultation as fundamental changes are proposed. There proposed concepts would not require addition to the parks operational budget and will reduce capital lifecycle demands.</p>

Budget Impact	
Account Name	Budget Impacts
Warren Mickle Park Improvements	\$75,000
Total Budget Impact:	\$75,000



2021 Capital Budget Request

Budget Issue Number:	PARKS- CAP-6
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$170,000

Budget Issue Title:	Ranta Memorial Park Improvements
----------------------------	----------------------------------

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>Ranta Memorial Park is a large underutilized park with access to the Detroit River supporting a single play unit structure and parking lot. This park has the potential to support a number of recommendations from the Parks Master Plan as well as recently realized needs of the community and residents. These include access to the Detroit River for an accessible kayak and canoe launch, opportunity to fish, create recreational trail, naturalization and interpretive signage and more recently develop a dog park. There is also a very good opportunity to provide critical habitat improvements in partnership with the Essex Region Conservation Authority and Detroit River Canadian Clean-up benefiting both aquatic and terrestrial species of the Detroit River.</p> <p>The Parks Master Plan: Recommendation 10 (high priority) - Maintain a commitment to universal accessibility; Recommendation 13 (high priority) - Promote opportunities for unstructured play, passive recreation and naturalization; Recommendation 30 (high priority) - Work with ERCA on restoration and conservation efforts relating to endangered species; Recommendation 31 (medium priority) – Seek opportunities for outdoor education and recreation; Recommendation 53 (medium priority) – Investigate viability of kayak / canoe launch at Ranta Park; Recommendation 55 (medium priority) – Monitor the demand for off-leash dog park; Recommendation 72 (medium priority) – Consider other uses for Ranta Park as expended opportunity to access the waterfront.</p> <p>This park improvement concept warrants public and stakeholder consultation along with input from the Amherstburg Accessibility Advisory Committee with design criteria and priority considerations.</p> <p>Ongoing operating costs of this park improvement will be accommodated within the base budget largely due to removing acres of turf to maintain for naturalization, however the installation of a dog park would require additional resources to support operations and maintenance. Capital lifecycle demands will require additional consideration for asset management and lifecycle reserve planning and funding going forward.</p> <p>Improvements to the Park will be funded using funds on account from a previous bequest to the Town for this purpose; those funds total \$172,071 at the time of writing.</p>
--

Budget Impact	
Account Name	Budget Impacts
Ranta Memorial Park Reserve Fund	\$170,000
Total Budget Impact:	\$170,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-7
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$ 15,000

Budget Issue Title:	Co-An Park Capital
----------------------------	--------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

<p>Budget Issue Detail</p> <p>Co-An Park is a jointly owned by the Town of Amherstburg and the Town of Essex. The park is currently operated by a separate Board, under agreement with the Towns.</p> <p>The agreements provide for an annual contribution to park capital costs in the amount of \$30,000; which is shared equally by the Towns.</p> <p>Under the related By-laws and agreements, the Board is to make a presentation the respective Town Councils to seek approval for capital spending each year. The Town does not have a record of the Board making a presentation or request to Council in recent years.</p> <p>As such, the specific capital expenditures are unknown at this time. The budget includes an allowance for the Town's share of up to \$15,000 in capital expenditures at Co-An Park. The Town pays for actual costs up to the budgeted amount each year and the balance of the capital levy for this purpose will be transferred to a reserve for future obligations related to the park.</p>

Budget Impact	
Account Name	Budget Impacts
Co-An Park Capital	\$ 15,000
Total Budget Impact:	\$ 15,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-8
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Parks, Facilities, Recreation and Culture
Budget Centre:	Parks
Budget Impact:	\$ NA

Budget Issue Title:	Belle Vue property public access
----------------------------	----------------------------------

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	N/A

<p>Budget Issue Detail</p> <p>Council Resolution # 20191125-554 directed “That Administration EXPLORE opportunities for safe public access to the grounds of Belle Vue with a report provided to Council regarding same.”</p> <p>Parks Master Plan: Recommendation 68 (high priority) – Continue to support the ongoing fund-raising efforts and work towards revitalization of the historic Belle Vue property.</p> <p>The Belle Vue property is largely off limits to the public due to in-situ hazards including unlevel ground, high occurrence of poison ivy, hog weed and sharps (broken glass, metal), overhead tree hazards and the deteriorated state of out buildings and structures. Currently the Parks Division maintains the front lawn on a weekly basis and Public Works rough cuts the rear property on a monthly basis which to date has satisfied the neighbours. The Facilities Division also does a visual walk around by-monthly and often has minor repairs or mitigations to make due to vandalism or deterioration.</p> <p>Approach A: It would be difficult to invite the public onto this property without mitigating the noted hazards. Once the public is invited onto the property it is conceivable that the whole property would be accessed regardless of controls, which would attract risk to the Town.</p> <p>The following would be required, at minimum, prior to providing public access to the Belle Vue grounds:</p> <ul style="list-style-type: none"> • The removal of all buildings and structures deemed to be unnecessary to the future restoration of the Belle Vue Mansion and associated surrounding park development, • Restore grade at demolition sites and surrounding the mansion, • Install an accessible looped walkway around the mansion using existing components (driveway, sidewalk) and install a compacted stone dust trail where required, • Restore a portion of the northern most parking area and support with parking bollards and garbage receptacle • Install two park benches in the gazebo and support with a garbage receptacle. • Develop a mowed turf trail loop through the rear of the property to control public movement and wandering. • Mitigate overhead tree hazards with maintenance trimming.

The estimated cost of the preceding is \$70,000; however, operational costs to maintain the site to a standard supporting public access is not considered in that cost. Further, though this is a capital issue paper, the preceding are would not all be capital costs and would need to be apportioned into the appropriate area of the budget to support the expenses that would be incurred.

Approach B:

Another approach to consider would include the construction of a fence from the northern most to southern most property limits to exclude the public from the rear property and focus property access around the mansion exclusively. Much of the related cost would go to eliminating hazards on the rear property. Under this approach, building demolition costs would be avoided and the cost of installing fencing would be added, which would be expected to bring the project in at less than the \$70,000 estimate in Approach A. That said, should fencing be considered in lieu of complete site access there would need to be a capital lifecycle consideration.

Again, though this is a capital issue paper, the preceding are would not all be capital costs and would need to be apportioned into the appropriate area of the budget to support the expenses that would be incurred.

Other Considerations:

Additional considerations not included in the budget might to include the installation of interpretive signage to support further public interest, a site plan illustrating the accessible portion of public access, direct and indirect lighting on the mansion providing security improvements, ambient light and highlighting features of the building itself.

The 2021 Budget does not provide for expenditures or related funding for Belle Vue Property Access.

Budget Impact	
Account Name	Budget Impacts
Belle Vue Property Access	\$ NA
Total Budget Impact:	\$ NA



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-9
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Planning, Development and Legislative Services
Budget Centre:	Capital – Fleet and Equipment
Budget Impact:	\$35,000

Budget Issue Title:	Replace Vehicle (Unit 210)
----------------------------	----------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

The current Parks Unit 210 is a 2006 Ford Ranger Pick-Up Truck. The vehicle is utilized for watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond its expected useful life and requires replacement.

This estimated cost for this vehicle replacement includes fit-up (back rack, lights and decals).

Budget Impact	
Account Name	Budget Impacts
Replace Vehicle (Unit 210)	\$35,000
Total Budget Impact:	\$35,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-10
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Planning, Development and Legislative Services
Budget Centre:	Capital – Fleet and Equipment
Budget Impact:	\$40,000

Budget Issue Title:	Replace Vehicle (Unit 710)
----------------------------	----------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

The current Parks Unit 710 is a 2004 Chevrolet Silverado Pick-up Truck. The vehicle is utilized for watering flowers in the summer months and winter sidewalk maintenance at Town facilities. This is vehicle is beyond its expected useful life and requires replacement.

This estimated cost for this vehicle replacement includes fit-up (back rack, lights and decals).

Budget Impact	
Account Name	Budget Impacts
Replace Vehicle (Unit 710)	\$40,000
Total Budget Impact:	\$40,000



2021 Capital Budget Request

Budget Issue Number:	PARKS-CAP-11
Community Based Strategic Plan Pillar:	Not Applicable
Budget Issue Classification:	Lifecycle
Department:	Planning, Development and Legislative Services
Budget Centre:	Capital – Fleet and Equipment
Budget Impact:	\$35,000

Budget Issue Title:	Replace Vehicle (Unit RS-1)
----------------------------	-----------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

The current Parks-RS-1 unit is a 2009 Chevrolet Silverado Pick-up Truck. The vehicle is utilized for Parks maintenance in the summer months and winter maintenance at Town facilities. This is vehicle is beyond its expected useful life and requires replacement.

