# MUNICIPAL BUDGET
## 2021 DRAFT

ONTARIO CANADA
ST. MARYS

**TO:** Mayor Strathdee and Members of Council

**FROM:** Brent Kittmer, Chief Administrative Officer

**DEPARTMENT:** Administration

**DATE:** November 9, 2020

**SUBJECT:** **2021 Draft Operating and Capital Budget – CAO Message**

Council,

2020 was certainly not the year that we envisioned a year ago when staff submitted the draft budget for Council's consideration. At this point last year, staff presented a corporate plan that focused on becoming more efficient and modern through continuous improvement and implementing the recommendations of our internal service delivery review. Staff were also focused on continued advancement of Council's strategic plan by delivering various infrastructure projects, pursuing attainable housing tactics, and re-envisioning the Town's corporate events portfolio.

As we all know by now, many of our plans for 2020 were put on pause on March 14th as we shifted our focus to responding to the COVID-19 pandemic. That said, I think we should be very proud of how our organization proactively managed response and recovery to the pandemic. Not only did we take all the necessary steps to protect the health, safety and wellbeing of our residents, we were also able to safely and cost effectively provide almost all of our Town services. This included successful initiatives to become more modern by delivering services virtually and creating a "Virtual Town Hall", introducing COVID-19 relief programs for residents and businesses, and safely reintroducing in-person programs and services.

Looking forward to 2021, staff are anticipating that the social impacts of the pandemic will become more prevalent during the winter months due to risks associated with social isolation and pandemic fatigue. We also know that Federal and Provincial financial supports have changed, and we have a concern that this could impact our residents.

The 2021 operating budget provides the necessary funds for Council to continue its progressive response and recovery to the pandemic. The budget allows for the Town to continue to safely provide in-person and virtual services and programs, assuming Stage 3 (or new "Prevent" level) public health measures. The budget has been developed with an assumption that paused services will be resumed if they contribute to community recovery efforts. This includes services like Camp PRC which will be re-instated to ensure that parents have options for childcare in the summer months.

The budget also provides for the existing Community Wellbeing plan to be continued and expanded to facilitate supports for the social impacts of the pandemic. New to the budget is a partnership with Family Services Perth Huron directly providing on the ground social supports for the community. The budget allows for Council's existing COVID-19 financial relief programs for residents and businesses to be continued and augmented as needed. Finally, social-isolation due to the pandemic remains a real concern. The Town's slate of corporate events provides a further opportunity to help address this issue. Although the Town's corporate events may not necessarily look the same in 2021 as in the past, staff are preparing a 2021 plan that will provide residents options to safely participate virtually and in-person.

As in any other budget year, staff's goal is to present a capital budget that reflects the principles of good asset management based on condition inspections and health and safety needs. I believe that the 2021 capital budget is reflective of this goal. Staff were instructed to only budget for the "needs of the needs". Council will find that the 2021 capital budget includes very few projects that add new assets, and very few projects that are not related to capital maintenance of core infrastructure.

The Town's 2021 capital budget reflects a very large spend. This is primarily due to the inclusion of three large infrastructure projects (Waterloo/Elizabeth Street reconstruction, Wellington Street South reconstruction, and the Water Pollution Control Plant upgrade) as well as the purchase of a new fire pumper truck. Outside of these major projects, Council will find that the capital budget is primarily made up of smaller projects that are meant to advance the Town's asset management approach. These projects include a number of projects rolled over from 2020 that were delayed due to the pandemic.

Council's goal was for a **1%** levy increase in 2021 as a tactic to help residents manage the financial burden of the pandemic. Overall, staff have achieved this direction and I believe that staff have developed a responsible budget that will address the current and future needs of our community. As tabled, the 2021 budget requires an additional **$244,056** to balance the budget. **$140,000** of this increase is projected to be funded through assessment growth. This leaves **$104,056** to be raised through a net tax levy increase of **0.82%.** The total municipal burden on the average household is expected to increase by approximately **1.19%** once increases to water, wastewater and solid waste fees are considered.

In the following pages Mr. Morin has provided detail on the significant revenue and cost changes contained in the budget. Mr. Morin will also outline strategies that are being taken in the 2021 budget to help reduce the impact of the COVID-19 pandemic, including the use of **$250,000** of Provincial Safe Restart funding to help balance 2021 costs.

As we move through the budget process, staff is prepared to report back on any item as requested by Council. Staff respectfully asks that all requests for a report back be made by resolution of Council to ensure that each request is tracked and completed.

Brent Kittmer
Chief Administrative Officer

# 2021 Budget Summary

## *Draft – February 9, 2021*

The 2021 draft budget contains many changes from the previous year budget. When comparing the 2020 budget to the 2021, the following changes need to be taken into consideration:

- 2021 Draft budget reflects the estimates based on continuing to operate under Ontario's COVID-19 Restart phase with Phase 3 restrictions
- The Town has implemented an organizational restructure and has realigned some of its operational divisions
    - In order to properly compare, the 2020 budget comparable has been realigned according to the new corporate structure

This summarizes the entire Town's 2021 draft budget in comparison to the 2020 budget by category:

**Revenue:**

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | -43,700 | **-34,270** | -9,430 | (21.6%) |
| FEES, CHARGES & PROGRAM REVENUE | -2,615,837 | **-1,760,356** | -855,481 | (32.7%) |
| GRANTS | -1,185,825 | **-1,539,122** | 353,297 | 29.8% |
| INTERNAL (REVENUE) EXPENSE | - | **-** | - | - |
| INVESTMENT INCOME | -165,000 | **-141,000** | -24,000 | (14.5%) |
| LANDFILL & DIVERSION REVENUE | -393,000 | **-370,000** | -23,000 | (5.9%) |
| RENT ICE | -402,000 | **-369,000** | -33,000 | (8.2%) |
| RENT & LEASES | -131,708 | **-67,708** | -64,000 | (48.6%) |
| REVENUE FROM MUNICIPALITIES | -690,136 | **-1,535,854** | 845,718 | 122.5% |
| SALE OF LAND & EQUIPMENT | - | **-** | - | - |
| SALES | -231,300 | **-64,000** | -167,300 | (72.3%) |
| TAXATION SUPPLEMENTAL REVENUE | -276,125 | **-271,125** | -5,000 | (1.8%) |
| WATER & SEWER REVENUE | -3,544,224 | **-3,840,330** | 296,106 | 8.4% |
| **TOTAL REVENUE** | -9,678,855 | **-9,992,765** | 313,910 | 3.2% |

Due to COVID-19 restrictions, significant revenue decreases are expected in Fees and Program charges ($855,000), Rents ($64,000), and Sales ($167,000). Other impacts can be seen in Donations, Investment Income, and Ice Rentals. Alternatively, Grants have increased mostly due to a one-time grant under the Federal/Provincial Safe Restart program – the Town received just under $400,000; with $250,000 expected to be available to allocate to the 2021 budget. As well, our Revenue from Municipalities includes a large increase; most of this funding flows through the City of Stratford but relates to Provincial funding to ensure the safe restart of our Childcare and Early On programs.

Water and wastewater revenues are expected to increase due to inflationary rate increases and growth.

## Expenditures

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 87,950 | **105,400** | -17,450 | (19.8%) |
| ASSESSMENT SERVICES (MPAC) | 96,000 | **98,000** | -2,000 | (2.1%) |
| COMMUNICATIONS | 127,500 | **118,500** | 9,000 | 7.1% |
| CONFERENCES, SEMINARS & TRAINING | 113,100 | **109,600** | 3,500 | 3.1% |
| CONTRACTED SERVICES | 2,456,680 | **2,609,304** | -152,624 | (6.2%) |
| DEBENTURE PAYMENT | 1,314,475 | **1,382,891** | -68,416 | (5.2%) |
| FOOD COSTS | 199,000 | **131,000** | 68,000 | 34.2% |
| FUEL/OIL | 107,100 | **105,200** | 1,900 | 1.8% |
| INSURANCE | 254,058 | **282,100** | -28,042 | (11.0%) |
| MATERIALS & SERVICES | 672,345 | **812,976** | -140,631 | (20.9%) |
| POLICING CONTRACT | 1,065,700 | **1,144,014** | -78,314 | (7.3%) |
| OTHER TRANSFERS | 1,726,767 | **1,762,277** | -35,510 | (2.1%) |
| PROFESSIONAL FEES | 173,200 | **215,800** | -42,600 | (24.6%) |
| PROGRAM EXPENSE | 219,113 | **138,783** | 80,330 | 36.7% |
| RECYCLING CONTRACT | 180,000 | **182,000** | -2,000 | (1.1%) |
| REPAIRS & MAINTENANCE | 568,912 | **529,650** | 39,262 | 6.9% |
| SALARIES, WAGES & BENEFITS | 7,694,845 | **7,891,693** | -196,848 | (2.6%) |
| SAND & SALT | 260,000 | **128,500** | 131,500 | 50.6% |
| SUPPLIES | 156,726 | **121,821** | 34,905 | 22.3% |
| TAXATION EXPENSE | 169,000 | **174,000** | -5,000 | (3.0%) |
| UTILITIES | 927,700 | **935,082** | -7,382 | (0.8%) |
| **TOTAL EXPENSE** | 18,570,171 | **18,978,591** | -408,420 | (2.2%) |

While many revenues are down as a result of COVID-19, many costs remain similar or are increasing due to the pandemic – specifically in contracted services, materials and services, and salaries and benefits. There are related cost decreases specific to our programing – food costs and program expenses.

## Reserve Transfers

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 3,733,338 | **3,813,884** | -80,546 | (2.2%) |
| **TOTAL RESERVE TRANSFERS** | 3,733,338 | **3,813,884** | -80,546 | (2.2%) |

In 2021, transfers to reserves for the tax levy funded budget remain relatively unchanged – capital reserve transfers being the largest reserve transfer are recommended to remain at the 2020 level. There are transfer from reserve fund increases in 2021 mostly attributed to the transfer from the Fire reserve fund to pay for the Fire Hall debt payment.

## Tax Levy

As shown below, the total 2021 tax levy is expected to increase by **1.39%**; when adjusted for 2020 new assessment growth, the net levy increase is **0.85%**. This relates to an increase to the average residential single detached home in St. Marys of 0.85%. The total municipal burden, including municipal property tax, water/wastewater, solid waste, and education taxes, is an increase of approximately **1.00%**. This will vary based on usage of water/wastewater and the size of wheelie bin provided.

***TOWN OF ST. MARYS***
***2021 DRAFT BUDGET***
***February 9, 2021***

| | 2020 | 2021 | Increase |
|---|---|---|---|
| **Total Tax Levy** | 12,624,654 | 12,799,710 | 1.39% |
| Estimated 2019 Growth | 66,570 | | |
| **Adjusted Tax Levy** | 12,691,224 | 12,799,710 | 0.85% |

**TOTAL MUNICIPAL BURDEN ON RESIDENTIAL DWELLING**

| | | 2020 | 2021 | Increase |
|---|---|---|---|---|
| 1 | **Avg. Municipal Tax - Residential Dwelling** | 3,472.20 | 3,501.80 | 0.85% |
| 2 | **Water** | 425.00 | 433.50 | 2.00% |
| 2 | **Wastewater** | 447.00 | 457.75 | 2.40% |
| | **Wheelie Bin** | 129.00 | 129.00 | 0.00% |
| | **Total Municipal Burden** | **4,473.20** | **4,522.05** | 1.09% |
| 3 | **Education Tax** | 428.00 | 428.00 | 0.00% |
| | **TOTAL** | **4,901.20** | **4,950.05** | 1.00% |

1 *Municipal Tax only (does not include education tax)*

2 *Based on average use of 13 cubic meters per month*

3 *Education rates prescribed by Province*

ST. MARYS

# *CONSOLIDATED
# 2021

## CONSOLIDATED DEPARTMENTS

| | 2020 Budget | 2021 Budget | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| TAX LEVY | | | | |
| TAX LEVY | -12,624,654 | **-12,799,710** | 175,056 | 1.4% |
| **TOTAL TAX LEVY** | -12,624,654 | **-12,799,710** | 175,056 | 1.4% |
| | | | | |
| REVENUE | | | | |
| DONATIONS | -43,700 | **-34,270** | -9,430 | (21.6%) |
| FEES, CHARGES & PROGRAM REVENUE | -2,615,837 | **-1,760,356** | -855,481 | (32.7%) |
| GRANTS | -1,185,825 | **-1,539,122** | 353,297 | 29.8% |
| INTERNAL (REVENUE) EXPENSE | - | **-** | - | #DIV/0! |
| INVESTMENT INCOME | -165,000 | **-141,000** | -24,000 | (14.5%) |
| LANDFILL & DIVERSION REVENUE | -393,000 | **-370,000** | -23,000 | (5.9%) |
| RENT ICE | -402,000 | **-369,000** | -33,000 | (8.2%) |
| RENT & LEASES | -131,708 | **-67,708** | -64,000 | (48.6%) |
| REVENUE FROM MUNICIPALITIES | -690,136 | **-1,535,854** | 845,718 | 122.5% |
| SALES | -231,300 | **-64,000** | -167,300 | (72.3%) |
| TAXATION SUPPLEMENTAL REVENUE | -276,125 | **-271,125** | -5,000 | (1.8%) |
| WATER & SEWER REVENUE | -3,544,224 | **-3,840,330** | 296,106 | 8.4% |
| **TOTAL REVENUE** | -9,678,855 | **-9,992,765** | 313,910 | 3.2% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 87,950 | **105,400** | -17,450 | (19.8%) |
| ASSESSMENT SERVICES (MPAC) | 96,000 | **98,000** | -2,000 | (2.1%) |
| COMMUNICATIONS | 127,500 | **118,500** | 9,000 | 7.1% |
| CONFERENCES, SEMINARS & TRAINING | 113,100 | **109,600** | 3,500 | 3.1% |
| CONTRACTED SERVICES | 2,456,680 | **2,609,304** | -152,624 | (6.2%) |
| DEBENTURE PAYMENT | 1,314,475 | **1,382,891** | -68,416 | (5.2%) |
| FOOD COSTS | 199,000 | **131,000** | 68,000 | 34.2% |
| FUEL/OIL | 107,100 | **105,200** | 1,900 | 1.8% |
| INSURANCE | 254,058 | **282,100** | -28,042 | (11.0%) |
| MATERIALS & SERVICES | 672,345 | **812,976** | -140,631 | (20.9%) |
| POLICING CONTRACT | 1,065,700 | **1,144,014** | -78,314 | (7.3%) |
| OTHER TRANSFERS | 1,726,767 | **1,762,277** | -35,510 | (2.1%) |
| PROFESSIONAL FEES | 173,200 | **215,800** | -42,600 | (24.6%) |
| PROGRAM EXPENSE | 219,113 | **138,783** | 80,330 | 36.7% |
| RECYCLING CONTRACT | 180,000 | **182,000** | -2,000 | (1.1%) |
| REPAIRS & MAINTENANCE | 568,912 | **529,650** | 39,262 | 6.9% |
| SALARIES, WAGES & BENEFITS | 7,694,845 | **7,891,693** | -196,848 | (2.6%) |
| SAND & SALT | 260,000 | **128,500** | 131,500 | 50.6% |
| SUPPLIES | 156,726 | **121,821** | 34,905 | 22.3% |
| TAXATION EXPENSE | 169,000 | **174,000** | -5,000 | (3.0%) |
| UTILITIES | 927,700 | **935,082** | -7,382 | (0.8%) |
| **TOTAL EXPENSE** | 18,570,171 | **18,978,591** | -408,420 | (2.2%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 3,733,338 | **3,813,884** | -80,546 | (2.2%) |
| **TOTAL RESERVE TRANSFERS** | 3,733,338 | **3,813,884** | -80,546 | (2.2%) |
| | | | | |
| **TOTAL** | **-** | **-** | **-** | **#DIV/0!** |

# CONSOLIDATED - TAX LEVY FUNDED
# 2021

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| TAX LEVY | | | | |
| TAX LEVY | (12,624,654) | **(12,799,710)** | 175,056 | 1.4% |
| **TOTAL TAX LEVY** | (12,624,654) | **(12,799,710)** | 175,056 | 1.4% |
| | | | | |
| REVENUE | | | | |
| DONATIONS | (43,700) | **(34,270)** | (9,430) | (21.6%) |
| FEES, CHARGES & PROGRAM REVENUE | (2,233,759) | **(1,368,976)** | (864,783) | (38.7%) |
| GRANTS | (1,185,825) | **(1,539,122)** | 353,297 | 29.8% |
| INTERNAL (REVENUE) EXPENSE | (163,018) | **(165,817)** | 2,799 | 1.7% |
| INVESTMENT INCOME | (165,000) | **(141,000)** | (24,000) | (14.5%) |
| RENT ICE | (402,000) | **(369,000)** | (33,000) | (8.2%) |
| RENT & LEASES | (131,708) | **(67,708)** | (64,000) | (48.6%) |
| REVENUE FROM MUNICIPALITIES | (690,136) | **(1,535,854)** | 845,718 | 122.5% |
| SALES | (231,300) | **(64,000)** | (167,300) | (72.3%) |
| TAXATION SUPPLEMENTAL REVENUE | (276,125) | **(271,125)** | (5,000) | (1.8%) |
| **TOTAL REVENUE** | (5,522,571) | **(5,556,872)** | 34,301 | 0.6% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 85,450 | **102,900** | (17,450) | (20.4%) |
| ASSESSMENT SERVICES (MPAC) | 96,000 | **98,000** | (2,000) | (2.1%) |
| COMMUNICATIONS | 127,500 | **118,500** | 9,000 | 7.1% |
| CONFERENCES, SEMINARS & TRAINING | 107,100 | **103,600** | 3,500 | 3.3% |
| CONTRACTED SERVICES | 998,311 | **1,107,584** | (109,273) | (10.9%) |
| DEBENTURE PAYMENT | 954,001 | **1,137,554** | (183,553) | (19.2%) |
| FOOD COSTS | 199,000 | **131,000** | 68,000 | 34.2% |
| FUEL/OIL | 92,100 | **88,200** | 3,900 | 4.2% |
| INSURANCE | 230,660 | **258,000** | (27,340) | (11.9%) |
| MATERIALS & SERVICES | 556,095 | **697,976** | (141,881) | (25.5%) |
| POLICING CONTRACT | 1,065,700 | **1,144,014** | (78,314) | (7.3%) |
| OTHER TRANSFERS | 1,726,767 | **1,762,277** | (35,510) | (2.1%) |
| PROFESSIONAL FEES | 125,200 | **170,300** | (45,100) | (36.0%) |
| PROGRAM EXPENSE | 219,113 | **138,783** | 80,330 | 36.7% |
| REPAIRS & MAINTENANCE | 490,912 | **446,650** | 44,262 | 9.0% |
| SALARIES, WAGES & BENEFITS | 7,169,773 | **7,504,436** | (334,663) | (4.7%) |
| SAND & SALT | 260,000 | **128,500** | 131,500 | 50.6% |
| SUPPLIES | 154,426 | **119,521** | 34,905 | 22.6% |
| TAXATION EXPENSE | 169,000 | **174,000** | (5,000) | (3.0%) |
| UTILITIES | 570,500 | **572,632** | (2,132) | (0.4%) |
| **TOTAL EXPENSE** | 15,397,608 | **16,004,427** | (606,819) | (3.9%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 2,677,834 | **2,352,155** | 325,679 | 12.2% |
| **TOTAL RESERVE TRANSFERS** | 2,677,834 | **2,352,155** | 325,679 | 12.2% |
| | | | | |
| **TOTAL** | **(71,783)** | **-** | **(71,783)** | **(100.0%)** |

# DEPARTMENTAL - SELF FUNDED
# 2021

## SELF FUNDED

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | (382,078) | **(391,380)** | 9,302 | 2.4% |
| INTERNAL (REVENUE) EXPENSE | 163,018 | **165,817** | (2,799) | (1.7%) |
| LANDFILL & DIVERSION REVENUE | (393,000) | **(370,000)** | (23,000) | (5.9%) |
| WATER & SEWER REVENUE | (3,544,224) | **(3,840,330)** | 296,106 | 8.4% |
| **TOTAL REVENUE** | (4,156,284) | **(4,435,893)** | 279,609 | 6.7% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 2,500 | **2,500** | - | - % |
| CONFERENCES, SEMINARS & TRAINING | 6,000 | **6,000** | - | - % |
| CONTRACTED SERVICES | 1,458,369 | **1,501,720** | (43,351) | (3.0%) |
| DEBENTURE PAYMENT | 360,474 | **245,337** | 115,137 | 31.9% |
| FUEL/OIL | 15,000 | **17,000** | (2,000) | (13.3%) |
| INSURANCE | 23,398 | **24,100** | (702) | (3.0%) |
| MATERIALS & SERVICES | 116,250 | **115,000** | 1,250 | 1.1% |
| PROFESSIONAL FEES | 48,000 | **45,500** | 2,500 | 5.2% |
| RECYCLING CONTRACT | 180,000 | **182,000** | (2,000) | (1.1%) |
| REPAIRS & MAINTENANCE | 78,000 | **83,000** | (5,000) | (6.4%) |
| SALARIES, WAGES & BENEFITS | 525,072 | **387,257** | 137,815 | 26.2% |
| SUPPLIES | 2,300 | **2,300** | - | - % |
| UTILITIES | 357,200 | **362,450** | (5,250) | (1.5%) |
| **TOTAL EXPENSE** | 3,172,563 | **2,974,164** | 198,399 | 6.3% |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 1,055,504 | **1,461,729** | (406,225) | (38.5%) |
| **TOTAL RESERVE TRANSFERS** | 1,055,504 | **1,461,729** | (406,225) | (38.5%) |
| | | | | |
| **TOTAL** | **71,783** | **-** | **71,783** | **100.0%** |