This estimated cost for this vehicle replacement includes fit-up (back rack, lights and decals).

Budget Impact	
Account Name	Budget Impacts
Replace Vehicle (Unit RS-1)	\$35,000
Total Budget Impact:	\$35,000



2021 Capital Budget Request

Budget Issue Number:	POLICE CAP-1
Community Based Strategic Plan Pillar:	Fiscal Sustainability
Budget Issue Classification:	New
Department:	Planning, Development and Legislative Services
Budget Centre:	Police-1
Budget Impact:	\$600,000

Budget Issue Title:	Radio System
----------------------------	--------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>As outlined during the Police transition review the radio system that supports the dispatching and communications of the police force is at the end of its lifecycle and in need of replacement.</p>

Budget Impact	
Account Name	Budget Impacts
Capital	\$600,000
Total Budget Impact:	



2021 Capital Budget Request

Budget Issue Number:	Build-CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Planning, Development and Legislative Services
Budget Centre:	Capital – Fleet and Equipment
Budget Impact:	\$35,000

Budget Issue Title:	Fleet and Equipment – BP-02 Replacement
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail

The current BP-02 is a 2008 Ranger Pick-Up. The vehicle is utilized by the building department to attend construction site to complete inspections on building constructions.

This is vehicle is beyond the useful life expectance and requires replacement under the lifecycle program.

The original BP-02 will be sold at auction and the monies gained will be placed in the Vehicle and Equipment Lifecycle Reserves.

Budget Impact	
Account Name	Budget Impacts
Capital Fleet and Equipment – BP-02 Replacement	\$35,000
Total Budget Impact:	\$35,000



2021 Capital Budget Request

Budget Issue Number:	CSIT-CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Corporate Services
Budget Centre:	Information Technology
Budget Impact:	\$55,800

Budget Issue Title:	Computer Hardware Replacements
----------------------------	--------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

Budget Issue Detail
<p>In order to maintain an efficient and reliable level of performance with respect to computer equipment, a number of computers & monitors have met or, in some cases, well exceeded their useful life expectancy and are due for replacement in 2021. Also included in this request is a replacement of batteries that power core networking and servers during power interruptions. Replacement of the following equipment is recommended to ensure that customer service levels for municipal operations can be maintained:</p> <p>\$ 2,500 Replacement Battery Cartridges/Packs for UPS Controllers \$ 6,750 30 computer monitors \$ 46,550 Lifecycle replacements of 20 laptops</p>

Budget Impact	
Account Name	Budget Impacts
10-4-1001025-3000	\$55,800
Total Budget Impact:	\$55,800



2021 Capital Budget Request

Budget Issue Number:	WW CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$230,000

Budget Issue Title:	Southeast Quadrant Phase 1– Sanitary Sanitary PS #1, 350mm forcemain on Fryer and Lowes, 675mm sanitary sewer on Lowes Sideroad, 450mm Sanitary 2nd Concession
----------------------------	---

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>These sanitary projects are part of the Southeast quadrant servicing initiative. Phase 1 includes Sanitary PS#1, 350mm forcemain on Fryer and Lowes, 675mm & 300mm sanitary sewer on Lowes Sideroad and 450mm Sanitary on 2nd Concession South. This sanitary infrastructure will provide wastewater availability to the surrounding development lands. The budget in 2021 includes the engineering cost related to detailed design with construction anticipated for 2022. The cost of detailed design this infrastructure will be recovered from the developers participating in the Southeast Quadrant Servicing Initiative as per the authorized Memorandum of Understanding</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$230,000
Total Budget Impact:	\$230,000



2021 Capital Budget Request

Budget Issue Number:	WW-CAP -2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$125,000

Budget Issue Title:	Southeast Quadrant Phase 2– Sanitary Sanitary PS #2, 250mm forcemain from PS#2, 30mm sanitary sewer on Lowes Sideroad, 3000mm sanitary 2nd Concession
----------------------------	--

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>These sanitary projects are part of the Southeast quadrant servicing initiative. Phase 1 includes Phase 2 includes Sanitary PS #2, 200mm forcemain on 2nd Concession South and Easement, 300mm sanitary sewer on Lowes and 300mm Sanitary sewer on 2nd Concession. This sanitary infrastructure will provide wastewater availability to the surrounding development lands. The budget in 2021 includes the engineering cost related to detailed design with construction anticipated for 2022. The cost of detailed design this infrastructure will be recovered from the developers participating in the Southeast Quadrant Servicing Initiative as per the authorized Memorandum of Understanding</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$125,000
Total Budget Impact:	\$125,000



2021 Capital Budget Request

Budget Issue Number:	WW-CAP-3
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$250,000

Budget Issue Title:	LifeCycle Replacement Program Work – Wastewater
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>The LifeCycle Replacement Program Work is dedicated to unexpected works performed by OCWA for the replacement of items due to the end of their lifecycle</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2020	\$250,000
Total Budget Impact:	\$250,000



2021 Capital Budget Request

Budget Issue Number:	WW-CAP-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$900,000

Budget Issue Title:	Edgewater Lagoon Decommissioning
----------------------------	----------------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>With the completion of the Pump Station 22 upgrades and installation of forcemain the Edgewater lagoons are no long needed for sanitary treatment. The decommissioning of the lagoons and creation of the wet weather cell is the last step to complete the Edgewater Diversion Project. The decommissioning will involve the creation of the wet weather cell for PS22 and the conversion of the remaining 2.5 lagoon cells to wetland and migratory bird destination. The intent will be to create pathways around the new wetland and create new pathways in the Golfview open space to tie into it.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2021	\$900,000
Total Budget Impact:	\$900,000



2021 Capital Budget Request

Budget Issue Number:	WATER-CAP-1
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Wastewater
Budget Impact:	\$70000

Budget Issue Title:	Engineering - Ventnor Avenue Watermain Replacement – Baltic to Atlantic
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>This project involves the engineering and detailed design replacement of the ductile iron watermain on Ventnor Avenue from Baltic Avenue to Atlantic Avenue. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting</p>

Budget Impact	
Account Name	Budget Impacts
Water Capital 2021	\$70,000
Total Budget Impact:	\$70,000



2021 Capital Budget Request

Budget Issue Number:	WATER-CAP-2
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$82,500

Budget Issue Title:	SE Quadrant Phase 1- Water Concession 2 Watermain Installation – Fryer Street Southerly and Lowes Watermain Fryer Street to Meloche Street
----------------------------	--

Budget Request Classification:	Growth Related
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>These watermain projects are part of the Southeast quadrant servicing initiative. This watermain will provide water availability to the surrounding development lands. The budget in 2020 includes the engineering cost related to detailed design with construction anticipated for 2021. The cost of installing this infrastructure will be recovered from the developers participating in the Southeast Quadrant Servicing Initiative.</p>

Budget Impact \$1,622,000	
Account Name	Budget Impacts
Capital 2021	\$82,500
Total Budget Impact:	\$82,500



2021 Capital Budget Request

Budget Issue Number:	WATER-CAP-3
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Public Works
Budget Impact:	\$200,000

Budget Issue Title:	LifeCycle Replacement Program Work – Water
----------------------------	--

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>The LifeCycle Replacement Program Work is dedicated to unexpected works performed by OCWA for the replacement of items due to the end of their lifecycle.</p>

Budget Impact	
Account Name	Budget Impacts
Capital 2020	\$200,000
Total Budget Impact:	\$200,000



2021 Capital Budget Request

Budget Issue Number:	WATER-CAP-4
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	\$1,265,000

Budget Issue Title:	SCADA Installation at the Amherstburg Water Treatment Plant
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

<p>Budget Issue Detail</p> <p>Supervisory Control and Data Acquisition (SCADA) for the plant and tower. The installation will alleviate pressures by the Ministry to update our plant for automation, access to historical data and reporting. We are the only plant in Ontario without SCADA. This automation will provide up to the minute data for the treatment and storage processes allowing for accurate and safe operations. It also improves the ability to treat, relay and report plant functions. Included in this cost are upgrades to the main transformer, replacement of outdated cables and conduit.</p> <p>Engineering – \$65,000 Construction Estimate- 1,200,000 Total - \$1,265,000</p>