## TOWN OF ST. MARYS
## 2021 BUDGET
## CAPITAL RESERVE CONTINUITY - 2021 - 2026

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|
| **Reserve - General Capital (3012)** | | | | | | | |
| Opening Balance | 1,724,093 | 2,246,121 | 3,151,356 | 1,977,616 | 2,285,876 | 2,521,136 | 3,092,396 |
| Budget Allocation | 1,649,178 | 1,300,000 | 1,000,000 | 940,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| Trf to Capital | -1,127,150 | -394,765 | -2,173,740 | -631,740 | -864,740 | -528,740 | -500,740 |
| Ending Balance | 2,246,121 | 3,151,356 | 1,977,616 | 2,285,876 | 2,521,136 | 3,092,396 | 3,691,656 |
| | | | | | | | |
| **PW Equipment Reserve (3015)** | | | | | | | |
| Opening Balance | 846,223 | 753,223 | 956,223 | 482,223 | 187,223 | -59,777 | 58,223 |
| Budget Allocation | 217,000 | 238,000 | 238,000 | 238,000 | 238,000 | 238,000 | 238,000 |
| Trf to Capital | -310,000 | -35,000 | -712,000 | -533,000 | -485,000 | -120,000 | -375,000 |
| Ending Balance | 753,223 | 956,223 | 482,223 | 187,223 | -59,777 | 58,223 | -78,777 |
| | | | | | | | |
| **Fire Equip (3020)** | | | | | | | |
| Opening Balance | -126,287 | -10,287 | 186,713 | 330,713 | -225,287 | -161,287 | -98,287 |
| Budget Allocation | 278,000 | 288,000 | 288,000 | 288,000 | 288,000 | 288,000 | 288,000 |
| Trf to Operating | -133,000 | -82,000 | -139,000 | -136,000 | -135,000 | -132,000 | -131,000 |
| Trf to Capital | -29,000 | -9,000 | -5,000 | -708,000 | -89,000 | -93,000 | -30,000 |
| Ending Balance | -10,287 | 186,713 | 330,713 | -225,287 | -161,287 | -98,287 | 28,713 |
| | | | | | | | |
| **Reserve - Landfill (3040)** | | | | | | | |
| Opening Balance | 44,092 | 135,734 | -81,266 | 58,734 | 230,734 | 154,734 | 330,734 |
| Budget Allocation | 166,642 | 168,000 | 170,000 | 172,000 | 174,000 | 176,000 | 178,000 |
| Trf to Capital | -75,000 | -385,000 | -30,000 | 0 | -250,000 | 0 | 0 |
| Ending Balance | 135,734 | -81,266 | 58,734 | 230,734 | 154,734 | 330,734 | 508,734 |

# TOWN OF ST. MARYS
## 2021 BUDGET
## CAPITAL RESERVE CONTINUITY - 2021 - 2026

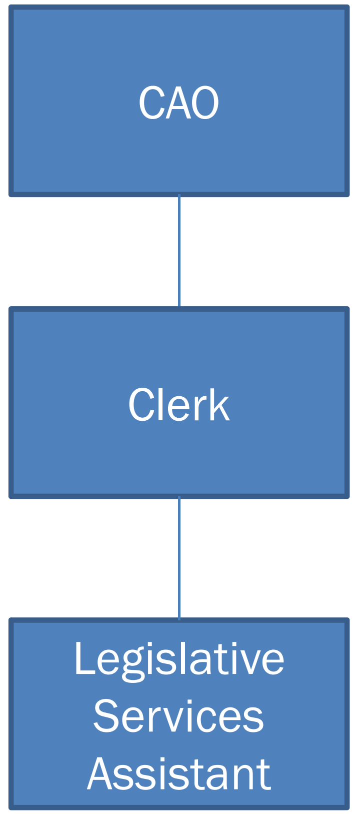
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|
| **Reserve - Roads (3026)** | | | | | | | |
| Opening | 1,253,410 | 398,410 | 172,410 | 870,410 | 1,494,410 | 1,503,410 | 1,809,410 |
| Budget Allocation | 500,000 | 750,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Trf to Capital | -1,355,000 | -976,000 | -302,000 | -376,000 | -991,000 | -694,000 | -1,118,000 |
| Ending Balance | 398,410 | 172,410 | 870,410 | 1,494,410 | 1,503,410 | 1,809,410 | 1,691,410 |
| | | | | | | | |
| **Reserve - Storm (3027)** | | | | | | | |
| Opening Balance | 22,549 | -27,451 | 22,549 | 122,549 | 2,549 | 2,549 | 2,549 |
| Budget Allocation | | 50,000 | 100,000 | 160,000 | | | |
| Trf to Capital | -50,000 | 0 | 0 | -280,000 | 0 | 0 | 0 |
| Ending Balance | -27,451 | 22,549 | 122,549 | 2,549 | 2,549 | 2,549 | 2,549 |
| | | | | | | | |
| **Gas Tax (Fund 63)** | | | | | | | |
| Opening Balance | 731,848 | 801,633 | 560,462 | 893,283 | 1,084,139 | 969,995 | 992,468 |
| Funding | 440,785 | 460,821 | 460,821 | 480,856 | 480,856 | 490,473 | 490,473 |
| Trf to Capital | -371,000 | -701,992 | -128,000 | -290,000 | -595,000 | -468,000 | -629,000 |
| Ending Balance | 801,633 | 560,462 | 893,283 | 1,084,139 | 969,995 | 992,468 | 853,941 |
| | | | | | | | |
| **OCIF (Fund 55)** | | | | | | | |
| Opening Balance | 283,009 | 384,008 | -11,000 | -11,000 | -11,000 | -11,000 | -11,000 |
| Funding | 283,999 | | | | | | |
| Trf to Capital | -183,000 | -395,008 | 0 | 0 | 0 | 0 | 0 |
| Ending Balance | 384,008 | -11,000 | -11,000 | -11,000 | -11,000 | -11,000 | -11,000 |

# Town of St. Marys

## 2021 Operating Budget Overview

# Administration Department

# Administration



# Service Delivery



The “Administration” budget portfolio is a new creation in 2021 reflecting the changes implemented through the KPMG modernization review.

Administration consists of three staff, primarily the CAO, the Clerk, and the Legislative Services Assistant.

The budget portfolio includes reporting on the Administration, Council, and Policing budgets.

There is no new budget attached to this portfolio. Rather, portions of the former Corporate Services budget have been reallocated across the organization to those department who have absorbed the duties of the former department.

# Service Delivery



**CAO**

- General oversight and management of the municipal organization.
- Works with Council and the SMT to develop and implement the corporate strategic plan.

**Clerks**

- Provides front-line customer service at Town Hall.
- Provides day to day Council and Committee Support.
- Administers the Town's licencing program. (lottery, animal, taxi licensing, etc.)
- Administers the Town's programs for by-laws and records retention.
- Plans and implements the municipal election.
- Administers the Town's 3rd party contract for animal control.
- Prepares and submits the Town's accessibility plan.
- Supports CPAC and the implementation of the Community Safety Wellbeing Plan

# 2020 Success Stories

- Pandemic Response
  - Successfully implemented an emergency response that protected public safety and the fiscal interests of taxpayers.
  - Community Safety Wellbeing Plan and associated financial relief programs.
  - Shift of programs, services, and meetings to virtual platforms.
  - Adopted a Pandemic Response Plan, and associated key documents (Municipal Operations Recovery Framework, PRC Reopening Plan, etc.).
  - Successful reopening of almost all services at a “new normal” level.

- Despite the pandemic, several key projects were completed:
  - Completion of the KPMG Modernization Review.
  - Launch of two Community Transportation Projects.
  - Service delivery review and modernization of Animal Services.
  - Substantial development of the Community Safety and Wellbeing Plan.
  - Preliminary partnership with Family Services Perth-Huron for a local social worker.
  - Implementation of a seasonal park patrol.

# 2020 Challenges



- From a budget perspective, the pandemic response reduced staff capacity available to complete some aspects of the forecasted workplan.

# 2021 Opportunities

- Looking forward to 2021, projects put on pause and delayed will be brought forward according to the priorities that Council identified in July and October of 2020.
- Specific projects and budget spends that are forecasted include:
  - Legal fees are expected to be incurred for two LPAT hearings. Fees that exceed the budgeted amount are typically funded from reserve so that these one-time budget spends.
  - The Park Patrol pilot started in 2020 will be carried forward into 2021 and will be funded from the Police Budget.
  - Deployment of the FSPH social worker to be implemented in Q1, with costs funded from the policing budget.
  - Preliminary planning for the 2022 Municipal Election will begin. Vendor contracts will be sourced.
  - By-Law reviews including Taxi and Procedure. Process review for parking tickets.
  - Developing the foundation of the Clerks portfolio through of SOPs for department tasks.

# TOWN OF ST MARYS - DEBT SCHEDULE
## 2021 BUDGET

**PUC RESERVE FUND - FUND 51**

| Ref | No. | Name | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | PRINCIPAL | **WATER WELL UPGRADES** | 01-4330-8110 | | | | | | | | | | | | | |
| G | INTEREST | *Original $355,000, Feb* | 01-4330-8100 | | | | | | | | | | | | | |
| | TOTAL DEB. P & I | 12-2009 Feb 1 | | | | | | | | | | | | | | |
| | PRINCIPAL | **LANDFILL COMPACTOR** | 01-4600-8110 | 28,565.00 | 29,391.00 | 30,240.00 | 31,114.00 | 32,013.00 | 32,938.00 | 33,890.00 | 34,870.00 | | | | | |
| | INTEREST | *Original $307,767* | 01-4600-8100 | 7,312.00 | 6,486.00 | 5,637.00 | 4,763.00 | 3,864.00 | 2,939.00 | 1,987.00 | 1,007.00 | | | | | |
| | TOTAL DEB. P & I | 81-2017 Sept 26 2.89% | | 35,877.00 | 35,877.00 | 35,877.00 | 35,877.00 | 35,877.00 | 35,877.00 | 35,877.00 | 35,877.00 | | | | | |
| | | | | 28,565.00 | 29,391.00 | 30,240.00 | 31,114.00 | 32,013.00 | 32,938.00 | 33,890.00 | 34,870.00 | | | | | |
| | **GRAND TOTAL - HYDRO RESERVE FUND:** | | | 7,312.00 | 6,486.00 | 5,637.00 | 4,763.00 | 3,864.00 | 2,939.00 | 1,987.00 | 1,007.00 | | | | | |
| | | | | **35,877.00** | **35,877.00** | **35,877.00** | **35,877.00** | **35,877.00** | **35,877.00** | **35,877.00** | **35,877.00** | | | | | |

**INFRASTRUCTURE ONTARIO**

| Ref | No. | Name | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **PRINCIPAL** | **MOC BUILDING (November 15 61-2007)** | | 135,954.39 | 142,962.52 | 150,331.92 | 158,081.18 | 166,229.90 | 174,798.67 | 183,809.14 | 193,284.00 | | | | | |
| | | 23% Water | 01-4330-8110 | 31,269.51 | 32,881.38 | 34,576.34 | 36,358.67 | 38,232.88 | 40,203.69 | 42,276.10 | 44,455.32 | | | | | |
| | | 15% Sanitary | 01-4100-8110 | 20,393.16 | 21,444.38 | 22,549.79 | 23,712.18 | 24,934.49 | 26,219.80 | 27,571.37 | 28,992.60 | | | | | |
| | $2,500,000 Nov 15/07 (61-2007) 5.09% | 9% Landfill | 01-4600-8110 | 12,235.90 | 12,866.63 | 13,529.87 | 14,227.31 | 14,960.69 | 15,731.88 | 16,542.82 | 17,395.56 | | | | | |
| | | 9% Building | 01-2410-8110 | 12,235.90 | 12,866.63 | 13,529.87 | 14,227.31 | 14,960.69 | 15,731.88 | 16,542.82 | 17,395.56 | | | | | |
| | | 21% Roads | 01-3100-8110 | 28,550.42 | 30,022.13 | 31,569.70 | 33,197.05 | 34,908.28 | 36,707.72 | 38,599.92 | 40,589.64 | | | | | |
| | | 23% Parks & Rec | 01-7110-8110 | 31,269.50 | 32,881.37 | 34,576.35 | 36,358.66 | 38,232.87 | 40,203.70 | 42,276.11 | 44,455.32 | | | | | |
| I | **INTEREST** | | | 64,739.21 | 57,731.08 | 50,361.68 | 42,612.42 | 34,463.70 | 25,894.93 | 16,884.46 | 7,409.52 | | | | | |
| | | 23% Water | 01-4330-8100 | 14,890.02 | 13,278.15 | 11,583.19 | 9,800.86 | 7,926.65 | 5,955.83 | 3,883.43 | 1,704.19 | | | | | |
| | | 15% Sanitary | 01-4100-8100 | 9,710.88 | 8,659.66 | 7,554.25 | 6,391.86 | 5,169.56 | 3,884.24 | 2,532.67 | 1,111.43 | | | | | |
| | | 9% Landfill | 01-4600-8100 | 5,826.53 | 5,195.80 | 4,532.55 | 3,835.12 | 3,101.73 | 2,330.54 | 1,519.60 | 666.86 | | | | | |
| | | 9% Building | 01-2410-8100 | 5,826.53 | 5,195.80 | 4,532.55 | 3,835.12 | 3,101.73 | 2,330.54 | 1,519.60 | 666.86 | | | | | |
| | | 21% Roads | 01-3100-8100 | 13,595.23 | 12,123.53 | 10,575.95 | 8,948.61 | 7,237.38 | 5,437.94 | 3,545.74 | 1,556.00 | | | | | |
| | | 23% Parks & Rec | 01-7110-8100 | 14,890.02 | 13,278.14 | 11,583.19 | 9,800.85 | 7,926.65 | 5,955.84 | 3,883.42 | 1,704.18 | | | | | |
| | TOTAL DEB. P & I | **(payment May 15 & Nov 15)** | | 200,693.60 | 200,693.60 | 200,693.60 | 200,693.60 | 200,693.60 | 200,693.60 | 200,693.60 | 200,693.52 | | | | | |
| | PRINCIPAL | **PRC $7.0M** | 01-7329-8110 | 370,929.01 | 389,251.19 | 408,478.39 | 428,655.33 | 449,828.91 | 472,048.38 | 495,365.37 | 519,834.12 | 269,468.59 | | | | |
| K | INTEREST | 4.88% *December 15 (65-2007)* | 01-7329-8100 | 181,157.55 | 162,835.37 | 143,608.17 | 123,431.23 | 102,257.65 | 80,038.18 | 56,721.19 | 32,252.44 | 6,575.03 | | | | |
| | TOTAL DEB. P & I | **(payment May 15 & Nov 15)** | | 552,086.56 | 552,086.56 | 552,086.56 | 552,086.56 | 552,086.56 | 552,086.56 | 552,086.56 | 552,086.56 | 276,043.62 | | | | |
| | PRINCIPAL | **PRC $2.5M** | 01-7329-8110 | 129,232.42 | 136,225.57 | 143,597.12 | 151,367.58 | 159,558.52 | 168,192.69 | 177,294.08 | 186,887.97 | 197,000.99 | | | | |
| L | INTEREST | 5.34% *November 3 (75-2008)* | 01-7329-8100 | 75,693.14 | 68,699.99 | 61,328.44 | 53,557.98 | 45,367.04 | 36,732.87 | 27,631.48 | 18,037.59 | 7,924.54 | | | | |
| | TOTAL DEB. P & I | **(payment May 3 & Nov 3)** | | 204,925.56 | 204,925.56 | 204,925.56 | 204,925.56 | 204,925.56 | 204,925.56 | 204,925.56 | 204,925.56 | 204,925.53 | | | | |
| | PRINCIPAL | **WWTP $1.9M** | 01-4100-8110 | 219,669.01 | 112,982.87 | | | | | | | | | | | |
| M | INTEREST | 3.81% *May 16 (18-2011)* | 01-4100-8100 | 10,601.43 | 2,152.32 | | | | | | | | | | | |
| | TOTAL DEB. P & I | **(payment May 15 & Nov 15)** | | 230,270.44 | 115,135.19 | | | | | | | | | | | |
| | PRINCIPAL | **Wellington St Bridge - $1,080,500** | 01-3100-8110 | 61,221.68 | 63,134.27 | 65,106.60 | 67,140.54 | 69,238.03 | 71,401.04 | 73,631.63 | 75,931.90 | 78,304.03 | 80,750.26 | 83,272.92 | 85,874.39 | 88,557.08 |
| M | INTEREST | 3.10% *Dec 17 (98-2017)* | 01-3100-8100 | 29,399.68 | 27,487.09 | 25,514.76 | 23,480.82 | 21,383.33 | 19,220.32 | 16,989.73 | 14,689.46 | 12,317.33 | 9,871.10 | 7,348.44 | 4,746.97 | 2,064.22 |
| | TOTAL DEB. P & I | **(payment May 15 & Nov 15)** | | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.36 | 90,621.30 |
| | PRINCIPAL | **Fire Hall Renovation - $3M** | 01-3100-8110 | | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 | 120,000.00 |
| | INTEREST | 2.14% *Nov 2 (86-2020)* | 01-3100-8100 | | 63,552.72 | 60,984.73 | 58,416.72 | 56,003.51 | 53,280.73 | 50,712.72 | 48,144.72 | 45,703.36 | 43,008.72 | 40,440.73 | 37,872.72 | 35,403.22 |
| | TOTAL DEB. P & I | **Payment May 2 and Nov. 2** | | | 183,552.72 | 180,984.73 | 178,416.72 | 176,003.51 | 173,280.73 | 170,712.72 | 168,144.72 | 165,703.36 | 163,008.72 | 160,440.73 | 157,872.72 | 155,403.22 |
| | | | | 917,006.51 | 964,556.42 | 887,514.03 | 925,244.63 | 964,855.36 | 1,006,440.78 | 1,050,100.22 | 1,095,937.99 | 664,773.61 | 200,750.26 | 203,272.92 | 205,874.39 | 208,557.08 |
| | **GRAND TOTAL - INFRASTRUCTURE ONTARIO:** | | | 361,591.01 | 382,458.57 | 341,797.78 | 301,499.17 | 259,475.23 | 215,167.03 | 168,939.58 | 120,533.73 | 72,520.26 | 52,879.82 | 47,789.17 | 42,619.69 | 37,467.44 |
| | | | | **1,278,597.52** | **1,347,014.99** | **1,229,311.81** | **1,226,743.80** | **1,224,330.59** | **1,221,607.81** | **1,219,039.80** | **1,216,471.72** | **737,293.87** | **253,630.08** | **251,062.09** | **248,494.08** | **246,024.52** |
| | **NEW DEBT - ESTIMATED** | | | | | | | | | | | | | | | |
| | | Wastewater Treatment Plant - 2021 budget (2.5%) | 4,900,000.00 | | | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 | 306,654.57 |
| | **GRAND TOTALS - ANNUAL DEBT PAYMENTS** | | | | **1,347,014.99** | **1,535,966.38** | **1,533,398.37** | **1,530,985.16** | **1,528,262.38** | **1,525,694.37** | **1,523,126.29** | **1,043,948.44** | **560,284.65** | **557,716.66** | **555,148.65** | **552,679.09** |

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

## ADMINISTRATION

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | (29,550) | **(16,450)** | (13,100) | (44.3%) |
| GRANTS | (7,000) | **(7,000)** | - | - % |
| INTERNAL (REVENUE) EXPENSE | 24,475 | **25,400** | (925) | (3.8%) |
| **TOTAL REVENUE** | (12,075) | **1,950** | (14,025) | (116.1%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 3,000 | **1,000** | 2,000 | 66.7% |
| COMMUNICATIONS | 2,500 | **2,500** | - | - % |
| CONFERENCES, SEMINARS & TRAINING | 25,500 | **15,500** | 10,000 | 39.2% |
| CONTRACTED SERVICES | 5,400 | **57,000** | (51,600) | (955.6%) |
| MATERIALS & SERVICES | 19,900 | **14,200** | 5,700 | 28.6% |
| POLICING CONTRACT | 1,065,700 | **1,144,014** | (78,314) | (7.3%) |
| PROFESSIONAL FEES | 57,500 | **47,500** | 10,000 | 17.4% |
| SALARIES, WAGES & BENEFITS | 587,302 | **466,742** | 120,560 | 20.5% |
| SUPPLIES | 14,000 | **7,500** | 6,500 | 46.4% |
| **TOTAL EXPENSE** | 1,780,802 | **1,755,956** | 24,846 | 1.4% |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 85,000 | **6,000** | 79,000 | 92.9% |
| **TOTAL RESERVE TRANSFERS** | 85,000 | **6,000** | 79,000 | 92.9% |
| | | | | |
| **TOTAL** | **1,853,727** | **1,763,906** | **89,821** | **4.8%** |

*DEPARTMENTAL BUDGETS
2021

## CORPORATE ADMINISTRATION

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | -22,550 | **-13,450** | -9,100 | (40.4%) |
| INTERNAL (REVENUE) EXPENSE | 24,475 | **25,400** | -925 | (3.8%) |
| **TOTAL REVENUE** | 1,925 | **11,950** | -10,025 | (520.8%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 3,000 | **1,000** | 2,000 | 66.7% |
| CONFERENCES, SEMINARS & TRAINING | 19,000 | **12,000** | 7,000 | 36.8% |
| CONTRACTED SERVICES | 5,000 | **10,000** | -5,000 | (100.0%) |
| MATERIALS & SERVICES | 17,400 | **11,700** | 5,700 | 32.8% |
| PROFESSIONAL FEES | 57,500 | **47,500** | 10,000 | 17.4% |
| SALARIES, WAGES & BENEFITS | 446,955 | **331,194** | 115,761 | 25.9% |
| SUPPLIES | 12,000 | **6,500** | 5,500 | 45.8% |
| **TOTAL EXPENSE** | 560,855 | **419,894** | 140,961 | 25.1% |
| | | | | |
| **TOTAL** | **562,780** | **431,844** | **130,936** | **23.3%** |

ST. MARYS

# *DEPARTMENTAL BUDGETS
# 2021

## COUNCIL

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| | | | | |
| EXPENSE | | | | |
| COMMUNICATIONS | 2,500 | **2,500** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 6,000 | **3,000** | 3,000 | 50.0% |
| MATERIALS & SERVICES | 1,500 | **1,000** | 500 | 33.3% |
| SALARIES, WAGES & BENEFITS | 133,347 | **135,548** | -2,201 | (1.7%) |
| **TOTAL EXPENSE** | 143,347 | **142,048** | 1,299 | 0.9% |
| | | | | |
| | | | | |
| **TOTAL** | **143,347** | **142,048** | **1,299** | **0.9%** |

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

## POLICE

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | (7,000) | **(3,000)** | (4,000) | (57.1%) |
| GRANTS | (7,000) | **(7,000)** | - | - % |
| **TOTAL REVENUE** | (14,000) | **(10,000)** | (4,000) | (28.6%) |
| | | | | |
| EXPENSE | | | | |
| CONFERENCES, SEMINARS & TRAINING | 500 | **500** | - | - % |
| CONTRACTED SERVICES | 400 | **47,000** | (46,600) | (11,650.0%) |
| MATERIALS & SERVICES | 1,000 | **1,500** | (500) | (50.0%) |
| POLICING CONTRACT | 1,065,700 | **1,144,014** | (78,314) | (7.3%) |
| SALARIES, WAGES & BENEFITS | 7,000 | **-** | 7,000 | 100.0% |
| SUPPLIES | 2,000 | **1,000** | 1,000 | 50.0% |
| **TOTAL EXPENSE** | 1,076,600 | **1,194,014** | (117,414) | (10.9%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 85,000 | **6,000** | 79,000 | 92.9% |
| **TOTAL RESERVE TRANSFERS** | 85,000 | **6,000** | 79,000 | 92.9% |
| | | | | |
| **TOTAL** | **1,147,600** | **1,190,014** | **(42,414)** | **(3.7%)** |

# Town of St. Marys

## 2021 Operating Budget Overview

# Community Services

# Community Services

**Director of Community Services**
Stephanie Ische

- **Community Services Coordinator** – Vacant

## Early Learning Services Supervisor
Jennifer Lewis

- **Educator**: MJ Marcaccio, Valerie McRae-Goad, Michelle Patterson, Laura Truax, Chrissy Greig, Patricia Foesenek, Angie Wheeler, Jessica Kurtz, Erika Leigh, Stacey Lang, Jessica Thomson, Dianne Archer
- **Educator Assistant**: Colleen Shaughnessy-Wolfe, Jennett Hamilton, Jessica Tracey, Mary Bryan, Janna Munroe, Rilee O'Donnell, Taylor Gotts, Kerri Clifford (on Mat Leave)
- **Before & After School Leader**: Patricia Foesenek
- **Program Assistants**: Holly Sedley, Michael Carlberg, Brenda Burston
- **Supply Staff**: Kendra McLellan, Jody Spriel, Wendy Worte, Holly Sedley, Taylor Gotts, Ena Kearney, Brittanie McLeod, Janna Munro, Dianne Archer
- **EarlyON Coordinator**: Brittany Petrie
- **Cook**: Chris Damen

## Museum Curator /Archivest
Amy Cubberley

- **Curator Assistant**: Emily Taylor
- **Museum Assistant** (Seasonal)

## Recreation Operations Supervisor
Doug LaPointe

- **Facilities Operator A**: Randy Robinson, Cory Beyersbergen
- **Facilities Operator B**: Rob Ross
- **Arena Attendent**: Isaac Russell
- **Facilities Custodian**: Joel Petrie
- **Casual Facilities Operator**
- **Bartenders** (12)
- **Kitchen Operations**
- **Sports Fields/ Quarry**

## Aquatics Supervisor
Andrea Slade

- **Lifeguards & Seasonal Head Guards**: Ismail Rakhipov, Emily Mills, Allison Mills, Cassidy Russel, Isaac Russelll, Amelia Ritchie, Sean Slater, Aivery Neal, Hazel Taylor, Jarod Medd, Blake Boreham, Allison Major, Lilianna Smith, Owen Wrigley, Meg Linklater, Benjamin Small, Sarah Tuer-Sipos, Hannah Kutzner, Thomas Wrigley, Kiersten Walsh, Livia Passarelli

## Recreation Supervisor
Ciarran Brennan

- **Guest Services Attendant**: Andrea McKenny, Becky Stobbe, Esther De Young
- **Canteen Attendant**: Samantha Truax, Aivery Neal, Hazel Taylor, Bevan Bearss, Isabelle Reid, Melanie Martin, Grace Quinlan, Josie Gorman
- **Youth and Child Recreation Programmer**: Thomas Redman, Samantha Truax, Cleary-Workman, Meighen, Edyn Taylor, Loghan Hodkinson, Madison Foster
- **Youth & Child Recreation Program Leader** (Seasonal)
- **Camp PRC** (Seasonal)

## Seniors Services Supervisor
Jenny Mikita

- **SS Coordinator**: Kim Leis
- **SS Wellness Coordinator**: Pauline White
- **SS Program Coordinator**: Hillary Bennett
- **SS Customer Support**: Bonnie Rudd
- **SS Program Assistant**: Allyson Dunseith

Town of St. Marys
Community Services

# Service Delivery – Aquatics Services

Aquatics programs include:

- Group and private swimming lessons for all ages, including leadership courses. Drop-in programs include: Aquafit classes, lane swim, baby and me and/or tyke time, family time and public swims.
- We have two clubs, Middlesex swim team (2008-present) and new this year is the London Synchro club.
- Our seasonal quarry is opened with COVID-19 protocols in place, we offered three swims daily with 30 minutes between programs for cleaning.
  - Swimming lessons statistics:
    - 2017 – 1,447 participants
    - 2018 - 1,659 participants
    - 2019- 1,790 participants
    - 2020- swimming lessons cut short due to COVID-19
  - Summer Outdoor usage at the quarry:
    - 2017 – 10,192 participants
    - 2018 – 10,475 participants
    - 2019 - 18,881 participants
    - 2020- 8,028 participants

# Service Delivery – Early Learning Services



The Town of St. Marys has provided childcare since 1976. Our services are led by registered Early Childhood Educators and licensed by the Ministry of Education. The Child Care Centre is licensed for 132 children (Holy Name Site) and 56 children (Little Falls Program).

Programs include:

- Infant Program
- Toddler Program
- Preschool Program
- Half Day Nursery School
- Before and After School Programs
- Full Day Kindergarten– for P.A. Days, March Break and Summer Break

Our Early Childhood Educators are registered with the College of Early Childhood Educators and are certified in First Aid and CPR. Just as the children are continuously learning and growing, so are our educators! Throughout the year, all staff participate in regular professional learning sessions to remain knowledgeable of current learning theory and Ministry of Education updates.

*During COVID not all programs are being offered.

# Service Delivery – Youth Services



We're committed to providing St. Marys and area youth with a safe and inclusive space to socialize and build positive relationships. Our goal is to encourage, develop and reinforce positive play.

Two program areas:

- Youth Centre – United Way funding is received for this program. Programs include drop in Hang Time, Dodge Ball, cooking for kids, Red Cross courses, crafts and special events (ex: New Years Eve).

- Youth Retention/Council – Youth retention achieved through Perth4Youth projects and the Municipal Youth Engagement initiative. The Youth Council is designed to help give youth a voice in the community and help push it towards obtaining the 'Youth Friendly Community' designation from Parks and Recreation Ontario.

# Service Delivery - Recreation



- Recreation programs include:

| | |
|---|---|
| -Ball Hockey | -Kicks |
| -Soccer Stars | -Intro to Dance |
| -Hip Hop Dance | -Babysitting courses |
| -Home Alone Courses | -Birthday Parties |

- Summer programs include:

| | |
|---|---|
| -Camp PRC | –Kitchen Camp |
| -Tennis Camp | |

- Adult Recreation programs include:

| | |
|---|---|
| -Badminton | -First Aid Courses |
| -Volleyball | -Smart Serve/Safe Food Courses |
| -Dodgeball Archery | |

# Service Delivery – Cultural Services

ONTARIO CANADA ST. MARYS

**Museum and Archives**

Research Services

- Use of archival resources to respond to internal and external information requests, specifically genealogy, property information, historic events, municipal records.

Exhibits

- Research, design and implementation of new exhibits to promote return visitors and exhibit-based events and programming.

On-Site Programs and Events

- Curriculum-based educational programs for area students, adult lecture series, family-friendly public events.

Outreach Programs

- Off-site educational programs held in schools, retirement homes, hospitals and community dining programs for those who cannot physically get to the Museum.

Collections Management

- Caring for artifacts in the collection, accessioning incoming artifact donations, making recommendations to the public regarding the care of their personal artifacts.

**Heritage**

- 47 individually designated properties
- Heritage Conservation District with 152 properties
- Administration of Heritage Property and Façade Improvement grant programs
- Administration of heritage initiatives such as interpretive plaques and Driftscape app

**Filming:**

- Promoting St. Marys as a destination for filming
- Serving as key contact for facilitating filming- applications, road closures, services disruptions, promotion, etc.

# Service Delivery – Senior Services

The Friendship Centre is the home of the Senior Services department. The Senior Services department offers a variety of recreation, leisure, health and wellness and community support services to community members 50+ as well as those recovering from illness or injury and varying abilities.

The two core programs offered by the Senior Services department include:

- **The Friendship Centre** – The Friendship Centre's programs are funded in part by the Seniors Active Living Grant, annual membership fees, program fees, fundraising and donations. Everyone 50 years or older is welcome to take part in the membership advantage program, however anyone 18 + is welcome to attend programs

- **St. Marys Home Support Services** is the Community Support Services provider for St. Marys and Area. The Services' major funders are the South West Local Health Integration Network, client and program fees, fundraising, donations and municipal support. Programs and services support older adults, people recovering from illness or injury and community members with varying abilities to live independently. St. Marys Home Support Services is a member of the Huron Perth & Area Ontario Health Team as well as the Community Support Services Network.

# 2020 Success Stories



- Successfully completed PRC Core Services Review. Due to COVID-19 some of the initiatives are delayed, however staff are still working on an implementation plan.
- Added in Thames River Paddling seasonal rentals.
- Quarry & Aquatics Centre changed from drop-in swimming programs to registered due to COVID-19, this created efficiencies with cash transactions and the transporting of change/deposits at the quarry.
- Currently in the process of changing to Activenet, Recreation Management Software from Max Galaxy.
- 81% capacity for swims at the Quarry, phased in the SUP board rentals with success.
- Lifeguard and canteen staff were key in ensuring all COVID-19 protocols were in place during each swim.
- The Quarry was highlighted on Juice FM radio station and in the Globe and Mail.
- The Communities positive feedback for Community Wellness programs and Services.
- St. Marys Home Support Services is a full member of the Huron, Perth & Area Ontario Health Team.
- As a result of the COVID-19 Pandemic the Senior Services department expanded delivery of service to accommodate the needs of residents through the Community Wellness program.
- Senior Services has been successful in obtaining funding through various grant opportunities to support the needs of the department and Community Wellness initiatives. Funding sources include; Huron Perth United Way - $32,500, Stratford Perth Community Foundations - $30,600, Ontario Community Support Association- $8,500. Funds obtained through United Way and the Ontario Community Support Association were redirected to support and subsidize meal delivery, Frozen Meals on Wheels, food hamper deliveries, and shopping services. The funds obtained through the Community Foundations support the direct delivery costs associated with virtual programming such as the Friendship Centre Telephone based programs, the Museum's virtual and telephone-based program and the Public Library mobile hot spots.

# 2020 Success Stories Continued

ONTARIO CANADA
ST. MARYS

- Senior Services virtual programs has seen much success and gained a large Online presence.
- Senior Services has further developed and strengthen relationship and partnerships with community partners, such as the Salvation Army, Service Clubs, Local Business and Health Service partners.
- In Collaboration with the Public Works Department the Community Garden programs seen great success. Originally slated to discontinue in 2020, this program was revised and fully utilized in 2020.
- Museum had best attended January and February on record thanks to Space to Spoon traveling exhibit and new promotional opportunities.
- KPMG recommendations of Cultural Services Supervisor and full-time Assistant Curator positions. Better capacity to fulfill public's demands for museum/archival services and all cultural services offered under one roof now.
- Nimble transition to online and telephone Museum programming following closure. Strong relationship built with Community Wellness program organizers and several new patrons gained through new programming platforms.
- All 2020 grant applications were successful. $15,000 Museum Assistance Program emergency grant covered all potential lost revenue.
- Launch of Driftscape app, allowing visitors to access heritage and tourism information about St. Marys.
- Lifeguards and canteen staff increased their knowledge of the registration process, (including transferring dates, cancellations, refunds) and are fluent with online registrations.
- The Aquatics Centre opened November 2 under a phased in approach, phase 1 offering 5 days per week, aquafit, lanes and family swim.
- Completed the Perth4Youth Conclusion report and working on the next phase of implementation.
- Operating an “Emergency Child Care Centre” to help front line workers get back to work.

# 2021 Challenges

Ontario Canada ST. MARYS

- Back up planning for staff during COVID-19 to ensure a seamless transition in services offered if staff are off.
- Balancing the need for programs/services with the health & safety of the residents as our number one priority during the pandemic.
- Changes to the Ontario Healthcare System.
- Engaging older youth at the Youth Centre (once the centre re-opens).
- Regaining momentum from 2020 Community Services closures.
- Rebuilding base of regular Museum donors and patrons.
- Ensuring that programming is still profitable while operating at a lower capacity.
- Balancing supply and demand with all Community Service programs during COVID-19.
- Balancing virtual/online programming with in person programs while responding to the health & wellness needs of the community.
- Developing new methods of programming while responding to the changing needs of participants.
- Increased supports required for programs and services with COVID-19 cleaning and screening best practices.
- Responding to constant changes due to COVID-19.
- Acquiring and learning technology to support virtual/online programs.
- Reaching isolated residents who may not be connected online quickly.
- Child Care working at a decreased capacity not able to assist as many families with a growing waitlist.
- 2021 budget projections during the pandemic. Budget projects are made on the assumption we are operating as we are today with reduced service.

# 2021 Opportunities

ONTARIO CANADA
ST. MARYS

- Managing Community Services during the pandemic and finding the best method for providing services safely and filling residents needs within budget parameters.
- Continued implementation of all PRC recommendations as approved in the Core Service review.
- Lifeguard-in-training program to develop next year alongside of the advanced aquatics incentive.
- Point of Sale (POS) system for the quarry.
- Partnership with inflatables company for inflatable park at the quarry.
- Cross training of lifeguards with computer software for efficiencies with registration, stats, memberships etc.
- Partner with various providers within the St. Marys area that will further enhance the Friendship Centre as a community hub.
- Development of alternative methods for providing customer service and programming options.
- Funding opportunities through various agencies.
- Further implementation of Museum recommendations as approved in the Core Service review.
- High demand for in-person programming.
- Opportunities to encourage local tourism and market the Museum as a “safe space”.
- Further opportunities to use Driftscape and other advertising opportunities to promote heritage landmarks, downtown, and trail system as safe spaces for tourism.

# *DEPARTMENTAL BUDGETS
# 2021

ST. MARYS

## COMMUNITY SERVICES

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | -40,000 | **-27,350** | -12,650 | (31.6%) |
| FEES, CHARGES & PROGRAM REVENUE | -1,683,377 | **-875,054** | -808,323 | (48.0%) |
| GRANTS | -502,530 | **-507,080** | 4,550 | 0.9% |
| INTERNAL (REVENUE) EXPENSE | 25,630 | **72,603** | -46,973 | (183.3%) |
| RENT ICE | -402,000 | **-369,000** | -33,000 | (8.2%) |
| RENT & LEASES | -91,000 | **-34,500** | -56,500 | (62.1%) |
| REVENUE FROM MUNICIPALITIES | -267,400 | **-1,213,204** | 945,804 | 353.7% |
| SALES | -231,300 | **-64,000** | -167,300 | (72.3%) |
| **TOTAL REVENUE** | -3,191,977 | **-3,017,585** | -174,392 | (5.5%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 16,800 | **16,850** | -50 | (0.3%) |
| CONFERENCES, SEMINARS & TRAINING | 24,300 | **22,250** | 2,050 | 8.4% |
| CONTRACTED SERVICES | 266,231 | **277,231** | -11,000 | (4.1%) |
| FOOD COSTS | 199,000 | **131,000** | 68,000 | 34.2% |
| INSURANCE | 67,392 | **71,300** | -3,908 | (5.8%) |
| MATERIALS & SERVICES | 86,735 | **73,585** | 13,150 | 15.2% |
| PROFESSIONAL FEES | 13,200 | **13,200** | - | - |
| PROGRAM EXPENSE | 131,613 | **101,283** | 30,330 | 23.0% |
| REPAIRS & MAINTENANCE | 231,000 | **227,300** | 3,700 | 1.6% |
| SALARIES, WAGES & BENEFITS | 3,324,530 | **3,507,633** | -183,103 | (5.5%) |
| SUPPLIES | 106,400 | **73,150** | 33,250 | 31.3% |
| UTILITIES | 366,600 | **358,800** | 7,800 | 2.1% |
| **TOTAL EXPENSE** | 4,833,801 | **4,873,582** | -39,781 | (0.8%) |
| | | | | |
| **TOTAL** | **1,641,824** | **1,855,997** | **-214,173** | **(13.0%)** |

ST. MARYS

# *DEPARTMENTAL BUDGETS 2021

## RECREATION

| | 2020 Budget | 2021 Budget | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | -24,000 | **-16,850** | -7,150 | (29.8%) |
| FEES, CHARGES & PROGRAM REVENUE | -523,000 | **-271,750** | -251,250 | (48.0%) |
| GRANTS | -46,700 | **-51,250** | 4,550 | 9.7% |
| INTERNAL (REVENUE) EXPENSE | 17,300 | **30,565** | -13,265 | (76.7%) |
| RENT ICE | -402,000 | **-369,000** | -33,000 | (8.2%) |
| RENT & LEASES | -91,000 | **-34,500** | -56,500 | (62.1%) |
| SALES | -231,300 | **-64,000** | -167,300 | (72.3%) |
| **TOTAL REVENUE** | -1,300,700 | **-776,785** | -523,915 | (40.3%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 11,000 | **11,000** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 12,300 | **11,550** | 750 | 6.1% |
| CONTRACTED SERVICES | 87,000 | **98,000** | -11,000 | (12.6%) |
| FOOD COSTS | 91,000 | **35,000** | 56,000 | 61.5% |
| INSURANCE | 64,392 | **68,300** | -3,908 | (6.1%) |
| MATERIALS & SERVICES | 54,510 | **48,310** | 6,200 | 11.4% |
| PROFESSIONAL FEES | 3,000 | **3,000** | - | - |
| PROGRAM EXPENSE | 64,000 | **35,250** | 28,750 | 44.9% |
| REPAIRS & MAINTENANCE | 229,500 | **225,800** | 3,700 | 1.6% |
| SALARIES, WAGES & BENEFITS | 1,517,384 | **1,365,708** | 151,676 | 10.0% |
| SUPPLIES | 100,150 | **68,150** | 32,000 | 32.0% |
| UTILITIES | 366,600 | **358,800** | 7,800 | 2.1% |
| **TOTAL EXPENSE** | 2,600,836 | **2,328,868** | 271,968 | 10.5% |
| | | | | |
| **TOTAL** | **1,300,136** | **1,552,083** | **-251,947** | **(19.4%)** |

ST. MARYS

# *DEPARTMENTAL BUDGETS 2021

## CHILDCARE

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| DONATIONS | - | **-** | - | #DIV/0! |
| FEES, CHARGES & PROGRAM REVENUE | -1,058,177 | **-532,252** | -525,925 | (49.7%) |
| INTERNAL (REVENUE) EXPENSE | 7,405 | **39,323** | -31,918 | (431.0%) |
| REVENUE FROM MUNICIPALITIES | -267,400 | **-1,213,204** | 945,804 | 353.7% |
| **TOTAL REVENUE** | -1,318,172 | **-1,706,133** | 387,961 | 29.4% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 500 | **500** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 2,000 | **2,000** | - | - |
| CONTRACTED SERVICES | 3,000 | **3,000** | - | - |
| FOOD COSTS | 55,000 | **55,000** | - | - |
| MATERIALS & SERVICES | 6,900 | **6,900** | - | - |
| PROFESSIONAL FEES | 1,000 | **1,000** | - | - |
| PROGRAM EXPENSE | 52,500 | **53,120** | -620 | (1.2%) |
| REPAIRS & MAINTENANCE | 1,500 | **1,500** | - | - |
| SALARIES, WAGES & BENEFITS | 1,423,199 | **1,735,343** | -312,144 | (21.9%) |
| SUPPLIES | 1,500 | **1,000** | 500 | 33.3% |
| **TOTAL EXPENSE** | 1,547,099 | **1,859,363** | -312,264 | (20.2%) |
| | | | | |
| | | | | |
| **TOTAL** | **228,927** | **153,230** | **75,697** | **33.1%** |

ST. MARYS

# *DEPARTMENTAL BUDGETS 2021

## HOME SUPPORT

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | -1,000 | **-500** | -500 | (50.0%) |
| FEES, CHARGES & PROGRAM REVENUE | -87,500 | **-65,052** | -22,448 | (25.7%) |
| GRANTS | -427,020 | **-427,020** | - | - |
| INTERNAL (REVENUE) EXPENSE | - | **1,790** | -1,790 | - |
| **TOTAL REVENUE** | -515,520 | **-490,782** | -24,738 | (4.8%) |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 1,000 | **1,000** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 10,000 | **7,500** | 2,500 | 25.0% |
| CONTRACTED SERVICES | 176,031 | **176,031** | - | - |
| FOOD COSTS | 53,000 | **41,000** | 12,000 | 22.6% |
| INSURANCE | 3,000 | **3,000** | - | - |
| MATERIALS & SERVICES | 5,875 | **5,375** | 500 | 8.5% |
| PROFESSIONAL FEES | 3,200 | **3,200** | - | - |
| PROGRAM EXPENSE | 13,913 | **11,913** | 2,000 | 14.4% |
| SALARIES, WAGES & BENEFITS | 246,001 | **252,250** | -6,249 | (2.5%) |
| SUPPLIES | 3,500 | **3,500** | - | - |
| **TOTAL EXPENSE** | 515,520 | **504,769** | 10,751 | 2.1% |
| **TOTAL** | **-** | **13,987** | **-13,987** | **-** |

ST. MARYS

# *DEPARTMENTAL BUDGETS
# 2021

## MUSEUM

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | -15,000 | **-10,000** | -5,000 | (33.3%) |
| FEES, CHARGES & PROGRAM REVENUE | -14,700 | **-6,000** | -8,700 | (59.2%) |
| GRANTS | -28,810 | **-28,810** | - | - |
| INTERNAL (REVENUE) EXPENSE | 925 | **925** | - | - |
| **TOTAL REVENUE** | -57,585 | **-43,885** | -13,700 | (23.8%) |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 4,300 | **4,350** | -50 | (1.2%) |
| CONFERENCES, SEMINARS & TRAINING | - | **1,200** | -1,200 | #DIV/0! |
| CONTRACTED SERVICES | 200 | **200** | - | - |
| MATERIALS & SERVICES | 19,450 | **13,000** | 6,450 | 33.2% |
| PROFESSIONAL FEES | 6,000 | **6,000** | - | - |
| PROGRAM EXPENSE | 1,200 | **1,000** | 200 | 16.7% |
| SALARIES, WAGES & BENEFITS | 137,946 | **154,332** | -16,386 | (11.9%) |
| SUPPLIES | 1,250 | **500** | 750 | 60.0% |
| **TOTAL EXPENSE** | 170,346 | **180,582** | -10,236 | (6.0%) |
| **TOTAL** | **112,761** | **136,697** | **-23,936** | **(21.2%)** |