Budget Impact	
Account Name	Budget Impacts
Water Capital 2021	\$1,265,000
Total Budget Impact:	\$1,265,000



2021 Capital Budget Request

Budget Issue Number:	WATER-CAP-5
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	New
Department:	Engineering and Public Works
Budget Centre:	Water
Budget Impact:	\$25,000

Budget Issue Title:	Engineering - Secondary Discharge Pipe at the Amherstburg Water Treatment Plant
----------------------------	---

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	

Budget Issue Detail
<p>As recommended in the water Masterplan, the installation of a second 600mm discharge pipe from the AWTP would provide redundancy and added reliability. This issue paper is for all engineering costs, up to and included project close-out. This will allow for accurate future budgeting</p>

Budget Impact	
Account Name	Budget Impacts
Water Capital 2021	\$25,000
Total Budget Impact:	\$25,000



2021 Capital Budget Request

Budget Issue Number:	WATER-CAP-6
Community Based Strategic Plan Pillar:	Investment in Infrastructure
Budget Issue Classification:	Lifecycle
Department:	Engineering and Public Works
Budget Centre:	Capital Fleet and Equipment
Budget Impact:	\$40,000

Budget Issue Title:	Unit WM-03 Replacement
----------------------------	------------------------

Budget Request Classification:	Existing Service Level
DC Study Project ID: (or Not Applicable)	Not Applicable

<p>Budget Issue Detail</p> <p>Unit WM-03 is a 2007 Savana Van beyond its useful life. This unit is used by the Water Division union staff for maintaining Town owned infrastructure and meter repairs. The unit cost will come from the water & wastewater budget.</p> <p>The plan is to replace the van with a similar type utility van. The price will include shelving unit for supply storage.</p>

Budget Impact	
Account Name	Budget Impacts
	\$40,000
Total Budget Impact:	\$40,000

Capital Demands Forecast

The following pages outline the infrastructure projects that the Town of Amherstburg is contemplating over the next five years and beyond, with a total scope of work is over \$180 million. The Town is unable to fund the demands of this forecast and priorities may change based on coordination of works, development, and the state of the infrastructure and assets moving forward.

It is very important for Council to consider that the infrastructure requests will continue to increase over time while the funding envelope for capital works will be limited. Therefore Council will need provide funding for and support prioritization of capital works in a manner that will maximize community benefit and optimize the useful life of municipal assets.

Town of Amherstburg - 2021 Budget												
5 Year Capital Outlook - Taxation Funded												
Budget Centre	Project Name	Total Capital Project Cost	Project Description	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2021	2022	2023	2024	2025	Over 5 Years
Roads												
PW	Engineering -Geotechnical investigation for 2021 projects	250,000	Pre-engineering allows for more accurate budget estimates and earlier tendering			250,000	25,000	25,000	25,000	25,000	25,000	125,000
PW	Project Close Out Cost-2020	45,000				45,000	45,000					
PW	Engineering - McLeod Avenue Rehabilitation from 3rd Concession South to Lakewood Drive. Full reconstruction recommended. 1200 metres in length.	1,050,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart.			1,050,000	25,000	1,025,000				
PW	Engineering - South Riverview Rehabilitation from Beneteau to the 2nd Concession. Full Reconstruction recommended. 850 metres in length. 6.7m wide	725,000	Required due to lifecycle renewal. Road is breaking apart. Ongoing maintenance costs. Engineering in 2019 for 2020 construction			725,000	25,000	700,000				
PW	Engineering - Fryer Street from Simcoe to Alma. Recommendation would be a full reconstruction including curb and gutter, storm sewers	4,500,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate Project to be Done in Phases			4,500,000	2,200,000		2,300,000			
PW	Engineering - Fryer Street From Lowes to Pickering. Full reconstruction including storm sewers, curbs, etc. This work will follow the SE Quadrant servicing force main installation.	2,600,000	Rebuilding Fryer Street to convert to urban cross-section and service the SE Quadrant lands			2,600,000				200,000	2,400,000	
PW	Engineering - Lowes Side road from Sandwich St. to Meloche. Full reconstruction including storm sewers, curbs, etc. This work will follow the SE Quadrant servicing force main and sanitary sewer installation.	5,600,000	Rebuilding Lowes Side road to convert to urban cross-section and service the SE Quadrant lands. Project to be completed in 2 phases.			5,600,000				700,000	1,700,000	3,200,000
PW	Mill & Pave - 2021	6,000,000	Required due to lifecycle renewal. Asphalt is crumbling. Entire asphalt surface will need to be removed and replaced.			6,000,000	400,000	600,000	600,000	600,000	600,000	3,200,000
PW	Engineering - Smith Side road Resurfacing from County Rd. 18 to Malden / Colchester Townline. CIP recycled with expanded asphalt and installation of 50mm of asphalt. 4150 metres in length.	550,000	This project would be coordinated with the Town of Essex as they own the east half of the road. Both municipalities would pay for 1/2 of the project. Preliminary estimate	Essex required to complete this project as they would fund 50%. Alternately the Town could complete 1/2 independently.		550,000			550,000			
PW	Engineering - 8th Concession North rehabilitation between Texas Road and County Road 10.	2,900,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate			2,900,000	100,000	2,000,000	800,000			-
PW	Engineering - 2nd Concession North rehabilitation from County Road 10 to South Riverview.	3,100,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate			3,100,000				3,100,000		
PW	Engineering - 6th Concession North rehabilitation from Alma to County Road 10.	4,150,000	Required due to lifecycle renewal. Asphalt is cracked and breaking apart. Preliminary estimate			4,150,000						4,150,000
	Engineering - Ventnor Avenue Rehabilitation - Baltic to Gibb (w Watermain replacement)	650,000				650,000		450,000	200,000			
	Engineering - St. James Rehabilitation - Baltic to Gibb (w Watermain replacement)	500,000				500,000						500,000
	Engineering - Baltic Avenue Rehabilitation - Richmond to Gibb (w Watermain replacement)	600,000				600,000						600,000
	Engineering -St. Charles Rehabilitation - Baltic to Ventnor (w Watermain replacement)	200,000				200,000				200,000		
	Engineering -Richmond Street Rehabilitation - Fryer to States (w Watermain replacement)	700,000				700,000						700,000
PW	Engineering & Rehabilitation - Bobo Island placement of asphalt. Complete removal of existing asphalt and place 90mm of asphalt on all residential roads on the island.	387,500	Only base coat exists. Areas are distressed. Requires removal of all asphalt and installation of two lifts of asphalt. Preliminary estimate	agreement in place with developer. (The would need to be coordinated with developer)		387,500					387,500	