## FACILITIES - MUSEUM

| | 2020 Budget | **2021 Budget** | Levy Impact Fav (Unfav) | Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| EXPENSE | | | | |
| CONTRACTED SERVICES | 5,700 | **5,900** | -200 | (3.5%) |
| INSURANCE | 1,874 | **2,000** | -126 | (6.7%) |
| REPAIRS & MAINTENANCE | 9,100 | **3,700** | 5,400 | 59.3% |
| SALARIES, WAGES & BENEFITS | 1,848 | **7,034** | -5,186 | (280.6%) |
| SUPPLIES | 300 | **2,900** | -2,600 | (866.7%) |
| UTILITIES | 7,200 | **7,700** | -500 | (6.9%) |
| **TOTAL EXPENSE** | 26,022 | **29,234** | -3,212 | (12.3%) |
| **TOTAL** | **26,022** | **29,234** | **-3,212** | **(12.3%)** |

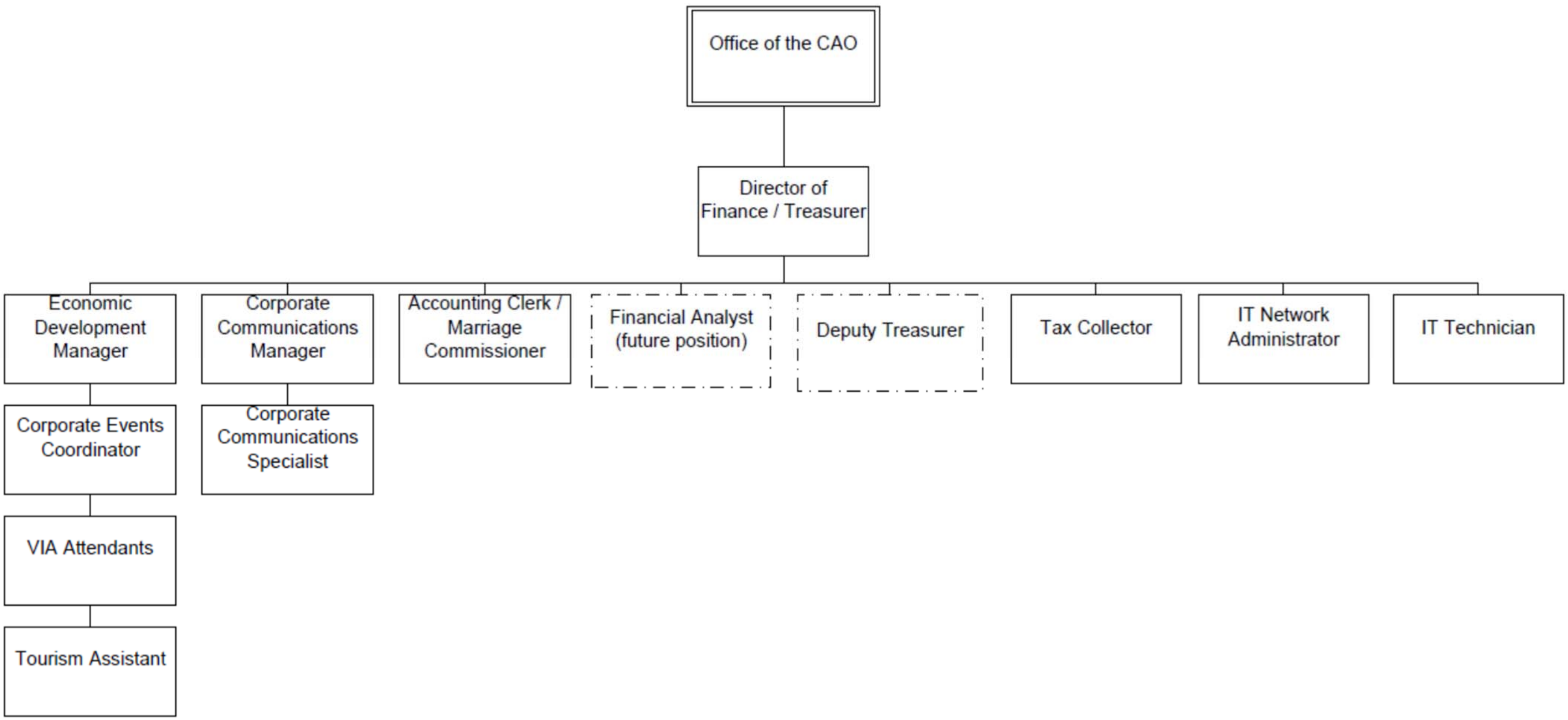
***Facilities - Museum is for information only, acutal budget numbers are included with Facilities Budget***

# Town of St. Marys

## 2021 Operating Budget Overview

# Corporate Services Department

# Corporate Services



# Service Delivery

Corporate Services encompasses a wide range of divisions that serve both internal and external patrons:

- ❑ Finance
- ❑ Information Technology (IT)
- ❑ Communications
- ❑ Tourism, Economic Development, and Events

The Corporate Services Department staff is located within three Town facilities:

- ❑ Town Hall
- ❑ Municipal Operations Centre (MOC)
- ❑ Train Station

# Service Delivery



<u>Finance:</u>

The responsibility of the Finance Division is to manage the financial affairs of the Municipality.

The financial well-being of the Town is ensured by providing

- Financial management information to Council, municipal staff, the public and other governments
- Developing corporate financial processes, policies and procedures
- Reducing financial risk to the Municipality by complying with legislated requirements such as the Municipal Act, Ministry of Finance and Canada Revenue Agency
- Monitoring of the assessment base, write-offs and new property tax levies for impact on forecasting and budgeting.

# Service Delivery

**Information Technology (IT):**

The IT Department is responsible for managing the organization's hardware, software and physical communication needs. It also provides a source of guidance for technology issues for staff and associated organizations. Key service areas also include Town-wide mapping and municipal consent applications.

Responsible for the following:

- 90 desktop computers
- 105 desk phones and 39 mobile phones
- 8+ Software programs (installation, updates, troubleshooting)
- Responsible for 600+ network nodes (anything that plugs into the Town network), including:
  - 6 Debit machines
  - 23 managed, Layer 3 switches
  - 15 photocopiers/printers (network connected), plus an additional 15+ personal printers
  - 25 Wi-Fi Access Points
  - Internet of things (60+ unclassified network attached devices)
- IT Infrastructure (Servers, Fibre, Switches, Security, Licencing)
- Printing of oversized material (maps, signs, etc.)

# Service Delivery

ONTARIO CANADA
ST. MARYS

**<u>Corporate Communications & Events:</u>**

The Corporate Communications & Events team delivers proactive and frequent communications through multiple channels to encourage engagement with internal and external stakeholders. The team also plans and executes annual and one-time events that showcase St. Marys to residents and visitors.

**Responsibilities include:**

- Advertising
- Branding
- Copywriting, editing, proofreading
- Event planning
- Internal communications
- Issues management
- Media relations
- Publication design and production
- Photography
- Social media
- Web content development

# Service Delivery

ONTARIO CANADA ST. MARYS

**Economic Development, Tourism & VIA Operations:**

Facilitates and implements economic development and tourism strategies to encourage business growth, local engagement and visitor attraction.

Responsibilities Include:

- Participate as a key partner with the St. Marys BIA, Perth County, Invest Stratford, Chamber of Commerce, Destination Stratford, Regional Tourism Organization Four (RTO4), Stratford Festival, Tourism Ontario, Destination Ontario, Canadian Baseball Hall of Fame & Museum and Four County Labour Board.
- Execute marketing strategies to promote St. Marys as a destination for all seasons.
- Develop programs and initiatives to boost St. Marys assets and profile.
- Partner on events that benefit local businesses and support promoting St. Marys.
- VIA operations including staff management, office needs and accounting.
- Business retention & workforce attraction, development of entrepreneurship, and a business community network.
- Ensuring the Town is a welcoming community to visitors and newcomers to the area, and overall vitality of our downtown.

# 2020 Success Stories

ST. MARYS
ONTARIO CANADA

Finance & IT:

- Navigating changes to government legislation, delays and deadlines resulting from the Covid-19 pandemic.  Performing best practises in Finance throughout this period.
- Quickly change processes and systems to allow remote work access
- Create opportunities for the public to transact and communicate with the Town virtually and remotely
- Shifted focus to analyze and predict impacts of COVID-19 on the financial health of the organization

# 2020 Success Stories

ONTARIO CANADA ST. MARYS

## Corporate Communications

- From the beginning, 2020 was a year that tested our crisis communications skills.
- We were challenged with sharing highly sensitive information (about a stabbing, a drowning, and of course, COVID-19) in ways that balanced efficiency and tact.
- We constantly adapted our approach to make sure the message reached all audiences, including those without access to the Internet and social media.
- We did all of this under extreme time constraints and with a reduced staffing complement for much of the year.
- During the COVID-19 pandemic, our efforts produced:
  - A comprehensive COVID-19 web portal that continues to be updated daily, with information on the status of municipal facilities, a local business directory and helpful resources for residents
  - A dedicated and ongoing weekly newspaper column, multiple newspaper inserts and advertisements, and over 40 unique print media stories to ensure non-internet users receive timely news and updates on the pandemic
  - A new online staff portal that allows Town employees to access important COVID-19 information anywhere, anytime
  - Nearly 500 additional Facebook followers on the Town page, plus new features like Happy Moments with Mayor to help boost community spirit

# 2020 Success Stories

ONTARIO CANADA ST. MARYS

## Economic Development & Tourism

- Held a business event in the Town Hall auditorium featuring Mayor Strathdee and Eddie Matthews for the Chamber of Commerce.
- Developed a business resource page on the Town's website to support the business community with COVID-19 information and funding opportunities.
- Sourced the information and developed a comprehensive business directory for residents to find services, products and food during the initial days of the pandemic.
- Developed the terms of reference to create a committee to advise staff and council on the best course of action to support businesses.
- Advised the BIA board of management on how best to support their membership. The board responded by refunding the 2019 levy fee.
- Hosted a webinar featuring a conversation between MP John Nater, MPP Randy Pettapiece and Mayor Al Strathdee on the support for the business community and tourism industry being offered by all levels of government.
- The Tourism & Economic Development Manager was invited to sit on a panel with Destination Stratford, Invest Stratford & Perth County Tourism to discuss how our respective communities was responding to the pandemic.
- Worked with the City of Stratford and Perth County to determine bus stops for the community transportation project and the un-rolling of phase 1.

# 2020 Success Stories

ONTARIO CANADA ST. MARYS

**Economic Development & Tourism (cont'd)**

Re-development of the tourism strategy to represent all sectors

- Developed the Strong As Stone campaign to create a sense of civic pride and unity.
- Launched the Strong As Stone video on social media reaching over 29,000 people on Twitter, Instagram and Facebook
- Utilized the words Resilient, Restorative and Resourceful to describe what we are.
- Promoted local first

- Developed messages of safety and where to go for information on stickers that were distributed creatively around the downtown.
- Purchased 8 portable, refillable hand sanitizer units for the downtown and partnered with local businesses to ensure they are safely stored each day and filled when needed.
- Assisted the Farmers Market in locating a space that they could safely operate for the 2020 summer season.
- Supported the opening of a new Greek Bakery in the downtown and welcomed new owners to two anchor businesses, Towne & Country Cheese Shoppe and Snapping Turtle Coffee Roasters; also welcomed the arrival of Pizza Hut to St. Marys.

# 2020 Success Stories

ONTARIO CANADA
ST. MARYS

**Events**

- With in-person events suddenly rendered unrealistic and unsafe in light of the pandemic, re-imagining events in a nimble way has been key to success.
- April announcement of postponement of Homecoming/Heritage was well received.
- Virtual Canada Day was our first test: almost 40 entrants in virtual baking competition, live-streaming of flag-raising ceremony and Harmony of Friends concert, which has had over 4,000 views.
- Piper at the Falls in July and August was fully sponsored and attracted daytrippers and a regular, socially distanced audience of approximately 100 people. A pop-up river race event ran adjacently to the Piper, attracting additional spectators to the event.
- Advance feedback on reimagined Halloween and Christmas events is positive and encouraging.
- The move to cashless transactions is allowing us to proceed with setting up a text-to-donate platform for events such as WinterLights.
- With more virtual programming, production values have improved on videos and other content.

# 2021 Challenges

- Many strategic projects and initiatives for 2020 had to be deferred while refocusing our efforts on the pandemic response. In 2021, we must continue to move those strategic initiatives forward; while continuing to manage the COVID-19 pandemic

- Being a newly merged department, it will take a little time to begin to create synergies between the work groups and align our strategic direction

- During 2020, we quickly were able to react and change the way the Town conducts its work – In 2021, it will be important to review those changes made and make sure proper training, system integration, and policies are in place as we make these changes permanent

# 2021 Opportunities

<u>Finance and IT:</u>

- Alignment of the new Corporate Services will allow us to better understand and improve processes – using Process Review mapping created in 2020 to pinpoint the priorities
- In 2021, we will look to create partnerships with the Community Services department to enhance the efficiency and effectiveness of revenue billings and collections
- Continue with modernization of finance information, billing & collection (emailing of tax bills, increased online payment options)
- Solidify the technology changes to continue to allow our employees to effectively perform their work

# 2021 Opportunities

ONTARIO CANADA ST. MARYS

**Communications**

- As our pandemic response begins to level off, we look forward to re-visiting the recommendations of the Corporate Communications Plan and moving forward with:
  - Re-establishing quarterly departmental communications meetings
  - The development of a municipal e-newsletter
  - An update to our Corporate Logo & Branding Guidelines
  - Media relations training for Town management
  - Accessibility training for Town website users
  - Ongoing improvements to the Town website, especially in the areas of accessibility and usability

**Events**

- The community is eager for any kind of in-person event, and as gathering limits ease we hope to take advantage of this enthusiasm by building on the momentum of smaller, pop-up events which proved successful in 2019, in terms of attendance and sponsorship.
- With so much more of our population now online, adding virtual components, or simultaneous live-streaming of events, is worth exploring.

# 2021 Opportunities

**Economic Development & Tourism**

- The creation of a tourism focused microsite and business directory with support from RTO4 and the Business Economic Support & Recovery Task Force (Task Force).
- Dissemination of the grant program developed through the Task Force.
- Working with the BIA to develop a downtown gift card program.
- Developing a marketing campaign to continue to promote shopping local.
- Developing a 2021 Visitors Guide that will feature the outdoor tourism opportunities in St. Marys and promote our shops, restaurants and services.
- Continue to promote Driftscape and work to develop strategies to enhance marketing the app for tourists and locals.
- Promote the community transportation project for both tourism and workforce development strategies.
- Exploring the opportunity to add kayaks to the Library current loan program, similar to the fishing rods, a kayak can be taken out on loan by getting a key at the library. Kayak and paddle will be stored at the Flats in a secure fashion. The goal is 4 kayaks to start. Hoping to work with the community to have them donated.
- Developing a plan to fundraise for the stairs linking the Flats to the Grand Trunk Trail.

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

## CORPORATE SERVICES

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| TAX LEVY | | | | |
| TAX LEVY | (12,624,654) | **(12,799,710)** | 175,056 | 1.4% |
| **TOTAL TAX LEVY** | (12,624,654) | **(12,799,710)** | 175,056 | 1.4% |
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | (136,600) | **(122,300)** | (14,300) | (10.5%) |
| GRANTS | (532,600) | **(874,100)** | 341,500 | 64.1% |
| INTERNAL (REVENUE) EXPENSE | (258,129) | **(329,628)** | 71,499 | 27.7% |
| INVESTMENT INCOME | (154,000) | **(130,000)** | (24,000) | (15.6%) |
| RENT & LEASES | (17,208) | **(17,208)** | - | - % |
| REVENUE FROM MUNICIPALITIES | (20,000) | **(20,000)** | - | - % |
| TAXATION SUPPLEMENTAL REVENUE | (276,125) | **(271,125)** | (5,000) | (1.8%) |
| **TOTAL REVENUE** | (1,394,662) | **(1,764,361)** | 369,699 | 26.5% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 59,250 | **77,050** | (17,800) | (30.0%) |
| ASSESSMENT SERVICES (MPAC) | 96,000 | **98,000** | (2,000) | (2.1%) |
| COMMUNICATIONS | 122,600 | **115,000** | 7,600 | 6.2% |
| CONFERENCES, SEMINARS & TRAINING | 3,900 | **8,500** | (4,600) | (117.9%) |
| CONTRACTED SERVICES | 117,850 | **125,000** | (7,150) | (6.1%) |
| DEBENTURE PAYMENT | 954,001 | **1,137,554** | (183,553) | (19.2%) |
| INSURANCE | 83,595 | **88,000** | (4,405) | (5.3%) |
| MATERIALS & SERVICES | 160,124 | **290,799** | (130,675) | (81.6%) |
| OTHER TRANSFERS | 1,726,767 | **1,762,277** | (35,510) | (2.1%) |
| PROFESSIONAL FEES | 25,500 | **67,000** | (41,500) | (162.7%) |
| PROGRAM EXPENSE | 84,500 | **34,500** | 50,000 | 59.2% |
| REPAIRS & MAINTENANCE | 13,000 | **13,000** | - | - % |
| SALARIES, WAGES & BENEFITS | 808,176 | **973,211** | (165,035) | (20.4%) |
| SUPPLIES | 7,000 | **6,500** | 500 | 7.1% |
| TAXATION EXPENSE | 169,000 | **174,000** | (5,000) | (3.0%) |
| **TOTAL EXPENSE** | 4,431,263 | **4,970,391** | (539,128) | (12.2%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 2,019,147 | **1,783,009** | 236,138 | 11.7% |
| **TOTAL RESERVE TRANSFERS** | 2,019,147 | **1,783,009** | 236,138 | 11.7% |
| | | | | |
| **TOTAL** | **(7,568,906)** | **(7,810,671)** | **241,765** | **3.2%** |

ONTARIO CANADA ST. MARYS

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

## TAXATION

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| TAX LEVY | | | | |
| TAX LEVY | (12,624,654) | **(12,799,710)** | 175,056 | 1.4% |
| **TOTAL TAX LEVY** | (12,624,654) | **(12,799,710)** | 175,056 | 1.4% |
| | | | | |
| REVENUE | | | | |
| TAXATION SUPPLEMENTAL REVENUE | (276,125) | **(271,125)** | (5,000) | (1.8%) |
| **TOTAL REVENUE** | (276,125) | **(271,125)** | (5,000) | (1.8%) |
| | | | | |
| EXPENSE | | | | |
| TAXATION EXPENSE | 169,000 | **174,000** | (5,000) | (3.0%) |
| **TOTAL EXPENSE** | 169,000 | **174,000** | (5,000) | (3.0%) |
| | | | | |
| | | | | |
| **TOTAL** | **(12,731,779)** | **(12,896,835)** | **165,056** | **1.3%** |

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

ST. MARYS ONTARIO CANADA

## EXTERNAL TRANSFERS

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| | | | | |
| EXPENSE | | | | |
| OTHER TRANSFERS | 1,726,767 | **1,762,277** | (35,510) | (2.1%) |
| **TOTAL EXPENSE** | 1,726,767 | **1,762,277** | (35,510) | (2.1%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | (69,031) | **(91,616)** | 22,585 | 32.7% |
| **TOTAL RESERVE TRANSFERS** | (69,031) | **(91,616)** | 22,585 | 32.7% |
| | | | | |
| **TOTAL** | **1,657,736** | **1,670,661** | **(12,925)** | **(0.8%)** |

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

## TREASURY

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | (105,200) | **(94,900)** | (10,300) | (9.8%) |
| GRANTS | (529,600) | **(871,100)** | 341,500 | 64.5% |
| INTERNAL (REVENUE) EXPENSE | (95,819) | **(125,819)** | 30,000 | 31.3% |
| INVESTMENT INCOME | (154,000) | **(130,000)** | (24,000) | (15.6%) |
| REVENUE FROM MUNICIPALITIES | (20,000) | **(20,000)** | - | - % |
| **TOTAL REVENUE** | (904,619) | **(1,241,819)** | 337,200 | 37.3% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 750 | **750** | - | - % |
| ASSESSMENT SERVICES (MPAC) | 96,000 | **98,000** | (2,000) | (2.1%) |
| CONFERENCES, SEMINARS & TRAINING | 3,900 | **5,000** | (1,100) | (28.2%) |
| CONTRACTED SERVICES | 65,850 | **59,000** | 6,850 | 10.4% |
| DEBENTURE PAYMENT | 954,001 | **1,137,554** | (183,553) | (19.2%) |
| INSURANCE | 83,595 | **88,000** | (4,405) | (5.3%) |
| MATERIALS & SERVICES | 15,425 | **117,425** | (102,000) | (661.3%) |
| PROFESSIONAL FEES | 25,500 | **67,000** | (41,500) | (162.7%) |
| SALARIES, WAGES & BENEFITS | 360,037 | **466,280** | (106,243) | (29.5%) |
| SUPPLIES | 7,000 | **6,500** | 500 | 7.1% |
| **TOTAL EXPENSE** | 1,612,058 | **2,045,509** | (433,451) | (26.9%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 2,138,178 | **1,874,625** | 263,553 | 12.3% |
| **TOTAL RESERVE TRANSFERS** | 2,138,178 | **1,874,625** | 263,553 | 12.3% |
| | | | | |
| **TOTAL** | **2,845,617** | **2,678,315** | **167,302** | **5.9%** |

*DEPARTMENTAL BUDGETS
2021

INFORMATION TECHNOLOGY

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | - | **-** | - | #DIV/0! |
| INTERNAL (REVENUE) EXPENSE | -162,310 | **-203,809** | 41,499 | 25.6% |
| RENT & LEASES | -17,208 | **-17,208** | - | - |
| **TOTAL REVENUE** | -179,518 | **-221,017** | 41,499 | 23.1% |
| EXPENSE | | | | |
| COMMUNICATIONS | 122,600 | **115,000** | 7,600 | 6.2% |
| CONFERENCES, SEMINARS & TRAINING | - | **-** | - | #DIV/0! |
| CONTRACTED SERVICES | 35,000 | **51,000** | -16,000 | (45.7%) |
| MATERIALS & SERVICES | 117,149 | **146,324** | -29,175 | (24.9%) |
| REPAIRS & MAINTENANCE | 13,000 | **13,000** | - | - |
| SALARIES, WAGES & BENEFITS | 101,048 | **151,376** | -50,328 | (49.8%) |
| **TOTAL EXPENSE** | 388,797 | **476,700** | -87,903 | (22.6%) |
| **TOTAL** | **209,279** | **255,683** | **-46,404** | **(22.2%)** |