**Town of Amherstburg - 2021 Budget
5 Year Capital Outlook - Taxation Funded**

Budget Centre	Project Name	Total Capital Project Cost	Project Description	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2021	2022	2023	2024	2025	Over 5 Years
PW	Engineering - Remaining Roads projects in the now category as per the 2016 road Needs Study	11,200,000	This is the remaining projects that are identified in the 2016 Road Needs study in the now category. 2016 estimates			11,200,000						11,200,000
PW	Engineering - Roads projects in the 1-5 year category as per the 2016 road Needs Study	8,786,000	This is the remaining projects that are identified in the 2016 Road Needs study in the 1-5 year category. 2016 estimates			8,786,000						8,786,000
PW	Engineering - Roads projects in the 6-10 year category as per the 2016 road Needs Study	8,534,000	This is the remaining projects that are identified in the 2016 Road Needs study in the 6-10 year category. 2016 estimates			8,534,000						8,534,000
	TOTALS	63,027,500			-	63,027,500	2,820,000	4,800,000	4,475,000	5,212,500	4,725,000	40,995,000
PW	Tar & Chip	2,500,000	(list streets (point to point)			2,500,000	200,000	250,000	250,000	250,000	250,000	1,300,000
PW	Paved shoulders on Alma Street between Fryer and Meloche Road as per CWATS plan.	25,000	Project close out cost			25,000	25,000					
PW	Sidewalk Replacement	377,000				377,000	-					377,000
PW	Transit Bus Stops	18,000				18,000	18,000					
PW	Pedestrian Crossovers	75,000				75,000	75,000					
PW	Sidewalk (New) on County Road 10 from Walker Road to the ERCA trail.	1,400,000	This sidewalk will provide the residents of the County Road 10, Gardiner and Canard Estates subdivision a walking connection to Walker Road and the new ERCA trail			1,400,000	-					1,400,000
	TOTALS	4,395,000			-	4,395,000	318,000	250,000	250,000	250,000	250,000	3,077,000
Streetlight Installation and Upgrades												
PW	Installation of streetlights On County Road 20 from North Side road to County Road 3	550,000	Provide street lighting along this heavily travelled section of roadway. Councillor request			550,000						550,000
PW	Intersection signals - Meloche and Simcoe	250,000				250,000						250,000
PW	Red-light Camera Program	300,000				300,000						300,000
PW	Intersection Upgrades- Simcoe and Sandwich	250,000				250,000		100,000	150,000			
PW	Intersection Signalization upgrade - Richmond and Sandwich	250,000				250,000			150,000	100,000		
	TOTALS	1,600,000			-	1,600,000	-	100,000	300,000	100,000	-	1,100,000
Culverts and Bridges												
PW	Engineering - Long Marsh Drain at Concession 2 North - Bridge No. 3008. Complete Replacement	40,000	Project close out		\$364,000 - 2017 Capital \$200,000 - Capital Replacement Levy \$100,000 Gas Tax Funds \$618,600 2018 Capital (over)	40,000	40,000					
PW	Engineering - River Canard at 5th Concession North - Bridge No. 3012. Complete Replacement	3,450,000	The 2016 Bridge Study recommended that this bridge receive further structural investigation. This investigation was completed in 2017 and revealed severe deterioration of beams in the travel portion of the roadway.			3,450,000	110,000	3,340,000				
PW	Engineering - Collision Side road over Collision Drain - Culvert No. 3.	15,000	Project close out			15,000	15,000					
PW	Engineering - Hamel Bezaire Drain at 4th Concession North - Culvert No. 59. Complete replacement	550,000	The 2016 Bridge Study recommended that this culvert receive further structural investigation. This investigation was completed in 2017 and revealed excessive structural decay and spalling of the underside of deck. This culvert may be load limited with potential for closure dependent on timing for replacement			550,000	550,000					

Town of Amherstburg - 2021 Budget												
5 Year Capital Outlook - Taxation Funded												
Budget Centre	Project Name	Total Capital Project Cost	Project Description	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2021	2022	2023	2024	2025	Over 5 Years
PW	Engineering - Whelan Drain at 3rd Concession North. Culvert No. 38	380,000				380,000	-		380,000			
PW	Engineering - Fifth Concession South over the Albert McGee drain-lower. Culvert No. 8.	315,000	Poor condition and performance deficiencies. Heavy dead load currently on bridge. 2016 Bridge Assessment Study Cost			315,000	-		315,000			
PW	Engineering - Sucker Creek Bridge over 8th Concession - Bridge 3020	1,000,000				1,000,000	150,000	850,000				
PW	Engineering - Sixth Concession North over Imeson-Melboche Drain - Culvert No. 68	40,000				40,000			40,000			
PW	Engineering - 6th Concession North over the Sinasac Drain. Culvert No. 45	115,000				115,000			115,000			
PW	Engineering - 6th Concession North over Mayville Drain. Culvert No. 49	225,000				225,000			225,000			
PW	Engineering - South Side road over Ninth Concession Drain Bridge No. 2002	400,000				400,000						400,000
PW	Engineering - 5th Concession North over Thrasher Drain Culvert No. 75	150,000				150,000			150,000			
PW	Engineering - 9th Concession over Long Marsh Drain Bridge No. 2003	-				-						
PW	Engineering - 6th Concession North over Mayville -Juberville Drain Culvert No. 57	170,000				170,000				170,000		
PW	Engineering - South Side road over the Beethem Drain - Culvert No. 21	145,000				145,000				145,000		
PW	Engineering - Long Marsh Drain at Concession 3 North - Bridge No. 3009.	175,000	Bridge requires major rehabilitation. 2016 Bridge Assessment Study Cost			175,000				175,000		
PW	Engineering - Long Marsh Bridge at Alma Street - Bridge No. 3007.	210,000	Lifecycle renewal. 2016 Bridge Assessment Study Cost			210,000				210,000		
PW	Engineering - 6th Concession North over Long Marsh Drain - Bridge No. 3018.	210,000	Lifecycle renewal. 2016 Bridge Assessment Study Cost			210,000						210,000
PW	Engineering - 7th Concession South over McGuire Branch of 7th Concession Drain Culvert No. 25	175,000				175,000						175,000
PW	Engineering - 8th Concession over King Creek Bridge No. 3021	175,000				175,000						175,000
PW	Engineering - South Side road over the Bailey Drain - Culvert no. 18	140,000				140,000						140,000
PW	Engineering - Alma Street over 7th Concession Road Drain - Bridge 3006A	38,000				38,000						38,000
PW	Engineering - Texas Road over Sinasac Drain - Bridge no. 3004	55,000				55,000						55,000
PW	Engineering - North side road over the Shaw Drain North - Culvert No. 67	38,000				38,000						38,000

Town of Amherstburg - 2021 Budget
5 Year Capital Outlook - Taxation Funded

Budget Centre	Project Name	Total Capital Project Cost	Project Description	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2021	2022	2023	2024	2025	Over 5 Years
PW	Engineering - Texas Road over Big Creek - Bridge No. 3003	75,000				75,000						75,000
PW	Engineering - Various Rehabilitation and replacement projects	3,700,000				3,700,000						3,700,000
TOTALS		11,986,000				11,986,000	865,000	4,190,000	1,225,000	700,000		5,006,000
Fleet and Equipment												
PW	Unit M-2 - Dodge Ram 1500 Pick Up Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	40,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			40,000				40,000		
PW	Unit 116 - International 4300 Dump Truck with Plow and Salter - Complete Unit Replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	150,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			150,000			150,000			
PW	Unit R306 - 8-ton single axle dump truck with plow and salter. Complete unit replacement. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	280,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			280,000			280,000			
Parks	Unit 210 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			35,000	35,000					
PW	Unit R209 - GMC single axle dump truck with plow and salter. Complete unit replacement. Listed to be replaced in 2019 UNDER THE ASSET MANAGEMENT PLAN.	150,000	New equipment is required due to lifecycle replacement in 2019 as per the Asset Management Plan.			150,000				150,000		
PW	Unit M-1 - Ford Ranger - Light Duty Pick Up Truck. Listed to be replaced in 2019 UNDER THE ASSET MANAGEMENT PLAN.	30,000	New equipment is required due to lifecycle replacement 2019 as per the Asset Management Plan.			30,000		30,000				
PW	Unit 410 - Dodge 2500 - Light Duty Pick Up Truck. Listed to be replaced in 2020 UNDER THE ASSET MANAGEMENT PLAN.	40,000	New equipment is required due to lifecycle replacement 2020 as per the Asset Management Plan.			40,000		40,000				
PW	Unit 220 - John Deere Grader. Required to maintain all gravel roads as well as assist in winter control. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	460,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			460,000	460,000					
PW	Unit 207 - John Deere Front End Loader - LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	200,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			200,000						200,000
PW	Unit SS-1 - Elgin Whirlwind Street Sweeper - Utilized to clean roads and hydro vac catch basins and holes. Listed to be replaced in 2020 UNDER THE ASSET MANAGEMENT PLAN.	250,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			250,000				250,000		
Parks	Unit 710 - Chevy Silverado - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	40,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			40,000	40,000					
Parks	Unit RS-1 - Chevy Silverado - Light Duty Pick Up Truck with Plow and Salter. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			35,000	35,000					
Parks	Unit PG-1 - Dodge Ram 4 x 4 - Light Duty Pick Up Truck with Plow and Salter. Listed for replacement in 2020	40,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			40,000		40,000				
Parks	Unit RM-1 - Dodge Ram 4 x 4 - Light Duty Pick Up Truck with Plow and Salter. Listed for replacement in 2021	35,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			35,000				35,000		
Parks	Unit 208 - John Deere Mini Backhoe w Cab and Sweeper - LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN	90,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			90,000						90,000
Rec	GPS Athletic Field Marker and Field Painter	125,000	New equipment to achieve an accurate level ice surface			125,000						125,000
Rec	Level-Ice Laser Leveling System	125,000	New equipment to achieve an accurate level ice surface			125,000						125,000
Rec	Field Cut Striper Unit	136,000	Unit required to mark and paint soccer fields at the Libro Centre			136,000						136,000
Facilities	Unit FM-01 - Replace 2003 Savana Van	35,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			35,000		35,000				

**Town of Amherstburg - 2021 Budget
5 Year Capital Outlook - Taxation Funded**

Budget Centre	Project Name	Total Capital Project Cost	Project Description	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2021	2022	2023	2024	2025	Over 5 Years
Fire	Unit Tanker 3 - Fire Station 3	580,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan and Regulations.			580,000		580,000				
Fire	Replace 2011 Dodge Truck	55,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan and Regulations.			55,000		55,000				
Fire	Auto Extrication Equipment	35,000				35,000	35,000					
Fire	Replacement of Water & Ice Rescue Equipment	25,000				25,000	25,000					
Fire	Replace 2017 Dodge Van	50,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan and Regulations.			50,000						50,000
Fire	Ladder #1	1,200,000				1,200,000						1,200,000
Fire	Support #3 F250-2018	70,000				70,000						70,000
Fire	Support # 1 Transit Van-2018	65,000				65,000						65,000
Fire	Support # 2 F250-2018	70,000				70,000						70,000
Fire	SCBA Equipment	625,749				625,749	625,749					
Fire	Defibrillators	24,000				24,000						24,000
PWD	Gravel Compaction Unit	25,000				25,000	25,000					
Building	Unit BP-02 - Ford Ranger - Light Duty Pick Up Truck. LISTED IN NOW UNDER THE ASSET MANAGEMENT PLAN.	35,000	New equipment is required due to lifecycle replacement as per the Asset Management Plan.			35,000	35,000					
	TOTALS	5,155,749				5,155,749	1,315,749	780,000	430,000	475,000		2,155,000
Total Road Related and Fleet		87,764,249				87,764,249	5,318,749	10,220,000	6,980,000	6,837,500	4,975,000	53,433,000
Facilities												
PW	PW Shop HVAC System Replacement. 3-Year Project. \$50,000 required each year	165,000				165,000	55,000		55,000	55,000		
Libro	Grandstands at Libro Center	295,000				295,000						295,000
PW	Build new consolidated Public Works/Parks & Facilities to house consolidated operations inclusive of garage and salt shed	3,000,000				3,000,000						3,000,000
Fire	Consolidation of Fire Station	6,000,000				6,000,000					2,000,000	4,000,000
Fire	Fire Servicing for Boblo Island	675,000				675,000						675,000
Fire	Replace Pavement at station 2	100,000				100,000	100,000					
Fire	Replace Pavement at station 3	65,000				65,000	65,000					
Fire	Emergency Operations Centre upgrade	75,000				75,000		75,000				
Parks	Co-An Park Capital Funding	150,000				150,000	15,000	15,000	15,000	15,000	15,000	75,000
Libro	Diamond improvements	75,000				75,000	75,000					
Libro	Replace compressors	15,000				15,000	15,000					
Parks	Demolitions Massen Building	75,000				75,000	75,000					
Fire	Remove Communication Tower	25,000				25,000	25,000					
Parks	Construct fueling station	25,000				25,000			25,000			
Facilities	Replace HVAC Parks	100,000				100,000	55,000	45,000				
Parks	Mickle Park Upgrades- Phase 1	75,000				75,000	75,000					
Parks	Mickle Park Upgrades- Phase 2	175,000				175,000				175,000		
Parks	Lack Purdie Park Upgrades	300,000				300,000					100,000	200,000
Parks	Brnar Ridge Park Upgrades	300,000				300,000						300,000
Parks	Golf view Park Upgrades	175,000				175,000						175,000
Parks	Malden Park Upgrades	125,000				125,000						125,000
Parks	Todd Jones and splash pad renewal	300,000				300,000	50,000					250,000
Parks	Ranta Park Upgrades	170,000				170,000	170,000					
Parks	KNYP Gazebo Renewal	50,000				50,000						50,000
Parks	KNYP Lighting Refurbish	85,000				85,000						85,000
Parks	Skate Park Relocation	75,000				75,000	75,000					
Parks	Refurbish Tennis courts	25,000				25,000	25,000					
Town	Town Hall Upgrades/ Relocation	3,000,000				3,000,000						3,000,000
Town	Development of Waterfront	11,325,000				11,325,000	300,000					11,025,000
Town	BelleVue Restoration	8,900,000				8,900,000		70,000				8,830,000
Town	Library	950,000				950,000						950,000
Town	Scout Hall	230,000				230,000						230,000
PW	Public Works Garage	875,000				875,000						875,000
	TOTALS	37,975,000				37,975,000	1,175,000	205,000	95,000	245,000	2,115,000	34,140,000
Development Servicing												
PW	Engineering - 2nd Concession South (Fryer Street) Reconstruction from Lowes Side road to Southern limit of the Malden Properties lands. This reconstruction will convert the road from it's current rural / gravel cross section to an urban cross section with curb & gutter as well as storm sewers. 410m in length.	1,100,000	A sanitary sewer and water main will be installed along this stretch of roadway as part of the SE Quadrant servicing strategy. With the new residential developments this provides opportune timing to reconstruct this section of the 2nd Concession and create an urban cross section.			1,100,000		550,000	550,000			
PW	Pike Road Drain Relocation - Includes the rerouting of a portion of the Pike Road Drain and 2nd Concession Drain	1,700,000	This project is required to alleviate flooding at the upper end of the Pike Road Drain. The relocation of the drains will also be incorporated into the new development proposed east of Fryer.			1,700,000		750,000	950,000			
	TOTALS	2,800,000				2,800,000		1,300,000	1,500,000			

Town of Amherstburg - 2021 Budget												
5 Year Capital Outlook - Taxation Funded												
Budget Centre	Project Name	Total Capital Project Cost	Project Description	Funding Source	Subsidies/Grants/Contributions & Prior Year Funding, DC Eligible	Net Cost	2021	2022	2023	2024	2025	Over 5 Years
Other												
IT	Telecommunications Tower	\$ 600,000			-	600,000	600,000					
Fire	Paging equipment replacement	\$ 20,000				20,000	20,000					
Staffing	Various	\$ 46,830				46,830	46,830					
IT	IT Life Cycle Capital	\$ 1,230,000			-	1,230,000	55,800	123,000	123,000	123,000	123,000	682,200
Total - Other	TOTALS	1,896,830	-	-	-	1,896,830	722,630	123,000	123,000	123,000	123,000	682,200
		130,436,079				130,436,079	7,216,379	11,848,000	8,698,000	7,205,500	7,213,000	88,255,200
Available Funding												
	Gas Tax						1,110,000					
	OCIF						-					
	IT Reserve						123,000					
	Fleet Reserve						300,000					
	Fire Reserve						53,000					
	AODA Reserve						50,000					
	Co-Ann Reserve						15,000					
	Libro						31,000					
	Capital New						500,000					
	Capital Levies						1,302,664					
	Capital From Rates						528,798					
	Lifecycle Funds						3,195,000					
	Total Capital Funds in a Year						7,208,462	7,208,462	7,208,462	7,208,462	7,208,462	7,208,462
	Grant Funding Development Funded							3,340,000				
								1,300,000	1,500,000			
	Short Fall						7,917	(462)	(10,462)	(2,962)	4,538	81,046,738

Town of Amherstburg - 2021 Budget

5 Year Capital Outlook - Wastewater Rate Funded

WASTEWATER BUDGET CENTRE - 2020 CAPITAL BUDGET								
Budget Centre	Project	Total Capital Requirements	2021	2022	2023	2024	2,025.00	Over 5 Years
Sewage Collection System - Upgrades & Replacements								
Wastewater	Inflow and Infiltration study - Engineering	\$ 1,140,000		\$60,000	\$60,000	\$60,000	\$600,000	\$360,000
Wastewater	Inflow and Infiltration - Program Sanitary sewer renewal and repair	\$ 4,500,000		\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
	TOTALS	\$ 5,640,000	\$0	\$560,000	\$560,000	\$560,000	\$1,100,000	\$2,860,000

Southeast Quadrant Servicing								
Wastewater	Southeast Quadrant Phase 1 - Lowes Sideroad Pump Station, Sanitary sewers	\$ 2,945,000	\$230,000	\$1,000,000	\$1,715,000			
Wastewater	Pump Station west of Big Creek and associated forcemain	\$ 2,710,000	\$125,000	\$1,000,000	\$1,585,000			
	TOTALS	\$ 5,655,000	\$355,000	\$2,000,000	\$3,300,000	\$0	\$0	\$0