# *DEPARTMENTAL BUDGETS
# 2021

## COMMUNICATION, HERITAGE, ECONOMIC DEVELOPMENT

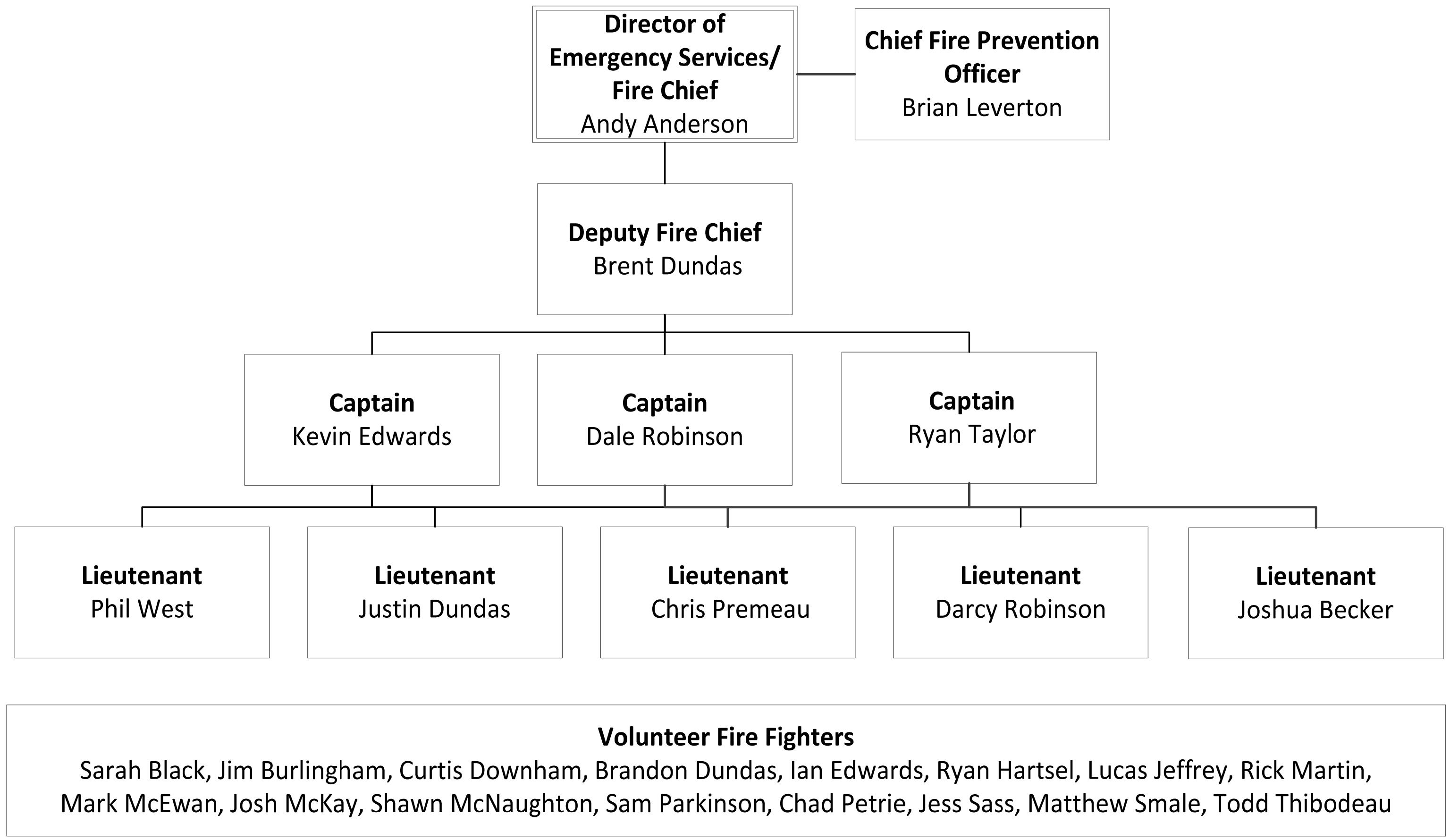
| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | -31,400 | **-27,400** | -4,000 | (12.7%) |
| GRANTS | -3,000 | **-3,000** | - | - |
| SALE OF LAND & EQUIPMENT | - | **-** | - | #DIV/0! |
| **TOTAL REVENUE** | -34,400 | **-30,400** | -4,000 | (11.6%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 58,500 | **76,300** | -17,800 | (30.4%) |
| CONFERENCES, SEMINARS & TRAINING | - | **3,500** | -3,500 | #DIV/0! |
| CONTRACTED SERVICES | 17,000 | **15,000** | 2,000 | 11.8% |
| MATERIALS & SERVICES | 27,550 | **27,050** | 500 | 1.8% |
| PROGRAM EXPENSE | 84,500 | **34,500** | 50,000 | 59.2% |
| SALARIES, WAGES & BENEFITS | 347,091 | **355,555** | -8,464 | (2.4%) |
| **TOTAL EXPENSE** | 534,641 | **511,905** | 22,736 | 4.3% |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | -50,000 | **-** | -50,000 | (100.0%) |
| **TOTAL RESERVE TRANSFERS** | -50,000 | **-** | -50,000 | (100.0%) |
| | | | | |
| **TOTAL** | **450,241** | **481,505** | **-31,264** | **(6.9%)** |

# Town of St. Marys

## 2021 Operating Budget Overview

# Fire Department

# Fire Department




Town of St. Marys
Fire Services

# Service Delivery



## Service Area:

The Fire Department services an area of 170 square kilometers. Perth South area is approximately 157.2 square kilometers. St. Marys is approximately 12.8 square kilometers

## Firefighting:

Firefighting is the act of attempting to prevent the spread of and extinguish significant unwanted fires in buildings, vehicles, woodlands, etc. A firefighter suppresses fires to protect lives, property and the environment. Firefighters typically undergo a high degree of technical training.

## Administrative Functions for Fire Department Services

Responsibilities include providing general and confidential administrative support to the Fire Chief; managing the department's records and communications functions; coordinating various administrative and staff functions/work loads; assisting the department's budgeting and purchasing activities, As a member of the department’s management team, coordinates activities with other City, County, Regional departments and the general public; supervises assigned staff; performs other duties as assigned.

## Fire Cause Determination and Investigations

The fire origin and cause must always be investigated to determine if the fire was accidental or caused by arson. Fire Marshal’s Office investigators or private insurance company investigators may be called upon for their expertise in determining a cause.

# Service Delivery



## Hazardous Material Incidents:

Hazardous materials come in the form of explosives, flammable and combustible substances, poisons and radioactive materials. Hazards can occur during production, storage, transportation, use or disposal. Our community is at risk if a chemical is used unsafely or released in harmful amounts into the environment where we live, work or play.

## Extrication Services:

Vehicle extrication is the process of removing a vehicle from around a person who has been involved in a motor vehicle accident, when conventional means of exit are impossible or inadvisable. A delicate approach is needed to minimize injury to the victim during the extrication.

## Fire Prevention Services:

The major goals of fire inspections include the following:

To raise the public's awareness of fire safety considerations in their immediate surroundings. To identify fire hazards that must be eliminated for a safer environment, to record inspection information for inclusion in the public record, and to verify the proper functioning & maintenance of installed fire protection systems and other building fire protection equipment.

# 2020 Success Stories



- Seamlessly maintained Fire Department administration, Fire Prevention & Public Education and Operations during construction phase of the new Fire Hall.
- Four recruits were hired. They have started their Firefighter Initial Training program.
- First Female Firefighter in the 150-year history of St. Marys was hired.
- 100% of all firefighters are currently Standard First Aid/CPR C and AED qualified or EMR qualified.
- Firefighters and Fire Officers completed various courses throughout the year. Fire Officer Level I & II, Fire Service instructor, Pump Operations, Public Information Officer, Low Slope Rescue, Swift Water Rescue Trainer,

Donations

- Cascades $2,500 High Rise Pack
- Enbridge $3,000 SmartDummy Rescue mannequin
- Dowler Karn $5,000 Blitzfire Monitor Nozzle
- Enbridge/Project Zero $8,000 Smoke/Co Alarms
- Fire House Subs $25,244.20 Bullseye laser Extinguisher Training System

# 2020 Success Stories

St. Marys Fire Department has responded to 99 emergency responses as of 28 October 2020.

| Year 2020 | Responses | Automatic Alarms - No Fires | Percentage of calls | Motor Vehicle Collisions | Percentage of calls | Other Pre-Fire Conditions | Percentage of calls | Fires | Percentage of calls | Carbon monoxide Alarms | Percentage of calls | Lift Assits | Percentage of calls | Unauthorised Open Air Burning | Percentage of calls | Medical Responses | Percentage of calls | Water & Ice Rescue | Percentage of calls |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Jan | 08 Responses | 2 | 25% | 3 | 38% | 2 | 25% | 0 | 0% | 1 | 13% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| Feb | 07 Responses | 3 | 43% | 1 | 14% | 0 | 0% | 2 | 29% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 14% | 0 | 0% |
| Mar | 09 Responses | 5 | 56% | 0 | 0% | 0 | 0% | 1 | 11% | 1 | 11% | 0 | 0% | 0 | 50% | 1 | 11% | 1 | 11% |
| Apr | 08 Responses | 4 | 50% | 0 | 0% | 0 | 0% | 0 | 0% | 2 | 25% | 0 | 0% | 1 | 13% | 1 | 13% | 0 | 0% |
| May | 07 Responses | 1 | 14% | 1 | 14% | 1 | 14% | 3 | 43% | 0 | 0% | 0 | 0% | 1 | 14% | 0 | 0% | 0 | 0% |
| Jun | 16 Responses | 5 | 31% | 2 | 13% | 2 | 13% | 2 | 13% | 1 | 6% | 0 | 0% | 4 | 25% | 0 | 0% | 0 | 0% |
| Jul | 18 Responses | 7 | 39% | 1 | 5% | 3 | 17% | 3 | 17% | 2 | 11% | 0 | 0% | 1 | 5% | 1 | 5% | 0 | 0% |
| Aug | 09 Responses | 5 | 56% | 0 | 0% | 0 | 0% | 2 | 22% | 1 | 11% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 11% |
| Sep | 09 Responses | 2 | 22% | 0 | 0% | 1 | 11% | 3 | 33% | 1 | 11% | 1 | 11% | 1 | 11% | 0 | 0% | 0 | 0% |
| Oct | 08 Responses | 3 | 38% | 1 | 13% | 2 | 25% | 0 | 0% | 1 | 13% | 0 | 0% | 1 | 13% | 0 | 0% | 0 | 0% |
| Nov | Responses | | | | | | | | | | | | | | | | | | 0% |
| Dec | Responses | | | | | | | | | | | | | | | | | | 0% |
| Total | 99 Responses | 37 | 37% | 9 | 10% | 11 | 10% | 16 | 17% | 10 | 8% | 1 | 1% | 9 | 13% | 4 | 3% | 2 | 2% |

# 2020 Success Stories

ONTARIO CANADA ST. MARYS

- St. Marys Chief Fire Prevention Officer was off work due to Covid-19 from March 15 – July 2, 2020. From the 2nd of January until the 28th of October 2020 he has completed the following :
- 21 Requests
- 04 Complaints
- 45 Routine
- 0 Licensing
- 34 Follow up
- 01 Safety Concerns
- 01 Fire Drills
- 0 Fire Works Inspections
- 02 school inspections.
- Organized the Annual “Door to Door Campaign, Fire Prevention Week, CO Awareness Week, Project Zero Public Education programs, Mentorship Fanshawe College Fire Prevention program, Simplified Risk assessment.

# 2021 Challenges

ONTARIO CANADA ST. MARYS

- Relocate administration, rescue equipment and vehicles from the MOC to the new Fire Hall.
- Learning and adopting new Operational procedures after arrival in the new Fire Hall.
- To achieve goals as identified in the 2019 Fire Master Plan.
- Fire Chief to coordinate Firefighter and Fire Officer training requirements with the Stratford Fire Department Training Officer and/or the Rural Fire Services of Oxford County.
- Difficulty in arranging training to accommodate volunteer firefighters' schedules (2 nights per week).
- Challenge of equipment replacement with limited funding availability.

# 2021 Opportunities

- The Ice Water Rescue course is scheduled in Jan/Feb 2021, and the Swift Water training will be conducted in the Spring of 2021.
- Senior Officers to guide and mentor Lieutenants for Fire Officer Development. Plan to prepare Fire Officers for promotion to Captain and Deputy Fire Chief positions due to retirement & resignations.
- Four Lieutenants and four recruits are participating in a mentorship program as the Lieutenants are guiding and overseeing every aspect of their two-year Firefighter Initial Training Program.
- To continue to purchase and upgrade fire rescue equipment so that firefighters can provide the highest levels of fire service to the citizens of St. Marys and Perth South.
- To continue excellent Public Education, Fire Prevention and Inspection programs that have already been established.

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

## FIRE

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| DONATIONS | (2,500) | **(5,000)** | 2,500 | 100.0% |
| FEES, CHARGES & PROGRAM REVENUE | (6,500) | **(9,000)** | 2,500 | 38.5% |
| INTERNAL (REVENUE) EXPENSE | 5,004 | **6,983** | (1,979) | (39.5%) |
| REVENUE FROM MUNICIPALITIES | (160,000) | **(183,000)** | 23,000 | 14.4% |
| **TOTAL REVENUE** | (163,996) | **(190,017)** | 26,021 | 15.9% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 1,000 | **1,000** | - | - % |
| CONFERENCES, SEMINARS & TRAINING | 7,500 | **7,000** | 500 | 6.7% |
| CONTRACTED SERVICES | 13,930 | **13,930** | - | - % |
| FUEL/OIL | 4,000 | **3,500** | 500 | 12.5% |
| INSURANCE | 7,322 | **11,000** | (3,678) | (50.2%) |
| MATERIALS & SERVICES | 13,700 | **34,500** | (20,800) | (151.8%) |
| REPAIRS & MAINTENANCE | 35,000 | **32,000** | 3,000 | 8.6% |
| SALARIES, WAGES & BENEFITS | 367,945 | **379,911** | (11,966) | (3.3%) |
| SUPPLIES | 1,850 | **1,350** | 500 | 27.0% |
| **TOTAL EXPENSE** | 452,247 | **484,191** | (31,944) | (7.1%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 278,000 | **288,000** | (10,000) | (3.6%) |
| **TOTAL RESERVE TRANSFERS** | 278,000 | **288,000** | (10,000) | (3.6%) |
| | | | | |
| **TOTAL** | **566,251** | **582,174** | **(15,923)** | **(2.8%)** |

*DEPARTMENTAL BUDGETS
2021

EMERGENCY MEASURES

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| | | | | |
| EXPENSE | | | | |
| MATERIALS & SERVICES | 1,000 | **11,000** | -10,000 | (1,000.0%) |
| **TOTAL EXPENSE** | 1,000 | **11,000** | -10,000 | (1,000.0%) |
| | | | | |
| | | | | |
| **TOTAL** | **1,000** | **11,000** | **-10,000** | **(1,000.0%)** |

ST. MARYS ONTARIO CANADA

# DEPARTMENTAL - TAX LEVY FUNDED
# 2021

## FIRE OPERATIONS

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| DONATIONS | (2,500) | **(5,000)** | 2,500 | 100.0% |
| FEES, CHARGES & PROGRAM REVENUE | (6,500) | **(9,000)** | 2,500 | 38.5% |
| INTERNAL (REVENUE) EXPENSE | 5,004 | **6,983** | (1,979) | (39.5%) |
| REVENUE FROM MUNICIPALITIES | (160,000) | **(183,000)** | 23,000 | 14.4% |
| **TOTAL REVENUE** | (163,996) | **(190,017)** | 26,021 | 15.9% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 1,000 | **1,000** | - | - % |
| CONFERENCES, SEMINARS & TRAINING | 7,500 | **7,000** | 500 | 6.7% |
| CONTRACTED SERVICES | 13,930 | **13,930** | - | - % |
| FUEL/OIL | 4,000 | **3,500** | 500 | 12.5% |
| INSURANCE | 7,322 | **11,000** | (3,678) | (50.2%) |
| MATERIALS & SERVICES | 13,700 | **34,500** | (20,800) | (151.8%) |
| REPAIRS & MAINTENANCE | 35,000 | **32,000** | 3,000 | 8.6% |
| SALARIES, WAGES & BENEFITS | 367,945 | **379,911** | (11,966) | (3.3%) |
| SUPPLIES | 1,850 | **1,350** | 500 | 27.0% |
| **TOTAL EXPENSE** | 452,247 | **484,191** | (31,944) | (7.1%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 278,000 | **288,000** | (10,000) | (3.6%) |
| **TOTAL RESERVE TRANSFERS** | 278,000 | **288,000** | (10,000) | (3.6%) |
| | | | | |
| **TOTAL** | **566,251** | **582,174** | **(15,923)** | **(2.8%)** |

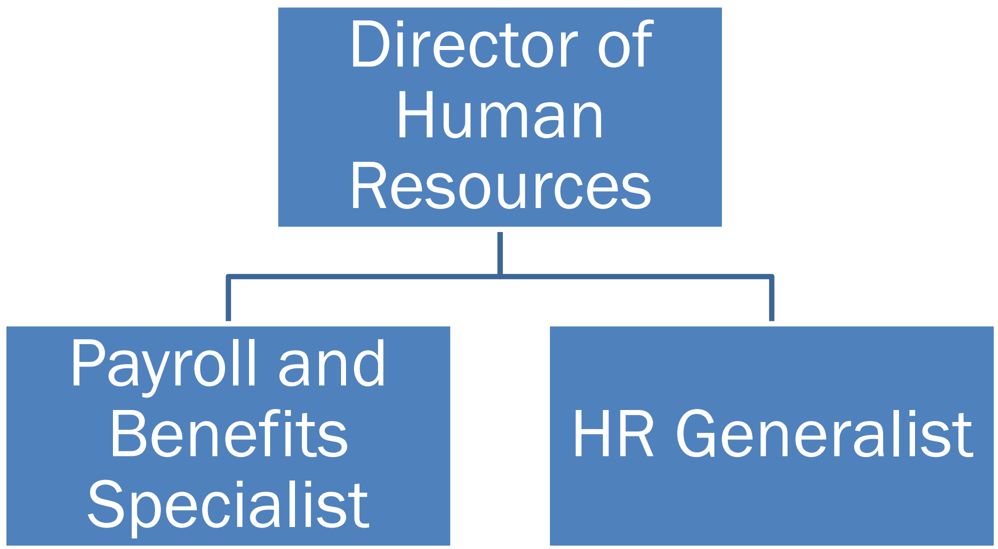
# Town of St. Marys

## 2021 Operating Budget Overview

# Human Resources

# Human Resources





# Service Delivery



## Corporate Health, Safety and Wellness

Health and safety programs have specific laws and regulations that must be complied with. Wellness programs are different due to not being legislated. Health, Safety and Wellness promotion does not just benefit the Team Member. Corporations with healthy and safe staff are productive workplaces that retain employees.

- Joint Occupational Health and Safety committees (departmental and steering)
- Workplace inspection, investigation and reporting of accidents/incidents
- Physical and mental health and safety promotion

## Performance Management

A process where managers/supervisors and Team Members work together to plan, monitor and review a Team Member's work objectives and overall contribution to the Town. By addressing concerns as they surface, Team Members have the opportunity to correct performance issues before they become serious. Additionally, coaching and supporting management as they work through staff issues.

- Annual Performance Appraisals
- Mid-Year Check-ins

# Service Delivery

ONTARIO CANADA ST. MARYS

## Human Resources Planning

Linking the human resource needs and the strategic direction of the Town to ensure staffing is sufficient, qualified, and competent to achieve the desired level of service delivery each department requires:

- Staffing Reviews
- Business Continuity Plan
- Training and Development Plan
- Tailored Recruitment & Selection strategies

## Team Member Engagement and Retention

Team Member engagement demonstrates the commitment and energy that individuals bring to work and is a key indicator of their involvement and dedication to the Town. Staff who are engaged are more productive, content and more likely to be loyal to the Town.

- STEAM Committee (St Marys Employees and Management)
- Team Member Recognition Program
- Engagement Surveys

# Service Delivery

## Training and Development

Employee training and development is a shared responsibility between human resources, management and the individual employee. The Town strives to provide the right resources and an environment that recognizes and supports employee growth and development.

- Tuition and Reimbursement program
- Corporate directed training

## Compensation Administration

Administering the direct and indirect (vacation, benefits, pension etc.) compensation to Team Members for the work they perform while ensuring compliance with federal/provincial regulations.

- Annual Cost of Living Adjustment (COLA) and performance step increases
- Early Learning Wage Enhancement Funding and Program Assistant funding
- Pay Equity Compliance, Job Evaluation and External Market Surveys
- Total Compensation Memos

# 2020 Success Stories

ST. MARYS ONTARIO CANADA

**Staff Engagement**

- Transitioned the annual staff engagement events from the traditional in-person events to COVID-19 appropriate activities (United Way Campaign activities, Christmas party).

**Recruitment**

- Modified the candidate selection process to be an online format and successfully filled several key roles both by hiring externally and promoting internally when appropriate.
- Continued to foster external relationships to assist in securing candidates in hard to fill roles.

**Policy Creation and Training**

- Created, rolled out and continuously revised new policies covering topics such as New Employee Onboarding, Working at Home, Infection Control, Disinfection, Mandatory Face Coverings, Cell Phone Distribution and usage and Corporate Position Naming. Created associated supporting documents for each policy as required.
- Regular policy review meetings with the Senior Leadership Team, Joint Health and Safety Committees and STEAM.
- Created a simplified the Performance Management tools for part-time and casual.

**Legislative Compliance**

- Successfully stayed current on changing legislation regarding COVID-19, Ontario's State of Emergency and the changes to the Employment Standards Act regarding declared emergency leave, infectious disease emergency leave, constructive dismissal and lay offs etc.
- Provided guidance to management and staff throughout the COVID pandemic regarding attendance, sick leave, and various income replacement programs.
- Working with the Corporate Communications department created an online COVID-19 active screening (and contract tracing for visitors) document to help ensure the health and safety of staff, patrons, volunteers and visitors.

# 2021 Challenges

Payroll

- Modernized the administrative processes for electronic T4 distribution.
- Remaining up to date on fast changing employment and health and safety legislation in light of COVID-19.
- COVID-19 and the associated workplace changes (reduction or elimination of hours and services and changes to how/where/when we work) has impacted everyone differently both in and outside of the workplace. Understanding the needs of staff and the often-individual ways to support their needs to maintain a positive workplace culture will be a challenge.
- Adapt and manage accommodation requests for remote work. Provide the management team with resources to successfully manage in this new way of work i.e. health and safety concerns, performance management and workplace culture and morale.
- Increased awareness of mental health challenges. The challenges and disappointments of 2020 along with the uncertainty of the continuing pandemic in 2021 will continue to affect the mental health of staff and the community we serve. Ensuring all levels of staff have the appropriate resources they need to manage and address their needs and the needs of their staff and patrons accessing our services.
- Create ways to overcome barriers and support departmental and corporate training needs. Adapting to the new world of virtual training opportunities.
- Ensure adequate levels of staffing across the organization. Create new strategies to ensure traditionally “hard to fill” positions are adequately filled.
- Retain high performing Team Members in light of the baby boomer exodus.
- Balance the expectations and needs of multiple departments.

# 2021 Opportunities

- Create and support Team Member working groups to analyze and conduct root cause analysis of the 2019 Team Member Engagement survey (carried over from 2020).
- Formal review of the Job Evaluation system to ensure compliance with the Pay Equity Act (carried over from 2020). Opportunity to educate staff and increase transparency in the process.
- With the upgrade of our online learning platform HR Downloads, the site will include more advanced reporting functions and a more user-friendly interface which may lead to increased staff usage. Moving it from a way to only complete mandatory training to a voluntary personal development resource for staff.
- Strengthen external partnerships with community groups such as Community Living, Partners in Employment and local secondary/post secondary schools etc. to support staff while giving individuals in the community opportunities to gain valuable work experience.
- Empower the Town's Joint Health and Safety Committees to review the Health and Safety program components to identify areas that can help improve the Town's experience rating in the new WSIB rate framework.
- Further improve our New Hire experience by creating a Mentor Program that pairs a new team member with a current team member to help get them comfortable and integrated into the Town's culture quickly therefore helping them be successful sooner.
- Continue to provide opportunities for staff to engage in career development. This will include facilitating training sessions as well as encouraging management to coach and support staff to engage in self directed learning and development.
- Post KPMG Organizational Review, work with realigned departments by providing them with the appropriate resources to build and strengthen the newly modified Teams to ensure a successful transition.

ST. MARYS

# *DEPARTMENTAL BUDGETS 2021

## HR & BENEFIT ADMIN

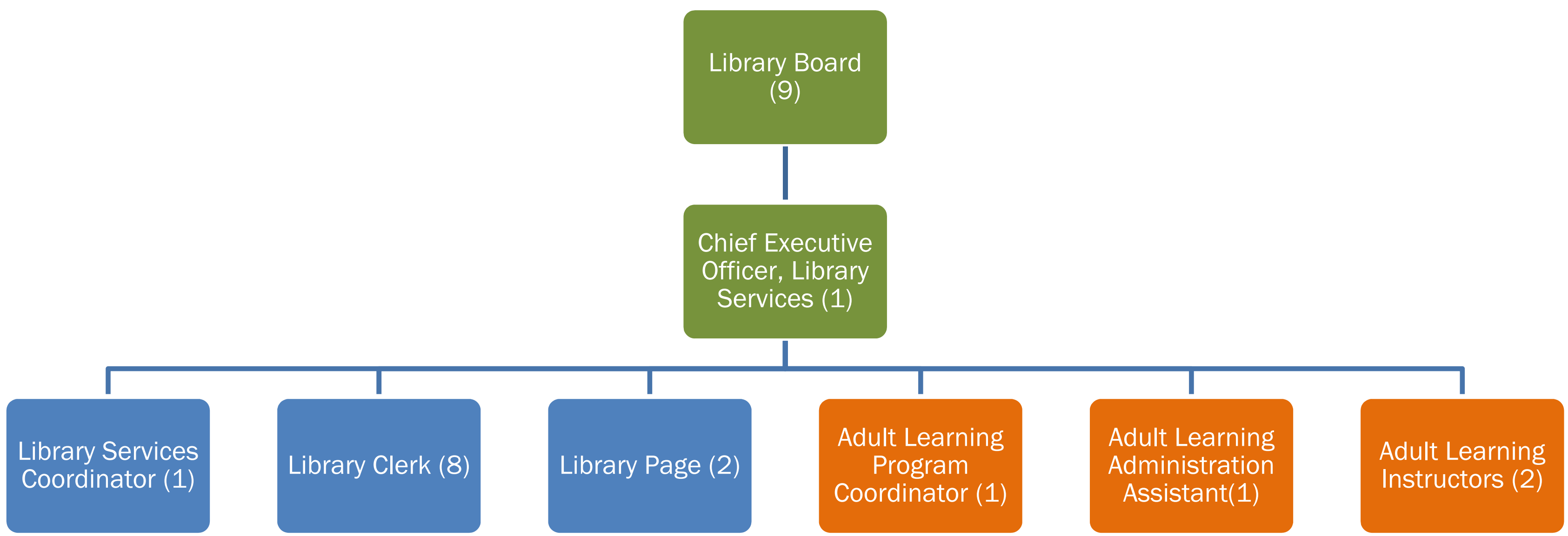
| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | - | **-** | - | #DIV/0! |
| INTERNAL (REVENUE) EXPENSE | 5,500 | **10,000** | -4,500 | (81.8%) |
| **TOTAL REVENUE** | 5,500 | **10,000** | -4,500 | (81.8%) |
| | | | | |
| EXPENSE | | | | |
| CONFERENCES, SEMINARS & TRAINING | 12,800 | **18,000** | -5,200 | (40.6%) |
| CONTRACTED SERVICES | 33,950 | **20,400** | 13,550 | 39.9% |
| MATERIALS & SERVICES | 27,100 | **24,100** | 3,000 | 11.1% |
| PROFESSIONAL FEES | 3,000 | **2,500** | 500 | 16.7% |
| SALARIES, WAGES & BENEFITS | 270,997 | **299,087** | -28,090 | (10.4%) |
| SUPPLIES | 1,500 | **1,500** | - | - |
| **TOTAL EXPENSE** | 349,347 | **365,587** | -16,240 | (4.6%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | -20,000 | **-13,000** | -7,000 | (35.0%) |
| **TOTAL RESERVE TRANSFERS** | -20,000 | **-13,000** | -7,000 | (35.0%) |
| | | | | |
| **TOTAL** | **334,847** | **362,587** | **-27,740** | **(8.3%)** |

# Town of St. Marys

## 2021 Operating Budget Overview

# Public Library

# Library and Adult Learning



# Library and Adult Learning

- To provide free and equitable access to library services
- To preserve and promote universal access to a broad range of knowledge, experience, information and ideas
- To maintain a welcoming and supportive environment
- To extend access to global information beyond the physical Library walls

ADULT LEARNING PROGRAMS OF PERTH

The Adult Learning Programs of Perth are community-based agency funded by the Ministry of Training, Colleges, and Universities. We provide service to anyone 19 years of age or older, currently not enrolled in any credit program, who wants to improve their essential skills, such as reading, writing, numeracy, computer and document use or to work toward receiving their Grade 12 equivalency (GED).

# Library Statistics

ONTARIO CANADA
ST. MARYS

| Library Use | 2018 | 2019 | 2020* |
|---|---|---|---|
| Active Patrons | 2,450 | 2,735 | 2,363 |
| Visits to the Library | 47,375 | 52,769 | 15,138 |
| Programs | 391 | 457 | 578 |
| Program Attendees | 5,842 | 10,614 | 8,459 |
| Items Borrowed | 74,435 | 81,903 | 31,409 |
| Catalogue Sessions | 5,569 | 19,572 | 17,261 |
| New Patrons | 314 | 388 | 503 |
| Ebooks & Audiobooks Borrowed | 13,196 | 18,010 | 16,753 |
| Databases Accessed | 28,512 | 34,958 | 24,192 |
| Website Visits | 45,429 | 69,165 | 131,478 |
| Meeting Room Rentals | 135 | 257 | 56 (2/12 months) |

# Library Achievements of 2020

ONTARIO CANADA
ST. MARYS

- Curbside Service offered to the community from June-July
- Adapted programs for digital delivery
- One of the first libraries in SW Ontario to open for in-library service Aug 6th
- Restart of Home Delivery Service in August
- Looking at resuming normal business hours January 4
- Providing access to three new databases (PressReader, CreativeBug, Linkedin Learning)
- Began lending of WiFi hubs
- Initiated ongoing online reading incentive programs for children and adults

# 2021 Library Opportunities

ONTARIO CANADA
ST. MARYS

- Continue to navigate through COVID-19
- Expansion to “pre-COVID” hours of service
- Continued growth of online programming
- Virtual school visits
- Continued partnership with the PRC (enhance wellness meal deliveries)
- Continued involvement in PCIN Initiatives with Youth Council
- Identifying efficiencies within the library
- Cross promotion of library resources that benefit our local businesses
- Continuing the conversation with Council and Library Board on the ADHOC Committee for the Space and Service Needs
- Begin work on a 2022 Strategic Plan

# Challenges leading into 2021 Library Budget



- COVID-19 closure ramifications still being felt, strict adherence to HPPH protocols and orders

- Increases due to WSIB and staffing costs
  - Costs for WSIB increased drastically for the Library budget
  - Staff increases due to COLA, Step increases and enrollment in OMERS

- Difficulty estimating accurate projected revenue generations for 2020 & 2021

- Inflationary costs

# Adult Learning Statistics

ONTARIO CANADA ST. MARYS

| Location People are Travelling From | Percentage of People | Users by number (out of 37)*** |
|---|---|---|
| St. Marys | 64 % | 24 |
| Stratford | 35% | 13 |

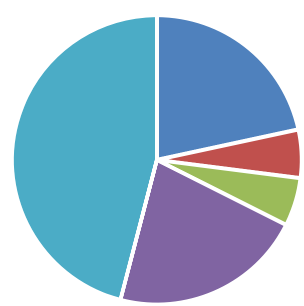
***This number is based on mid-year results

ADULT LEARNING PROGRAMS OF PERTH

# Adult Learning at a Glance

ONTARIO CANADA
ST. MARYS

- Business year runs from April 1st to March 31st
- 2 Locations: St. Marys, and PIE in Stratford
- Staff assist with academic upgrading (math & literacy), GED Preparation and Digital Technology
- Learners have 5 Goal Paths to decide on that Staff assist with:



# Adult Learning Cont'd

- At the Mid-Year Report, 37 Learners have been served
  - Served means a learner has been assessed, received instruction and has attained a standardized ministry milestone
  - 64% of the learners were served in St. Marys
  - 35% of the learners were served in Stratford
- Adult Learning has a target of 79 Learners served each year

| Highest Level of Education | |
|---|---|
| | Apr.– Oct. 2020 |
| Grade 0-8 | 8% |
| Grade 9-11 | 27% |
| Grade 12 or equiv. | 32% |
| Some Post Secondary | 0% |
| Trade Certificate | 0% |
| College Diploma | 24% |
| University | 3% |
| Post Grad | 5% |

# Achievements of 2020

ONTARIO CANADA
ST. MARYS

- Transitioned to digital workspace with Learners as a result of COVID-19 (Google Classroom, Zoom and email correspondence)
- Created an inner-office digital resource that allows more than one instructor the ability to review and assesses learner goals and needs, regardless of the learner's location (Google Classroom).
- Focused on easing learner anxieties through both online and in person instruction.
- 37 Learners served (46% YTD of Target)
- 19% of Learners complete at least 1 milestone
- Service quality remains high with a 5.39 rating against a 6.00 target
- Relaunched the Facebook Page with the support of the town.
- Strengthened relationship with PIE by sharing their space in Stratford while Conestoga's space is closed due to COVID.

ADULT LEARNING PROGRAMS OF PERTH

# 2021 Opportunities



- Working with the Ministry to navigate through COVID
- Continue to be open to the changing needs of the community
- Work with Friendship Centre to support seniors in their tech skills
- Work with local employers to increase awareness of the program in their workplaces
- Continue to offer the third day in Stratford for part of the year as the budget allows
- Continue to offer an evening of service
- Promotional opportunities
    - Digital Tech Awareness campaign

# Challenges leading into 2021 Budget



- Funding uncertainties
  - With the Provincial climate, current landscapes suggest funding will continue at a 0% increase for the foreseeable future
  - Government focus is on Unemployment services and not LBS
  - Concern that the reduction in the numbers we are serving will mean less funding
- Potential struggles if employment services change within Perth County
- Meeting the needs of the community with the budgetary restrictions/limited funding/volunteer support
  - The number of learners requiring one-on-one support, challenges exist with volunteer recruitment
- Struggles with Conestoga's COVID closure
- Additional cleaning costs related to COVID
- Effects of CRB and EI as well as a high unemployment rate
- Transportation remains an issue for learners, coupled with winter conditions a potential threat to new learners could exist to those unable to drive

ADULT LEARNING PROGRAMS OF PERTH

# Adult Learning Budget Breakdown 2021

- Asking for a$7,247 increase from the Ministry to support a third day in Stratford 28 weeks next year
- Asking Stratford for a$1,500 increase to support this as well
- Directing as many funds to wages as possible
- There is no funds being asked for from St. Marys

*DEPARTMENTAL BUDGETS
2021

ST. MARYS

## LIBRARY & ADULT LEARNING

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | -1,200 | **-1,920** | 720 | 60.0% |
| FEES, CHARGES & PROGRAM REVENUE | -22,832 | **-22,332** | -500 | (2.2%) |
| GRANTS | -143,695 | **-150,942** | 7,247 | 5.0% |
| INTERNAL (REVENUE) EXPENSE | 14,558 | **19,882** | -5,324 | (36.6%) |
| REVENUE FROM MUNICIPALITIES | -63,736 | **-65,650** | 1,914 | 3.0% |
| **TOTAL REVENUE** | -216,905 | **-220,962** | 4,057 | 1.9% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 2,500 | **4,000** | -1,500 | (60.0%) |
| COMMUNICATIONS | 1,400 | **1,000** | 400 | 28.6% |
| CONFERENCES, SEMINARS & TRAINING | 7,750 | **6,250** | 1,500 | 19.4% |
| CONTRACTED SERVICES | 17,250 | **17,423** | -173 | (1.0%) |
| MATERIALS & SERVICES | 69,321 | **61,927** | 7,394 | 10.7% |
| PROFESSIONAL FEES | 1,600 | **1,600** | - | - |
| PROGRAM EXPENSE | 3,000 | **3,000** | - | - |
| REPAIRS & MAINTENANCE | 3,000 | **3,000** | - | - |
| SALARIES, WAGES & BENEFITS | 528,996 | **563,506** | -34,510 | (6.5%) |
| SUPPLIES | 9,176 | **8,621** | 555 | 6.0% |
| UTILITIES | 2,200 | **2,222** | -22 | (1.0%) |
| **TOTAL EXPENSE** | 646,193 | **672,549** | -26,356 | (4.1%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 2,687 | **2,656** | 31 | 1.2% |
| **TOTAL RESERVE TRANSFERS** | 2,687 | **2,656** | 31 | 1.2% |
| | | | | |
| **TOTAL** | **431,975** | **454,243** | **-22,268** | **(5.2%)** |

ST. MARYS

# *DEPARTMENTAL BUDGETS
# 2021

## LIBRARY

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | -1,200 | **-1,920** | 720 | 60.0% |
| FEES, CHARGES & PROGRAM REVENUE | -10,400 | **-8,400** | -2,000 | (19.2%) |
| GRANTS | -15,830 | **-15,830** | - | - |
| INTERNAL (REVENUE) EXPENSE | 11,294 | **16,642** | -5,348 | (47.4%) |
| REVENUE FROM MUNICIPALITIES | -63,736 | **-65,650** | 1,914 | 3.0% |
| **TOTAL REVENUE** | -79,872 | **-75,158** | -4,714 | (5.9%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 1,000 | **1,000** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 5,500 | **5,500** | - | - |
| CONTRACTED SERVICES | 17,250 | **17,423** | -173 | (1.0%) |
| MATERIALS & SERVICES | 51,422 | **51,389** | 33 | 0.1% |
| PROFESSIONAL FEES | 600 | **600** | - | - |
| PROGRAM EXPENSE | 3,000 | **3,000** | - | - |
| REPAIRS & MAINTENANCE | 3,000 | **3,000** | - | - |
| SALARIES, WAGES & BENEFITS | 421,001 | **438,226** | -17,225 | (4.1%) |
| SUPPLIES | 4,500 | **4,500** | - | - |
| **TOTAL EXPENSE** | 507,273 | **524,638** | -17,365 | (3.4%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 2,687 | **2,656** | 31 | 1.2% |
| **TOTAL RESERVE TRANSFERS** | 2,687 | **2,656** | 31 | 1.2% |
| | | | | |
| **TOTAL** | **430,088** | **452,136** | **-22,048** | **(5.1%)** |

## FACILITIES - LIBRARY

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| EXPENSE | | | | |
| CONTRACTED SERVICES | 17,000 | **8,100** | 8,900 | 52.4% |
| INSURANCE | 1,597 | **-** | 1,597 | 100.0% |
| MATERIALS & SERVICES | 1,000 | **5,800** | -4,800 | (480.0%) |
| REPAIRS & MAINTENANCE | 4,100 | **8,250** | -4,150 | (101.2%) |
| SALARIES, WAGES & BENEFITS | 15,429 | **20,554** | -5,125 | (33.2%) |
| UTILITIES | 17,200 | **17,400** | -200 | (1.2%) |
| **TOTAL EXPENSE** | 56,326 | **60,104** | -3,778 | (6.7%) |
| | | | | |
| **TOTAL** | **56,326** | **60,104** | **-3,778** | **(6.7%)** |

*DEPARTMENTAL BUDGETS
2021

ADULT LEARNING

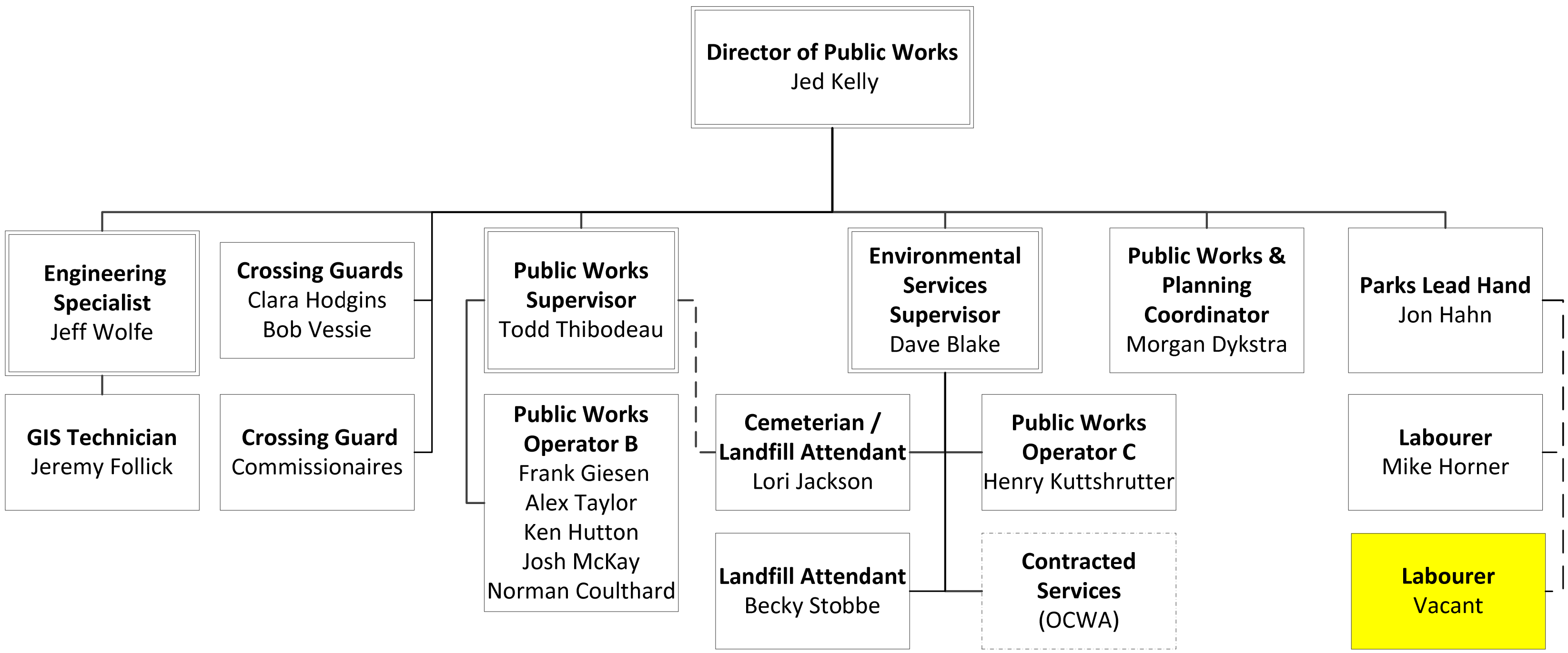
| | 2020 Budget | 2021 Budget | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | -12,432 | **-13,932** | 1,500 | 12.1% |
| GRANTS | -127,865 | **-135,112** | 7,247 | 5.7% |
| INTERNAL (REVENUE) EXPENSE | 3,264 | **3,240** | 24 | 0.7% |
| **TOTAL REVENUE** | -137,033 | **-145,804** | 8,771 | 6.4% |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 1,500 | **3,000** | -1,500 | (100.0%) |
| COMMUNICATIONS | 1,400 | **1,000** | 400 | 28.6% |
| CONFERENCES, SEMINARS & TRAINING | 2,250 | **750** | 1,500 | 66.7% |
| MATERIALS & SERVICES | 17,899 | **10,538** | 7,361 | 41.1% |
| PROFESSIONAL FEES | 1,000 | **1,000** | - | - |
| SALARIES, WAGES & BENEFITS | 107,995 | **125,280** | -17,285 | (16.0%) |
| SUPPLIES | 4,676 | **4,121** | 555 | 11.9% |
| UTILITIES | 2,200 | **2,222** | -22 | (1.0%) |
| **TOTAL EXPENSE** | 138,920 | **147,911** | -8,991 | (6.5%) |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | - | **-** | - | - |
| **TOTAL RESERVE TRANSFERS** | - | **-** | - | - |
| **TOTAL** | **1,887** | **2,107** | **-220** | **(11.7%)** |