Sewage Collection System - Pump Stations								
Wastewater	Generator replacement for McGregor PS#1 (Site 9)	\$ 80,000		\$80,000				
	TOTALS	\$ 80,000	\$0	\$80,000	\$0	\$0	\$0	\$0

Environmental - McGregor Wastewater Lagoon System								
Wastewater	MCG WW Lagoon System - Inflow & Infiltration Program- Investigation of PS#1 with respect to increasing flow capacity to the lagoon.	\$ 450,000		\$450,000				

Town of Amherstburg - 2021 Budget

5 Year Capital Outlook - Wastewater Rate Funded

WASTEWATER BUDGET CENTRE - 2020 CAPITAL BUDGET								
Budget Centre	Project	Total Capital Requirements	2021	2022	2023	2024	2,025.00	Over 5 Years
Wastewater	Install Fencing along County Road 11 (Walker Road)	\$ 60,000		\$60,000				
TOTALS		\$ 510,000	\$0	\$510,000	\$0	\$0	\$0	\$0

Environmental - Edgewater Lagoon System								
Wastewater	Edgewater Lagoon Decommissioning	\$ 900,000	\$900,000					
TOTALS		\$ 900,000	\$900,000	\$0	\$0	\$0	\$0	\$0

Environmental - Big Creek System								
Wastewater								
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Environmental - Boblo System								
Wastewater	Town portion of the forcemain that will be installed to service Phase 2 of the Boblo development on the south end of the island - Work estimated to cost \$1,550,000. (Use an estimate of 25% cost to Town)	\$387,500	\$387,500					
TOTALS		\$ 387,500	\$ 387,500	\$ -	\$ -	\$ -	\$ -	\$ -

Town of Amherstburg - 2021 Budget

5 Year Capital Outlook - Wastewater Rate Funded

WASTEWATER BUDGET CENTRE - 2020 CAPITAL BUDGET								
Budget Centre	Project	Total Capital Requirements	2021	2022	2023	2024	2,025.00	Over 5 Years
Environmental - McLeod Wastewater Treatment Plant								
Wastewater								
	TOTALS	\$ -	\$0	\$0	\$0	\$0	\$0	\$0
Wastewater - Equipment								
Wastewater	LifeCycle Replacement Program Work	\$ 2,500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Wastewater	Vehicle Replacement - WM-05. 2007 1/2 ton van. Replace with 3/4 ton van - Budget \$51,500 - 60% Water 40% Sewer	\$ 18,000		\$18,000				
Wastewater	Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer	\$ 16,000	\$16,000					
Wastewater	Vehicle Replacement - Unit SW-1: Sewer Truck - Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer	\$ 18,000		\$18,000				
Wastewater	Allowance for equipment purchases 2022 to 2027. Budget \$350,000 - 60% Water 40% Sewer	\$ 180,000		\$20,000	\$20,000	\$20,000		\$120,000
	TOTALS	\$ 2,732,000	\$266,000	\$306,000	\$270,000	\$270,000	\$250,000	\$1,370,000
TOTAL 2019 WASTEWATER CAPITAL BUDGET		\$ 15,517,000	\$1,521,000	\$3,456,000	\$4,130,000	\$830,000	\$1,350,000	\$4,230,000

Town of Amherstburg - 2021 Budget
5 Year Capital Outlook - Water Rate Funded

WATER BUDGET CENTRE - 2020 CAPITAL BUDGET								
Budget Centre	Project	Total Capital Requirements	2021	2022	2023	2024	2025	Over 5 Years
Distribution System - Upgrades & Replacements								
Water	Pacific Avenue Watermain Replacement from Simcoe to Richmond. Upgrade 200mm ductile pipe watermain to class 150. 600m	\$ 12,500	\$12,500					
Water	MXU (transmitter replacement)	\$ 1,500,000			\$300,000	\$400,000		\$800,000
Water	AMI Tower for meter reads	\$ 300,000						\$300,000
Water	Future Watermain Replacements 2021-2027	\$ 3,500,000	\$70,000		\$500,000	\$500,000		\$2,430,000
TOTALS		\$ 5,312,500	\$82,500	\$0	\$800,000	\$900,000	\$0	\$3,530,000

Southeast Quadrant Servicing								
Water	Concession 2 Watermain	\$ 500,000		\$500,000				
Water	Lowes Sideroad Watermain	\$ 800,000	\$82,000	\$718,000				
TOTALS		\$ 1,300,000	\$82,000	\$1,218,000	\$0	\$0	\$0	\$0

Amherstburg Water Treatment Plant - Upgrades and Replacements								
Water	LifeCycle Replacement Program Work	\$ 2,000,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

**Town of Amherstburg - 2021 Budget
5 Year Capital Outlook - Water Rate Funded**

WATER BUDGET CENTRE - 2020 CAPITAL BUDGET								
Budget Centre	Project	Total Capital Requirements	2021	2022	2023	2024	2025	Over 5 Years
Water	Supervisory Control and Data Acquisition (SCADA) Upgrade. New computer system to operate the plant. Upgrades to MCC electrical, panels, cabling and conduit to be done at the plant as well	\$ 1,265,000	\$1,265,000					
Water	Engineering - Secondary Discharge Pipe at the Amherstburg Water Treatment Plant	\$ 25,000	\$25,000					
Water	Construction of a new clarifier at the water treatment plant to provide 100% redundancy of the existing clarifier.	\$ 4,000,000		\$262,000	\$3,738,000			
Water	WTP Chlorine driveway	\$ 75,000		\$75,000				
Water	Reservoir Replacement Redundancy. Installation of new 7,400 cubic metre reservoir.	\$ 7,200,000		\$200,000	\$7,000,000			
Water	Existing Reservoir Modifications and Refurbishment	\$ 1,400,000			\$200,000	\$1,200,000		
Water	Process Waste Treatment Facility Construction. Collection, thickening, and dewatering for plant rated flow of 22,400 cubic metres per day.	\$ 5,000,000		\$500,000	\$4,500,000			

**Town of Amherstburg - 2021 Budget
5 Year Capital Outlook - Water Rate Funded**

WATER BUDGET CENTRE - 2020 CAPITAL BUDGET								
Budget Centre	Project	Total Capital Requirements	2021	2022	2023	2024	2025	Over 5 Years
	TOTALS	\$ 20,965,000	\$1,490,000	\$1,237,000	\$15,638,000	\$1,400,000	\$200,000	\$1,000,000
Amherstburg Water Treatment Plant - Upgrades and Replacements - Growth Related								
Water	New Filter Construction at Water Treatment Plant. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 2,500,000						\$2,500,000
Water	New Construction of Second Screen at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 1,000,000						\$1,000,000
Water	New Construction of Additional Low Lift Pump at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 220,000						\$220,000

Town of Amherstburg - 2021 Budget
5 Year Capital Outlook - Water Rate Funded

WATER BUDGET CENTRE - 2020 CAPITAL BUDGET								
Budget Centre	Project	Total Capital Requirements	2021	2022	2023	2024	2025	Over 5 Years
Water	New Construction of Chemical Storage Room at Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 2,000,000						\$2,000,000
Water	Purchase and installation of additional diesel generator for Water Treatment Plant to augment capacity upgrade. Upgrade require to increase capacity for water treatment plant from 18,124 cubic metres to 22,400 cubic metres per day.	\$ 400,000						\$400,000
	TOTALS	\$ 6,120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$6,120,000
Water Distribution - Equipment								
Water	Vehicle Replacement - Unit WM-07. 2007 Ford Ranger 4x4 - Budget \$40,000 - 60% Water 40% Sewer	\$ 24,000	\$24,000					
Water	Vehicle Replacement - Unit SW-1: Sewer Truck - Replace with 3/4 ton van - Budget \$45,000 - 60% Water 40% Sewer	\$ 27,000		\$27,000				
Water	Allowance for equipment purchases 2023 to 2027. Budget \$350,000 - 60% Water 40% Sewer	\$ 210,000			\$30,000			\$180,000
	TOTALS	\$ 261,000	\$24,000	\$27,000	\$30,000	\$0	\$0	\$180,000
TOTAL 2019 WATER CAPITAL BUDGET		\$ 33,958,500	\$ 1,678,500	\$ 2,482,000	\$ 16,468,000	\$ 2,300,000	\$ 200,000	\$ 10,830,000