# Town of St. Marys

## 2021 Operating Budget Overview

# PUBLIC WORKS

# Public Works




Town of St. Marys
Public Works

# Public Works Service Delivery
# Environmental Services - Overview

The Public Works Department is responsible for managing the municipal infrastructure. Areas of responsibility include the following:

Wastewater Collection and Treatment (WWTP)

- Wastewater collection (sanitary pipes) and Wastewater Treatment Plant (WWTP)

Potable Water Treatment and Distribution

- Wells & Pumping, Storage (tower & reservoir) and Distribution (watermains)

Storm Water Management

- Storm water collection via catch basins, major and minor outlets (pipes and overland routes)
- Storm Water Management Pond Management, quality control & maintenance
- Inspection and maintenance of floodwall, millrace, dam and by-pass gates

Solid Waste Collection, Management & Landfill

- Diversion programs
  - Recycling, metal, house hazardous waste
  - Curbside yard waste & drop off depot
  - Management of solid waste collection
- Landfill Operations
  - Solid Waste Compaction & Cell Management

# Public Works Service Delivery
## Environmental Services – Water & Waste Water

ONTARIO CANADA ST. MARYS

Water and Wastewater and Treatment:

The Town contracts the Ontario Clean Water Agency (OCWA) to operate and maintain the water supply & distribution systems as well as the wastewater collection & treatment.

| Water System: | Sanitary System: |
|---|---|
| 57 km of water mains | 52 km of gravity sewers |
| 600 distribution valves, | 3 km of force main sewers |
| 2,800 service connections | 700 sanitary maintenance holes |
| 3 Water Supply Wells<br>1 municipal booster pump | 2,760 service connections |
| 1 – 1820m3 water storage tower<br>1 – 1600m3 water Reservoir | 3 Sanitary Lift pumping stations |
| Wells output - 3,300 cubic metres per day production on average | One wastewater treatment plant with an average capacity of 5,560 cubic metres, 3,850 cubic metres per day treated on average |

# Public Works Service Delivery
# Environmental Services – Landfill



Landfill Operations:

- The Town of St. Marys owns and operates an engineered landfill site.
- The Town is partnered with Bluewater Recycling Association (BRA) to provide curbside collections for waste and recycling.
- The landfill site charges tipping fees for waste received into the site.
- Staff compact and cover waste material daily
- The site is regulated by the Ministry of Environment and Climate Change (MOECC)
  - Site operations must conform to specifications contained within the Certificate of Approval
- The Town also offers yard waste drop-off at the Municipal Operations Centre located at 408 James Street South
  - Material is transported to the landfill site by public works staff.
- Landfill offers the following diversion programs at no charge:
  - Recycling Materials
  - Household Hazardous Waste
  - Wood Waste, Leaf & Yard Waste
  - Electronic Waste

# Public Works Service Delivery
# Environmental Services – Storm Water

ONTARIO CANADA
ST. MARYS

- Public works inspects and performs maintenance of all storm water collection, storage and outlet points.
- System Highlights
  - Approx. 48km storm pipe
  - 305 manhole structures
  - Approx. 1200+ Catch Basins
  - 7 Storm Water Management ponds

# Public Works Service Delivery
# Roads & Sidewalks

ONTARIO CANADA ST. MARYS

<u>Roads and Sidewalks:</u>

The Public Works Department maintains a total of 56,478 meters of (centerline) road year-round. The department oversees the construction and maintenance of roads, sidewalks and some parking areas within the Town of St. Marys.

- 56 kilometers of road -asphalt (75%), surface treated (22%), gravel (2%), and concrete (1%).
  - Maintenance of approximately 1,000 streetlights
  - Winter Operations: The Town has its own internal experienced day crew in charge of snow removal and sanding/salting.
  - Road repairs of milling and paving/hot mix application starts in the spring and carries through until winter.
  - Class 4 & 5 Roads
    - Weekly Inspections of Queen St. & James St.
    - Monthly Inspections of all other roads in St. Marys
- 45 kilometers of sidewalk
  - Sidewalk inspections & repairs begin in the spring and are completed by early summer.
- 700 Regulatory road signs
  - Annual reflectivity testing required
- Manages School crossing guard program for 3 locations

# Public Works Service Delivery
# Roads & Sidewalks



<u>Roads and Sidewalks – Minimum Maintenance Standards</u>

The Public Works Department maintains roads to the provincially adopted standards:

– O. Reg. 239/02: MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS

Highlights:

- Roads – Classification of 4 & 5 Roads
  - Signs, potholes, cracks, obstructions/debris, bridge deck spalls, roadway surface discontinuity
  - Weekly inspections of Queen St. & James St.
  - Monthly inspections of all other roads in St. Marys
- Roads Winter Operations:
  - Class 4 Road, 8cm snow accumulation over 16hrs
  - Class 5 Road, 10cm snow accumulation over 24hrs
- Sidewalks
  - Annual Inspections & repairs begin in the spring and are completed by early summer.
  - Panel Deflections of 19mm are treated with marking paint immediately
    - Defects are either panel replacement or ground down to match adjacent panels
- Maintenance of approximately 1,000 Street Lights
  - Approx. 650 Cobra head & Approx. 350 Decorative
  - Repairs are batched and completed bi-monthly
  - Annual Inspection required; town has legacy relay system to inspect streetlights during regular operational hours

# Public Works Service Delivery
# Parks, Trails, Cemetery and Forestry

<u>Parks, Forestry and Cemetery:</u>

The Parks Department maintains:

- Open Space management park lands, Naturalized spaces and Play structures
  - Administration of turf maintenance – Internal and External Contracted
  - Play Structures
- Beatification Initiatives
  - Seasonal Flower Beds, Hanging Baskets & Flowerpots
- Cemetery
  - Interment management
    - Cremations & full burials, columbarium, interment right sales
- Trails – approximately 18km
  - Occupiers inspections & grooming
  - Winter maintenance for trails acting as pedestrian connecting links
- Forestry programs
  - Tree removals, stump removals, trimming, planting
    - Contract administration of some service elements
- Winter Light Program
  - Repairs, set up, and take down of winter lights, creation of new displays

# Public Works Service Delivery
# Engineering , AMP & Capital Projects

Engineering:

- Asset Management Plan (AMP)
  - Working to ensure Town's AMP meets new regulatory requirements
    - Management of Strategic Asset Management Policy and levels of service
    - Develop lifecycle events for assets and assist with long term financial planning
  - Maintenance and Ongoing Development
    - Asset disposals & replacement records, assist with capital planning process for all Town assets, and continuously improve condition values for all asset categories
- Capital Projects
  - Project management of capital projects for horizontal infrastructure
- Bridge Assets
  - 6 Bridges, 2 pedestrian bridges, 3 large culverts
    - Bi-annual OSIM Inspections, Annual spring maintenance of all bridges
- Development – (Subdivisions and Site Plan)
  - Technical liaison for new development
  - Ensure Town engineering design guidelines and best practices are followed
  - Oversight of developers during construction, ensure developer meets technical obligations of subdivision agreements and responsible for coordination of infrastructure assumption

# Public Works - 2020 Success Stories

ONTARIO CANADA
ST. MARYS

Capital Replacements & Works completed (CP – Council Priority)

- Procurement of Bulldozer to better manage landfill cover material
- Egan Ave - Full road reconstruction design complete between James St. and Wellington St.
- Water St. Culvert Repairs - Completed
- Dam - Significant restoration completed in 2020 – (CP)
- Road Assessment - Updated road assessment utilizing electronic mobile survey equipment utilizing LAS preferred vendor
- Street Sweeper Capital Replacement - Vacuum based unit, projected operational cost reduction due fewer consumables
- Church St. Bridge – Capital Works - Parapet Walls and deck restorations – (CP)
  - (Queen St./Victoria, Water St N./Green, Water St. S./Culvert Wellington St and Church St Bridges all received significant works since 2016)
- Water Storage Reservoir fully operational and commissioned
- Quadro Last Mile Fiber Project – (CP)
  - Asist Quadro for utility location and development of fiber running lines for last mile fiber project
  - Large sections of town now have access to last mile fiberoptic internet

# Public Works - 2020 Success Stories

Green Committee researched and recommended new waste diversion programs

Cemetery Funding & Budget

- On going monitoring of Expense & Revenue
- Budgets for 2019 & 2020 trending to almost fully funded service model

Sparling Bush Management

- Updated Sparling Bush Management Plan
- Pilot project to control invasive species without chemical application
- Installation of improved trail access & signage from Sparling

Service Delivery review operational changes completed in 2019/2020:

- Optimized Turf management operations to reduced reliance on contracted services
- Internalize stump grinding program in late 2019, full year of internalized program complete, service delivery quite viable.
- Roads – Shoulder Maintenance - Completely internalized over 2020 reduction in external contracted service
- Ongoing recycling of Recycled Asphalt application to gravel surface road & parking lot surfaces lots to improve service level and reduce reliance on contracted services for dust control application

# Public Works - 2021 Challenges

ONTARIO CANADA
ST. MARYS

Availability of Contracted Snow Removal Services

- Last private vendor withdrawal service Fall of 2020
- Private Insurance costs have increased for private removal companies to complete services for public organizations and have generally increased beyond the point of profitability
- Winter Maintenance will be absorbed by existing staff & equipment due to equipment upgrades in prior years

Landfill

- EA Assessment approvals pending, some delays due to COVID,
- Expected Draft 1 submission Spring of 2021

Park Street Bridge repairs

- Sidewalk and Deck repairs

Wellington St. Reconstruction

- Full road reconstruction design completed between Wellington St. Bridge and Park St.
- Project funding current dependent on successful grant applications

Asset Management Plan

- Further expansion of dataset to include additional granular detail of municipal facilities

# Public Works - 2021 Challenges

ONTARIO CANADA ST. MARYS

Downtown Parking – Municipal Lots

- Development of parking lot management policy and service level
- Lots are used to encourage downtown residency
- Awaiting parking study report

Solid Waste Management & Waste Diversion Initiatives – Producer Pay Model

- Uncertainties in recycled material process and sale costs expected in 2020 and beyond
- Budget short falls from recycling programs previously funded from tax
- All solid waste diversion initiatives transferred to single fee under user pay self funded model
- Self funded model will allow for greater insight to operational costs of all solid waste management programs

Wastewater Treatment Plant (WWTP)

- Standardization of Industrial Surcharge agreements
- Odor Control – Upgrades required for increased odor treatment

Active Transportation Network Plan Development – Carry Over from 2020

- Work with Green Committee to review current trail and pedestrian networks,
- Identify and recommend development of connecting links
- Review expansion of network in contrast to expected development
- Preliminary work completed in recreation master plan

# Public Works - 2021 Opportunities

Wastewater Treatment Plant (WWTP)

- Inflow and Infiltration study, plan delayed due COVID in 2020
  - Potential to identify & reduce clear ground water inflow into sanitary collection system

Waterloo & Elizabeth – (CP)

- Full Designed completed in 2020
- Reconstruction planned for summer of 2021, work includes upgrades to road base & surface, stormwater collection system installation, curbs & gutters, sidewalks

Continued work toward towns approved sidewalk strategy – (CP)

- Removal of sidewalks in over serviced sections to allow for service extension in under serviced areas
- Installation of new sidewalks to extend existing network where required

2020 Road Assessment - Data harvest – (CP)

- Data collected loaded into cloud-based queueing tool,
- Opportunity exists to model fiscal requirements given current capital spend.

ST. MARYS

# *DEPARTMENTAL BUDGETS
# 2021

## PUBLIC WORKS

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| DONATIONS | - | **-** | - | #DIV/0! |
| FEES, CHARGES & PROGRAM REVENUE | -138,000 | **-112,500** | -25,500 | (18.5%) |
| INTERNAL (REVENUE) EXPENSE | -49,737 | **-65,047** | 15,310 | 30.8% |
| INVESTMENT INCOME | -11,000 | **-11,000** | - | - |
| REVENUE FROM MUNICIPALITIES | -179,000 | **-54,000** | -125,000 | (69.8%) |
| SALE OF LAND & EQUIPMENT | - | **-** | - | #DIV/0! |
| **TOTAL REVENUE** | -377,737 | **-242,547** | -135,190 | (35.8%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 500 | **800** | -300 | (60.0%) |
| COMMUNICATIONS | 1,000 | **-** | 1,000 | 100.0% |
| CONFERENCES, SEMINARS & TRAINING | 19,750 | **20,500** | -750 | (3.8%) |
| CONTRACTED SERVICES | 416,500 | **442,000** | -25,500 | (6.1%) |
| FUEL/OIL | 88,100 | **84,700** | 3,400 | 3.9% |
| INSURANCE | 57,869 | **72,900** | -15,031 | (26.0%) |
| MATERIALS & SERVICES | 159,865 | **175,565** | -15,700 | (9.8%) |
| PROFESSIONAL FEES | 5,500 | **12,000** | -6,500 | (118.2%) |
| REPAIRS & MAINTENANCE | 94,412 | **91,450** | 2,962 | 3.1% |
| SALARIES, WAGES & BENEFITS | 819,325 | **767,006** | 52,319 | 6.4% |
| SAND & SALT | 260,000 | **128,500** | 131,500 | 50.6% |
| SUPPLIES | 2,550 | **3,650** | -1,100 | (43.1%) |
| UTILITIES | 60,550 | **69,400** | -8,850 | (14.6%) |
| **TOTAL EXPENSE** | 1,985,921 | **1,868,471** | 117,450 | 5.9% |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 219,500 | **241,990** | -22,490 | (10.2%) |
| **TOTAL RESERVE TRANSFERS** | 219,500 | **241,990** | -22,490 | (10.2%) |
| | | | | |
| **TOTAL** | **1,827,684** | **1,867,914** | **-40,230** | **(2.2%)** |

ST. MARYS

# *DEPARTMENTAL BUDGETS
# 2021

## PUBLIC WORKS OPERATIONS

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| DONATIONS | - | **-** | - | #DIV/0! |
| FEES, CHARGES & PROGRAM REVENUE | -138,000 | **-112,500** | -25,500 | (18.5%) |
| INTERNAL (REVENUE) EXPENSE | 319,713 | **320,893** | -1,180 | (0.4%) |
| INVESTMENT INCOME | -11,000 | **-11,000** | - | - |
| REVENUE FROM MUNICIPALITIES | -143,000 | **-18,000** | -125,000 | (87.4%) |
| **TOTAL REVENUE** | 27,713 | **179,393** | -151,680 | (547.3%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 500 | **800** | -300 | (60.0%) |
| COMMUNICATIONS | 1,000 | **-** | 1,000 | 100.0% |
| CONFERENCES, SEMINARS & TRAINING | 19,750 | **20,500** | -750 | (3.8%) |
| CONTRACTED SERVICES | 416,500 | **442,000** | -25,500 | (6.1%) |
| INSURANCE | 49,281 | **63,500** | -14,219 | (28.9%) |
| MATERIALS & SERVICES | 129,015 | **140,665** | -11,650 | (9.0%) |
| PROFESSIONAL FEES | 5,500 | **12,000** | -6,500 | (118.2%) |
| REPAIRS & MAINTENANCE | 33,500 | **37,000** | -3,500 | (10.4%) |
| SALARIES, WAGES & BENEFITS | 819,325 | **767,006** | 52,319 | 6.4% |
| SAND & SALT | 260,000 | **128,500** | 131,500 | 50.6% |
| SUPPLIES | 2,550 | **3,650** | -1,100 | (43.1%) |
| UTILITIES | 60,550 | **69,400** | -8,850 | (14.6%) |
| **TOTAL EXPENSE** | 1,797,471 | **1,685,021** | 112,450 | 6.3% |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 2,500 | **3,500** | -1,000 | (40.0%) |
| **TOTAL RESERVE TRANSFERS** | 2,500 | **3,500** | -1,000 | (40.0%) |
| | | | | |
| **TOTAL** | **1,827,684** | **1,867,914** | **-40,230** | **(2.2%)** |

# *DEPARTMENTAL BUDGETS
# 2021

## FLEET

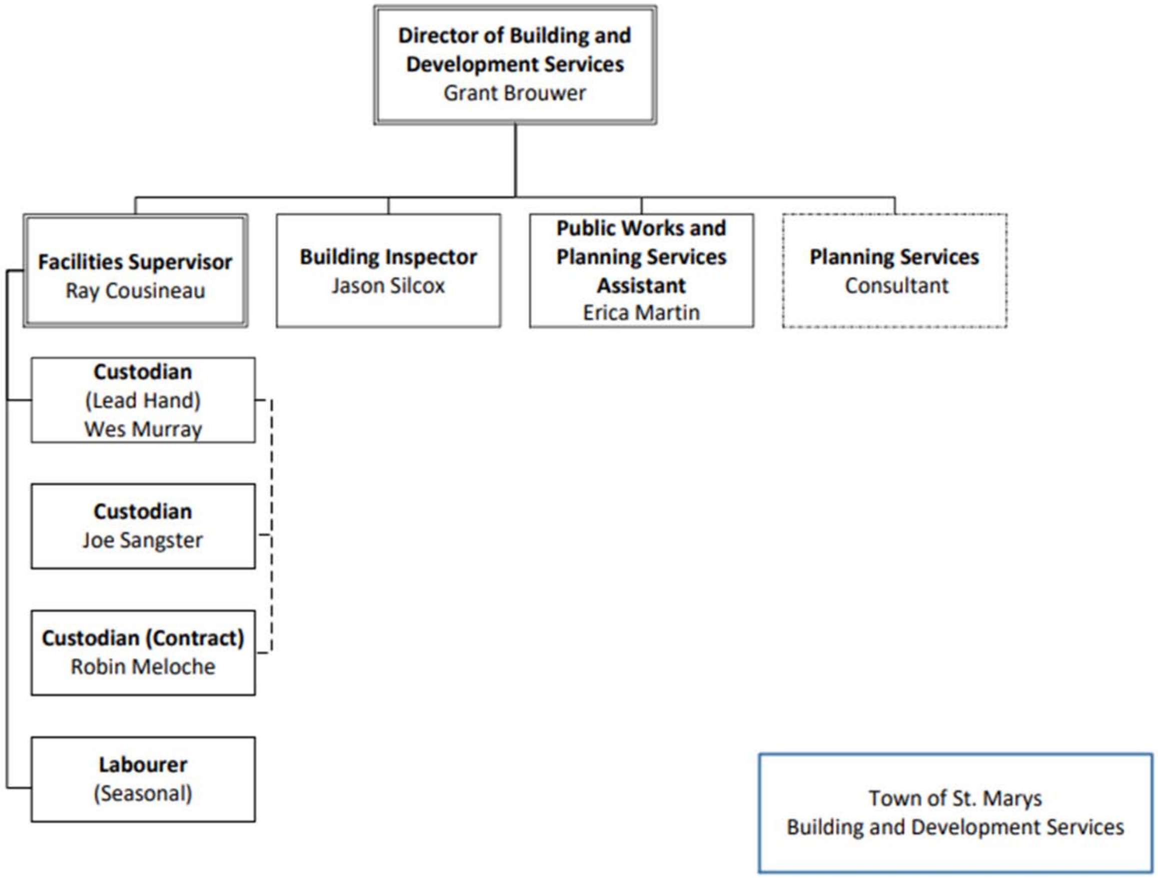
| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| INTERNAL (REVENUE) EXPENSE | -369,450 | **-385,940** | 16,490 | 4.5% |
| REVENUE FROM MUNICIPALITIES | -36,000 | **-36,000** | - | - |
| SALE OF LAND & EQUIPMENT | - | **-** | - | #DIV/0! |
| **TOTAL REVENUE** | -405,450 | **-421,940** | 16,490 | 4.1% |
| | | | | |
| EXPENSE | | | | |
| FUEL/OIL | 88,100 | **84,700** | 3,400 | 3.9% |
| INSURANCE | 8,588 | **9,400** | -812 | (9.5%) |
| MATERIALS & SERVICES | 30,850 | **34,900** | -4,050 | (13.1%) |
| REPAIRS & MAINTENANCE | 60,912 | **54,450** | 6,462 | 10.6% |
| SALARIES, WAGES & BENEFITS | - | **-** | - | #DIV/0! |
| **TOTAL EXPENSE** | 188,450 | **183,450** | 5,000 | 2.7% |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 217,000 | **238,490** | -21,490 | (9.9%) |
| **TOTAL RESERVE TRANSFERS** | 217,000 | **238,490** | -21,490 | (9.9%) |
| | | | | |
| **TOTAL** | **-** | **-** | **-** | **-** |

# Town of St. Marys

## 2021 Operating Budget Overview

# Building and Development

# Building and Development



# Service Delivery

ONTARIO CANADA
ST. MARYS

**Building**

The Building Division issues permits for the construction, renovation, demolition and certain changes in use of buildings. We ensure the buildings where we live, work and play are safe.

**Property Standards**

Deals with property standards on a written complaint basis. Conducts property visits, issues orders as required.

**Planning / Development**

The Planning and Development Division is the champion of the Town's Official Plan and Zoning bylaw. We are also the first point of contact for plans of subdivision; site plan agreements; and are responsible for facilitating the process for all planning applications.

**Facilities**

The Facilities Division builds and maintains municipal buildings (except 317 James St S), ensuring all facilities meet the required legislative standards. Establishes and administers both operating and capital budgets

# 2020 Success Stories

ONTARIO CANADA
ST. MARYS

<u>Building</u>

- 141 permits to date with
- 67 dwellings units issued
- More than $20mil in construction value

<u>Property Standards</u>

- Most compliance achieved by initial contact with property owner

<u>Facilities</u>

- Facilities
- 3 walkways completed to increase accessibility to our facilities
- 24 Capital Projects for a  total of $3,412, 000 ($3.2m for fire hall)
- 16 completed for a total of $3,381,995($3.2m for fire hall)
- 18 Operational Projects (under $5000)
- 10 completed for a total of $23,380
- Removal of the spa from the PRC

# 2020 Success Stories



<u>Planning / Development</u>

- Site Plan Applications
  - 6 complete, 2 in process
- Minor Variances
  - 9 complete, 1 in process
- Severance
  - 1 complete
- Part Lot Control
  - 5 complete
- Zoning Amendment
  - 3 complete, 1 in process

# 2020 Success Stories

ONTARIO CANADA
ST. MARYS

<u>Planning / Development cont</u>

- OP Amendment
  - 3 complete
- Draft Plan of Subdivision
  - 1 in process (187 Wellington Street North)
- Note: 2 appeals received
- Committee of Adjustment = 6 meetings in 2020
- Planning Advisory Committee = 5 meetings in 2020

# 2020 Challenges

ONTARIO CANADA
ST. MARYS

Building

- How to encourage construction of dwelling units in order to meet Council’s objectives.