The Corporation of the
Town of Amherstburg

2021 Budget Overview

**“Service Level and Sustainability in
Uncertain Times”**



Opening Remarks- Service Level and Sustainability in Uncertain Times

- Strategic Priorities & Service Delivery Review
- Investment in Financial Sustainability
- 2021 Budget – Document and Strategy

Budget Timelines

Event	Timeframe
Budget Tabled with Council	Week of November 2, 2020
Council Review Period	Weeks of November 2 and 9 th , 2020
Public Open Mic Session	November 7, 2020
Budget Deliberations	Week of November 16, 2020

Budget Document

- Budget Book
- Staffing Report and Overview of Corporate Staffing with Service Delivery Review Outcomes
- Community Grants Report
- Reserve Fund Budget
- Benchmarking and Analytics

Budget - Approach

- Strategic Plans and Service Delivery Review
- Input to the Budget
- Budget Risk
- Service Level Impacts from COVID-19
- Government Transfers and Reserve Planning

Proposed 2021 Levy & Rate

- The 2021 Budget Focuses on the Proposed Levy to Deliver the Service Level and Sustainability Desired by Council. To Fund all the proposals in the 2021 Budget the Levy Increase would be \$2,448,841
- Factoring in an increase in assessment growth allows for the presentation of a 7.55% increase to the municipal tax rate.
- Creates a \$185/year increase to the average Amherstburg home (value of \$250,000)
- This is equal to 55 cents a day on an annual basis

Proposed 2021 Water & Wastewater

- Administration is recommending 2.50% increase to the water rate, and 2.50% to the wastewater rate.
- The AMP calls for 2% and 1.3% for infrastructure in water and wastewater rates respectively.
- Creates a \$33 a year increase to the average Amherstburg home This is equal to 9 cents a day on an annual basis

2021 Operating Budget Highlights

Contractual Salary Obligations	\$404,224
Transit Program	\$200,000
Reserve and Capital Funding From Rates Increase	\$609,140
Operating Pressures on Libro Centre	\$400,063
Manager of Finance (Salary & Benefits*) April 1, 2021	\$118,968
Communication Officer (Salary & Benefits*) July 1, 2021	\$57,625
Town Solicitor (Salary & Benefits*) July 1, 2021	\$95,216
HR Coordinator (Contract) (Salary & Benefits*)	\$92,901
Supervisor of Licensing (Salary & Benefits*) April 1, 2021	\$100,174
Heritage Planner (Salary & Benefits*) July 1, 2021	\$62,859

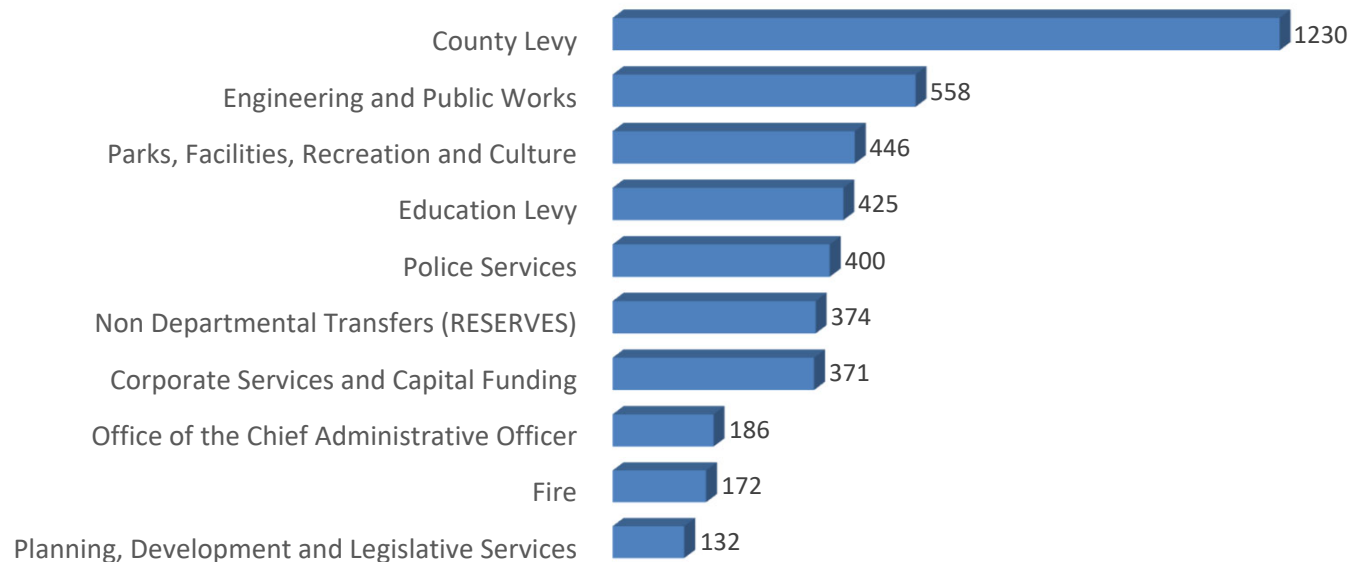
*includes all one time fit up cost as well

Recommended 2021 Levies

- Recommend that funding from both levies be continued in 2021 to build towards financial stability.
- However even with these funds in place the total reserve funds forecast is still on target to see a reduction of \$600,000 from the year end 2019. This is due to increased pressure on reserves to fund capital.

2021 Tax Dollars at Work

- The Following is a Breakdown of a Forecasted total tax bill for a 250,000 home in Amherstburg



The Corporation of the
Town of Amherstburg

2021 Capital Budget

**“Service Level and Sustainability in
Uncertain Times”**

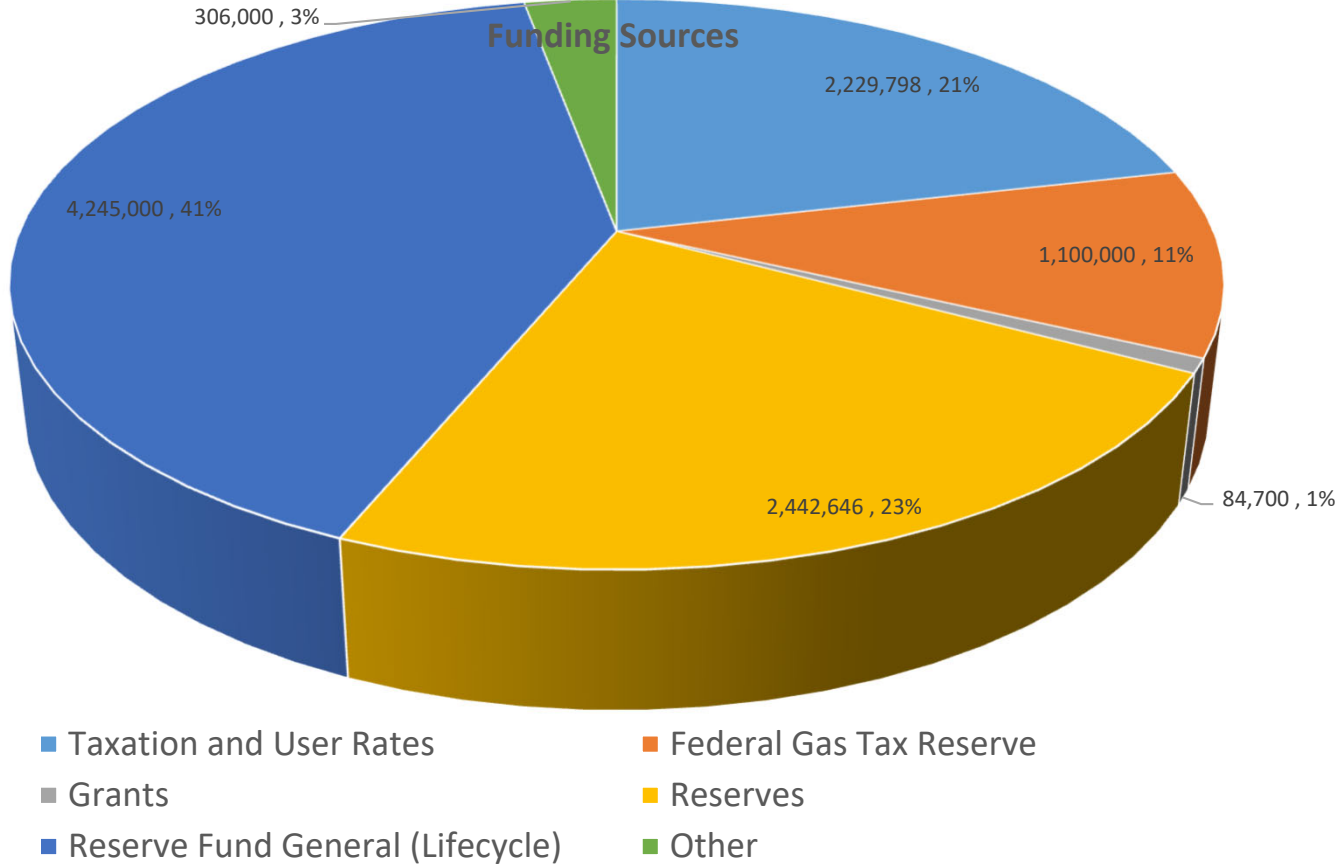


2021 Capital Budget Recommendations

- The 2021 Capital Budget is \$10,408,144
- All 2021 Capital will be financed without debt.
- The Town presently owns and manages Total Capital Assets with an estimated net book value of \$253,631,274 and cost of \$445,878,360
- The Capital demands are over \$180,000,000 over the next 10 years. This creates a significant funding requirement

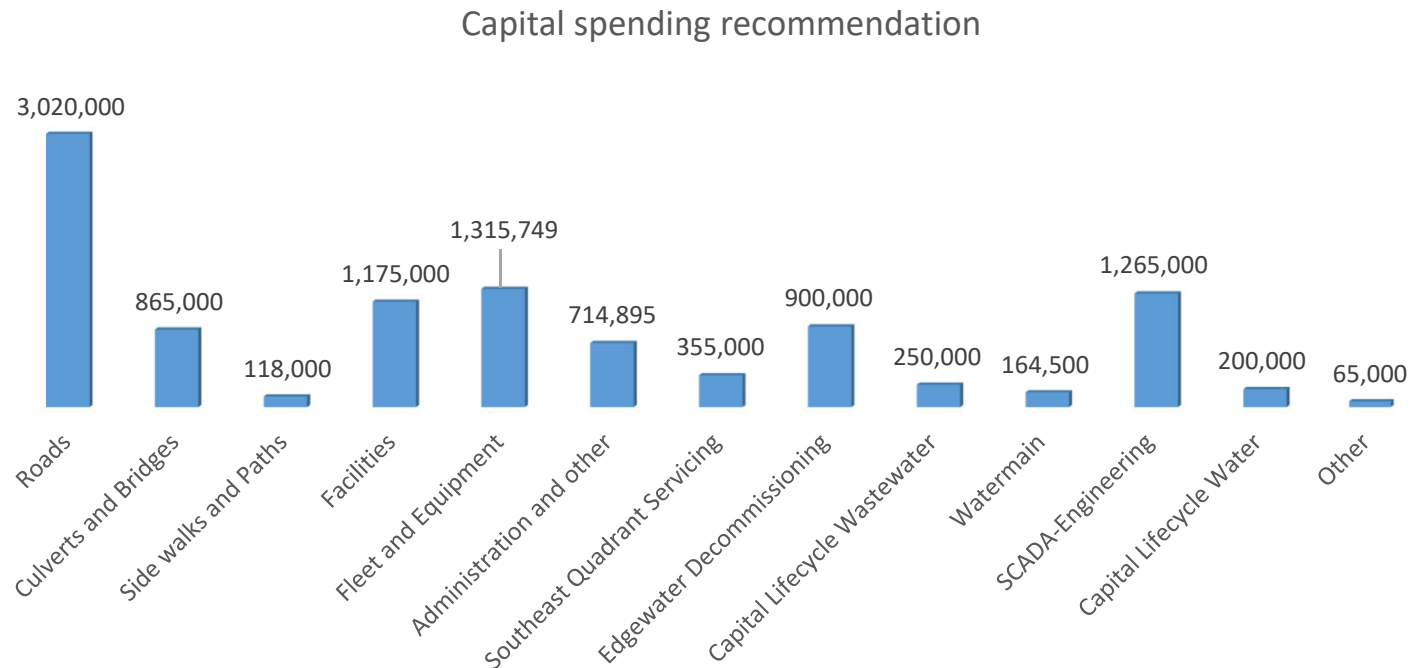
2021 Capital Budget Recommendations Continued...

➤ The Town plans on funding the Capital with the following funding sources:



2021 Capital Spending Recommendations

- The 2021 Budget is proposing to undertake capital projects in the amount of \$10,408,144 the breakdown of infrastructure investment is as follows:



Investments in Infrastructure

- Based on audited 2019 Financial Statements of our 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, 2019)	TCA (COST)	TCA (NBV)	Population (Stats Can 2016)	Assets Per Capita (COST)	Assets Per Capita (NBV)
Town of Amherstburg	\$445,878,360	\$253,631,274	21,936	\$20,326	\$11,562
Town of Tecumseh	\$359,023,123	\$226,207,253	23,229	\$15,456	\$9,738
Town of Essex	\$290,311,261	\$184,392,051	20,427	\$14,212	\$9,027
Municipality of Lakeshore	\$485,892,513	\$333,348,070	36,611	\$13,272	\$9,105
Municipality of Leamington	\$433,623,557	\$285,994,083	27,595	\$15,714	\$10,364
Town of LaSalle	\$394,820,934	\$256,286,860	30,180	\$13,082	\$8,492
Town of Kingsville	\$280,229,957	\$121,992,658	21,552	\$13,003	\$5,660

Investments in Infrastructure Costs

- What does the previous table mean to the Town of Amherstburg and ratepayers?
 - Simply put, it means the Town has the highest value of infrastructure for our citizens to enjoy.
 - However it also means in the future we have the highest burden per capita for infrastructure replacement, if the same infrastructure service level continues to be offered residents.

Infrastructure Funding Gap

TABLE 34 SUMMARY OF INFRASTRUCTURE REQUIREMENTS AND CURRENT FUNDING AVAILABLE: TAX FUNDED ASSETS

Asset Category	Average Annual Investment Required	2016 Funding Available				Total Funding Available	Annual Deficit
		Taxes	Gas Tax	OCIF	Taxes to Reserves		
Road Network	6,692,000	247,000	655,000	191,000	640,000	1,733,000	4,959,000
Bridges & Culverts	645,000	276,000	345,000	256,000	16,000	893,000	-248,000
Storm Sewer	701,000	0	0	0	20,000	20,000	681,000
Machinery & Equipment	296,000	83,000	0	0	0	83,000	213,000
Buildings	1,687,000	46,000	0	0	0	46,000	1,641,000
Land Improvements	426,000	12,000	0	0	0	12,000	414,000
Vehicles	973,000	251,000	0	0	0	251,000	872,000
Information Technology	262,000	285,000	0	0	0	285,000	-23,000
Total	11,682,000	1,200,000	1,000,000	447,000	676,000	3,323,000	8,359,000

TABLE 37 SUMMARY OF INFRASTRUCTURE REQUIREMENTS AND CURRENT FUNDING AVAILABLE

Asset Category	Average Annual Investment Required	2016 Annual Funding Available				Annual Deficit
		Rates	To Operations	Other	Total	
Wastewater Network	2,638,000	5,715,000	-4,608,000	0	1,107,000	1,531,000
Water Network	2,632,000	4,505,000	-3,719,000	0	786,000	1,846,000
Total	5,270,000	10,220,000	-8,327,000	0	1,893,000	3,377,000

Infrastructure Funding Gap: Next Steps

- Funding Gap (Infrastructure Deficit)
- Reserve Strategy
- Borrowing and Reserves

Capital Budget Recommendation

- Continued progress and planning for the future is key to managing such a monumental task as replacing failing infrastructure with limited funds available.

Wrap-Up

- The 2021 Budget is provided for Council's consideration and includes funding recommended to support the Town's plans for service level standards and financial sustainability in uncertain times.
- The decision of Council in the next few weeks will be difficult decisions on what is funded and what is not, and will shape the future for the Town going forward.

Next Steps

Event	Timeframe
Budget Tabled with Council	Week of November 2, 2020
Council Review Period	Weeks of November 2 and 9 th , 2020
Public Open Mic Session	November 7, 2020
Budget Deliberations	Week of November 16, 2020