<u>Property Standards</u>

- Expectations of neighboring property owners
- Secondary focus

<u>Planning / Development</u>

- How to encourage attainable housing in order to meet Councils objectives.
- Completion of the Official Plan

# 2020 Challenges

Planning / Development:

- Applicants working outside their scope
- Complete the Official Plan
- How to encourage attainable housing in order to meet Councils objectives.

Facilities

- Projects not planned for
- Timelines to meet
- Staffing turnover

# 2021 Opportunities



<u>Building</u>

- E-permitting, E-plans review

<u>Property Standards</u>

- Keep working with residents on "both sides of the fence"

<u>Planning / Development</u>

- How to encourage attainable housing in order to meet Councils objectives.
- Completion of the Official Plan

<u>Facilities</u>

- More efficient with time management, and project competition
- Improvement of service to patrons and staff

*DEPARTMENTAL BUDGETS
2021

DEVELOPMENT

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | -216,900 | **-211,340** | -5,560 | (2.6%) |
| INTERNAL (REVENUE) EXPENSE | 69,681 | **93,990** | -24,309 | (34.9%) |
| RENT & LEASES | -23,500 | **-16,000** | -7,500 | (31.9%) |
| **TOTAL REVENUE** | -170,719 | **-133,350** | -37,369 | (21.9%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 2,400 | **2,200** | 200 | 8.3% |
| CONFERENCES, SEMINARS & TRAINING | 5,600 | **5,600** | - | - |
| CONTRACTED SERVICES | 127,200 | **154,600** | -27,400 | (21.5%) |
| INSURANCE | 14,482 | **14,800** | -318 | (2.2%) |
| MATERIALS & SERVICES | 19,350 | **23,300** | -3,950 | (20.4%) |
| PROFESSIONAL FEES | 18,900 | **26,500** | -7,600 | (40.2%) |
| REPAIRS & MAINTENANCE | 114,500 | **79,900** | 34,600 | 30.2% |
| SALARIES, WAGES & BENEFITS | 462,502 | **547,340** | -84,838 | (18.3%) |
| SUPPLIES | 11,950 | **17,250** | -5,300 | (44.4%) |
| UTILITIES | 141,150 | **142,210** | -1,060 | (0.8%) |
| **TOTAL EXPENSE** | 918,034 | **1,013,700** | -95,666 | (10.4%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 93,500 | **43,500** | 50,000 | 53.5% |
| **TOTAL RESERVE TRANSFERS** | 93,500 | **43,500** | 50,000 | 53.5% |
| | | | | |
| **TOTAL** | **840,815** | **923,850** | **-83,035** | **(9.9%)** |

*DEPARTMENTAL BUDGETS
2021

ST. MARYS

## BUILDING & PROPERTY STANDARDS

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | -195,900 | **-211,340** | 15,440 | 7.9% |
| INTERNAL (REVENUE) EXPENSE | 64,681 | **77,520** | -12,839 | (19.8%) |
| **TOTAL REVENUE** | -131,219 | **-133,820** | 2,601 | 2.0% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 2,400 | **2,200** | 200 | 8.3% |
| CONFERENCES, SEMINARS & TRAINING | 4,500 | **4,500** | - | - |
| CONTRACTED SERVICES | 45,000 | **100,000** | -55,000 | (122.2%) |
| MATERIALS & SERVICES | 9,000 | **8,000** | 1,000 | 11.1% |
| PROFESSIONAL FEES | 18,900 | **26,500** | -7,600 | (40.2%) |
| SALARIES, WAGES & BENEFITS | 294,210 | **293,139** | 1,071 | 0.4% |
| SUPPLIES | 5,000 | **4,000** | 1,000 | 20.0% |
| **TOTAL EXPENSE** | 379,010 | **438,339** | -59,329 | (15.7%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | - | **-50,000** | 50,000 | #DIV/0! |
| **TOTAL RESERVE TRANSFERS** | - | **-50,000** | 50,000 | #DIV/0! |
| | | | | |
| **TOTAL** | **247,791** | **254,519** | **-6,728** | **(2.7%)** |

*DEPARTMENTAL BUDGETS
2021

**FACILITIES**

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | -21,000 | **-** | -21,000 | (100.0%) |
| INTERNAL (REVENUE) EXPENSE | 5,000 | **16,470** | -11,470 | (229.4%) |
| RENT & LEASES | -23,500 | **-16,000** | -7,500 | (31.9%) |
| **TOTAL REVENUE** | -39,500 | **470** | -39,970 | (101.2%) |
| | | | | |
| EXPENSE | | | | |
| CONFERENCES, SEMINARS & TRAINING | 1,100 | **1,100** | - | - |
| CONTRACTED SERVICES | 82,200 | **54,600** | 27,600 | 33.6% |
| INSURANCE | 14,482 | **14,800** | -318 | (2.2%) |
| MATERIALS & SERVICES | 10,350 | **15,300** | -4,950 | (47.8%) |
| REPAIRS & MAINTENANCE | 114,500 | **79,900** | 34,600 | 30.2% |
| SALARIES, WAGES & BENEFITS | 168,292 | **254,201** | -85,909 | (51.0%) |
| SUPPLIES | 6,950 | **13,250** | -6,300 | (90.6%) |
| UTILITIES | 141,150 | **142,210** | -1,060 | (0.8%) |
| **TOTAL EXPENSE** | 539,024 | **575,361** | -36,337 | (6.7%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 93,500 | **93,500** | - | - |
| **TOTAL RESERVE TRANSFERS** | 93,500 | **93,500** | - | - |
| | | | | |
| **TOTAL** | **593,024** | **669,331** | **-76,307** | **(12.9%)** |

ST. MARYS

# DEPARTMENTAL - SELF FUNDED
## 2021

### LANDFILL

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| | | | | |
| REVENUE | | | | |
| FEES, CHARGES & PROGRAM REVENUE | -382,078 | **-391,380** | 9,302 | 2.4% |
| INTERNAL (REVENUE) EXPENSE | 24,260 | **29,190** | -4,930 | (20.3%) |
| LANDFILL & DIVERSION REVENUE | -393,000 | **-370,000** | -23,000 | (5.9%) |
| **TOTAL REVENUE** | -750,818 | **-732,190** | -18,628 | (2.5%) |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTIC | 500 | **500** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 2,000 | **2,000** | - | - |
| CONTRACTED SERVICES | 207,275 | **215,500** | -8,225 | (4.0%) |
| DEBENTURE PAYMENT | 53,940 | **53,940** | - | - |
| FUEL/OIL | 15,000 | **17,000** | -2,000 | (13.3%) |
| MATERIALS & SERVICES | 16,000 | **14,750** | 1,250 | 7.8% |
| PROFESSIONAL FEES | 25,000 | **27,500** | -2,500 | (10.0%) |
| RECYCLING CONTRACT | 180,000 | **182,000** | -2,000 | (1.1%) |
| REPAIRS & MAINTENANCE | 1,000 | **1,000** | - | - |
| SALARIES, WAGES & BENEFITS | 151,444 | **164,069** | -12,625 | (8.3%) |
| SUPPLIES | 300 | **300** | - | - |
| UTILITIES | 3,500 | **3,750** | -250 | (7.1%) |
| **TOTAL EXPENSE** | 655,959 | **682,309** | -26,350 | (4.0%) |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 166,642 | **49,881** | 116,761 | 70.1% |
| **TOTAL RESERVE TRANSFERS** | 166,642 | **49,881** | 116,761 | 70.1% |
| | | | | |
| **TOTAL** | **71,783** | **-** | **71,783** | **100.0%** |

# DEPARTMENTAL - SELF FUNDED
## 2021

### WASTEWATER

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| INTERNAL (REVENUE) EXPENSE | 51,120 | **55,770** | -4,650 | (9.1%) |
| WATER & SEWER REVENUE | -1,786,075 | **-2,027,830** | 241,755 | 13.5% |
| **TOTAL REVENUE** | -1,734,955 | **-1,972,060** | 237,105 | 13.7% |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 1,000 | **1,000** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 2,000 | **2,000** | - | - |
| CONTRACTED SERVICES | 691,415 | **704,360** | -12,945 | (1.9%) |
| DEBENTURE PAYMENT | 260,374 | **145,238** | 115,136 | 44.2% |
| INSURANCE | 3,689 | **3,800** | -111 | (3.0%) |
| MATERIALS & SERVICES | 56,500 | **56,500** | - | - |
| PROFESSIONAL FEES | 16,000 | **11,000** | 5,000 | 31.3% |
| REPAIRS & MAINTENANCE | 33,500 | **33,500** | - | - |
| SALARIES, WAGES & BENEFITS | 186,815 | **111,594** | 75,221 | 40.3% |
| UTILITIES | 247,500 | **252,500** | -5,000 | (2.0%) |
| **TOTAL EXPENSE** | 1,498,793 | **1,321,492** | 177,301 | 11.8% |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 236,162 | **650,568** | -414,406 | (175.5%) |
| **TOTAL RESERVE TRANSFERS** | 236,162 | **650,568** | -414,406 | (175.5%) |
| **TOTAL** | **-** | **-** | **-** | **-** |

## DEPARTMENTAL - SELF FUNDED
## 2021

### WATER

| | 2020 Budget | **2021 Budget** | $ Levy Impact Fav (Unfav) | % Levy Impact Fav (Unfav) |
|---|---|---|---|---|
| REVENUE | | | | |
| INTERNAL (REVENUE) EXPENSE | 87,638 | **80,857** | 6,781 | 7.7% |
| WATER & SEWER REVENUE | -1,758,149 | **-1,812,500** | 54,351 | 3.1% |
| **TOTAL REVENUE** | -1,670,511 | **-1,731,643** | 61,132 | 3.7% |
| | | | | |
| EXPENSE | | | | |
| ADVERTISING, MARKETING & PROMOTION | 1,000 | **1,000** | - | - |
| CONFERENCES, SEMINARS & TRAINING | 2,000 | **2,000** | - | - |
| CONTRACTED SERVICES | 559,679 | **581,860** | -22,181 | (4.0%) |
| DEBENTURE PAYMENT | 46,160 | **46,159** | 1 | 0.0% |
| INSURANCE | 19,709 | **20,300** | -591 | (3.0%) |
| MATERIALS & SERVICES | 43,750 | **43,750** | - | - |
| PROFESSIONAL FEES | 7,000 | **7,000** | - | - |
| REPAIRS & MAINTENANCE | 43,500 | **48,500** | -5,000 | (11.5%) |
| SALARIES, WAGES & BENEFITS | 186,813 | **111,594** | 75,219 | 40.3% |
| SUPPLIES | 2,000 | **2,000** | - | - |
| UTILITIES | 106,200 | **106,200** | - | - |
| **TOTAL EXPENSE** | 1,017,811 | **970,363** | 47,448 | 4.7% |
| | | | | |
| RESERVE TRANSFERS | | | | |
| TRANSFER TO (FROM) RESERVES | 652,700 | **761,280** | -108,580 | (16.6%) |
| **TOTAL RESERVE TRANSFERS** | 652,700 | **761,280** | -108,580 | (16.6%) |
| | | | | |
| **TOTAL** | - | - | - | - |

## 2021 Capital Budget Summary

| # | Project | Department | Pre - Budget Approval | 2020 Budget | 2021 Budget | REVENUE SOURCE: RESERVES: Reserve - Gen Capital | Reserve - Roads | Reserve - Water | Reserve - Wastewater | Reserve - Storm | Reserve - Landfill | Reserve - Fire | Reserve Equipment | Development Charges | Other | Long Term Debt | Grant - Provinicial | Grant - Federal |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ***2021 Capital Projects*** | | | | | | | | | | | | | | | | | | |
| *1* | Tourism Website and Business Directory | Ec Dev | Y | | **$35,000** | $17,500 | | | | | | | | | $17,500 | | | |
| *2* | Facility Energy Upgrades - Annual | Facilities | | | **$50,000** | $50,000 | | | | | | | | | | | | |
| *3* | Cemetery Window Replacement | Facilities | | | **$10,000** | $10,000 | | | | | | | | | | | | |
| *4* | Lind Sportsplex HVAC Replacement | Facilities | | | **$10,000** | $10,000 | | | | | | | | | | | | |
| *5* | MOC Exterior Stone Masonry Pointing | Facilities | | | **$7,000** | $7,000 | | | | | | | | | | | | |
| *6* | Museum Façade Refurbishment | Facilities | | | **$110,000** | $110,000 | | | | | | | | | | | | |
| *7* | Salt Shed Ramp Renovation | Facilities | | | **$15,000** | $15,000 | | | | | | | | | | | | |
| *8* | Landfill Exterior Building Renovation | Facilities | | | **$14,500** | $14,500 | | | | | | | | | | | | |
| *9* | PRC Baseball Backstop Repairs | Facilities | | | **$10,000** | $10,000 | | | | | | | | | | | | |
| *10* | Fire - Small Capital and Hose | Fire | | | **$9,000** | | | | | | | $9,000 | | | | | | |
| *11* | Fire - New Pumper (move to 2022/2023) | Fire | | | | | | | | | | | | | | | | |
| *12* | Computer Equipment Replacement - Annual | IT | | | **$15,000** | $15,000 | | | | | | | | | | | | |
| *13* | PRC Security Camera Replacements | IT | | | **$35,000** | $35,000 | | | | | | | | | | | | |
| *14* | Annual Circulating Collection | Library | | | **$59,740** | $54,740 | | | | | | | | $5,000 | | | | |
| *15* | L-30 2011 Chev Pickup replacement | Fleet | | | **$35,000** | | | | | | | | $35,000 | | | | | |
| *16* | Annual Resurfacing | Roads | Y | | **$176,000** | | $176,000 | | | | | | | | | | | |
| *17* | Annual Sidewalk & Concrete Program | Roads | | | **$40,000** | | $40,000 | | | | | | | | | | | |
| *18* | Waterloo St. S Road Reconstruction | Roads | Y | | **$705,000** | | | $32,000 | | | | | | | | | $395,008 | $277,992 |
| *19* | Elizabeth St. Road Reconsturction | Roads | Y | | **$417,000** | | $359,000 | $58,000 | | | | | | | | | | |
| *20* | Wellington St. S Road Reconstruction (Grant Dependent) | Roads | | | **$2,018,000** | | $96,000 | $34,000 | $25,000 | | | | | $69,000 | | | $1,370,000 | $424,000 |
| *21* | Park Street Bridge | Roads | | | **$275,000** | | $275,000 | | | | | | | | | | | |
| *22* | Municipal Tree Inventory | Public Works | | | **$5,000** | | $5,000 | | | | | | | | | | | |
| *23* | Sparling Bush Rehabilitation | Public Works | | | **$15,000** | $15,000 | | | | | | | | | | | | |
| *24* | Stormwater Management | Public Works | | | **$25,000** | | $25,000 | | | | | | | | | | | |
| *25* | Water Valve Program | Water | | | **$15,000** | | | $15,000 | | | | | | | | | | |
| *26* | Water Tower Inspection & Maintenance Victoria Street | Water | | | **$25,000** | | | $25,000 | | | | | | | | | | |
| *27* | SCADA PLC Upgrades | Water | | | **$82,000** | | | $82,000 | | | | | | | | | | |
| *28* | Water Well Rehabilitation Program | Water | | | **$25,000** | | | $25,000 | | | | | | | | | | |
| *29* | Water Pollution Control Plant Clarifier Rake Painting | Wastewater | | | **$25,000** | | | | $25,000 | | | | | | | | | |
| *30* | WWTP Inlet Works, Grit Removal & Admin Building | Wastewater | Y | | **$4,900,000** | | | | | | | | | $524,000 | | $4,376,000 | | |
| *31* | WWTP Pump Station Rehabilitations | Wastewater | | | **$30,000** | | | | $30,000 | | | | | | | | | |
| *32* | RAS Pump Replacement | Wastewater | | | **$25,000** | | | | $25,000 | | | | | | | | | |
| *33* | Clarifier Weir Maintenance Improvements | Wastewater | | | **$10,000** | | | | $10,000 | | | | | | | | | |
| *34* | Landfill Expansion Approvals | Landfill | | | **$295,000** | | | | | | $295,000 | | | | | | | |
| *35* | Interim Approval Earthworks | Landfill | | | **$30,000** | | | | | | $30,000 | | | | | | | |
| *36* | Scale House Building Improvements | Landfill | | | **$10,000** | | | | | | $10,000 | | | | | | | |
| *37* | Landfill Environmental Assessment | Landfill | | | **$50,000** | | | | | | $50,000 | | | | | | | |
| *38* | Canadian Baseball Hall of Fame - Town Contribution to Capital Project approved Oct. 27, 2020 | Admin | | | **$29,500** | $29,500 | | | | | | | | | | | | |
| *39* | Library Technology | Library | | | **$6,090** | $1,525 | | | | | | | | | $4,565 | | | |
| ***2021 Captial Projects - Sub Total*** | | | | | **$9,648,830** | **$394,765** | **$976,000** | **$271,000** | **$115,000** | **$0** | **$385,000** | **$9,000** | **$35,000** | **$598,000** | **$22,065** | **$4,376,000** | **$1,765,008** | **$701,992** |
| | | | | | | | | | | | | | | | | | | |
| ***2020 Carryforward Projects*** | | | | | | | | | | | | | | | | | | |
| | Lind Park Retaining Wall Pointing - 33 Church St S | Facilities | | **$20,000** | **$168,050** | $123,050 | | | | | | | | | $45,000 | | | |
| | Building Assessment - Town Hall | Facilities | | **$6,000** | **$6,000** | $6,000 | | | | | | | | | | | | |
| | Barn Window Repairs - Museum Barn | Facilities | | **$5,000** | **$5,000** | $5,000 | | | | | | | | | | | | |
| | Exterior Walls Parging - Museum Woodshop | Facilities | | **$8,000** | **$8,000** | $8,000 | | | | | | | | | | | | |
| | Foundation Pointing - Museum Woodshop | Facilities | | **$10,000** | **$10,000** | $10,000 | | | | | | | | | | | | |
| | Donor Sign - Cadzow Pavillion | Facilities | | **$10,000** | **$10,000** | $10,000 | | | | | | | | | | | | |
| | PRC Upgrades | Facilities | | **$2,285,000** | **$410,000** | $410,000 | | | | | | | | | | | | |

## 2021 Capital Budget Summary

| | | | | | REVENUE SOURCE | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | RESERVES | | | | | | | | | | | | | |
| Project | Department | Pre - Budget Approval | 2020 Budget | 2021 Budget | Reserve - Gen Capital | Reserve - Roads | Reserve - Water | Reserve - Wastewater | Reserve - Storm | Reserve - Landfill | Reserve - Fire | Reserve Equipment | Development Charges | Other | Long Term Debt | Grant - Provinicial | Grant - Federal |
| Grand Trunk Trail Staircase | PW | | $110,000 | $89,000 | $73,000 | | | | | | | | | $16,000 | | | |
| James North Watermain Upgrade | Water | | $145,040 | $145,040 | | | $47,040 | | | | | | $98,000 | | | | |
| Sanitary Inflow & Infiltration Program | Wastewater | | $100,000 | $100,000 | | | | $66,000 | | | | | $34,000 | | | | |
| Road Assessment Study | Roads | | $60,000 | $15,000 | | $15,000 | | | | | | | | | | | |
| Elizabeth and Waterloo Street Reconstruction Design | Roads | | $50,000 | $50,000 | | $50,000 | | | | | | | | | | | |
| Annual Resurfacing | Roads | | $160,000 | $160,000 | | $160,000 | | | | | | | | | | | |
| Church Street South Railing | Roads | | $25,000 | $25,000 | $25,000 | | | | | | | | | | | | |
| Municipal Tree Inventory | Roads | | $8,000 | $8,000 | $8,000 | | | | | | | | | | | | |
| General Sanitary Sewer Funds | Wastewater | | $25,000 | $25,000 | | | | $25,000 | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| *2020 Carryforward Projects Sub Total* | | | | $1,234,090 | $678,050 | $225,000 | $47,040 | $91,000 | $0 | $0 | $0 | $0 | $132,000 | $61,000 | $0 | $0 | $0 |
| | | | | | | | | | | | | | | | | | |
| **GRAND TOTAL** | | | | $10,882,920 | $1,072,815 | $1,201,000 | $318,040 | $206,000 | $0 | $385,000 | $9,000 | $35,000 | $730,000 | $83,065 | $4,376,000 | $1,765,008 | $701,992 |

## TOWN OF ST. MARYS - EXTENDED CAPITAL PLAN

### CAPITAL EXPENDITURES BY DIVISION

| Department | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|
| Administration | 64,500 | 0 | 56,000 | 0 | 0 | 0 |
| IT | 50,000 | 47,000 | 43,000 | 71,000 | 41,000 | 116,000 |
| Fire | 9,000 | 5,000 | 708,000 | 89,000 | 93,000 | 30,000 |
| Facilities | 226,500 | 2,035,000 | 463,000 | 764,000 | 448,000 | 330,000 |
| Planning | 0 | 44,000 | 55,000 | 0 | 0 | 0 |
| Library | 65,830 | 59,740 | 59,740 | 59,740 | 59,740 | 59,740 |
| Public Works | 15,000 | 0 | 280,000 | 0 | 0 | 0 |
| Fleet | 35,000 | 712,000 | 533,000 | 485,000 | 120,000 | 375,000 |
| Roads | 3,443,000 | 430,000 | 666,000 | 1,601,000 | 1,187,000 | 2,331,000 |
| Water | 340,000 | 40,000 | 40,000 | 86,000 | 255,000 | 95,000 |
| Wastewater | 5,015,000 | 30,000 | 795,000 | 45,000 | 0 | 0 |
| Landfill | 385,000 | 30,000 | 0 | 250,000 | 0 | 0 |
| | **9,648,830** | **3,432,740** | **3,698,740** | **3,450,740** | **2,203,740** | **3,336,740** |

### FUNDING SOURCES

| Funding Source | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|
| Reserve - General Capital | 394,765 | 2,173,740 | 631,740 | 864,740 | 528,740 | 500,740 |
| Roads Reserve | 976,000 | 302,000 | 376,000 | 991,000 | 694,000 | 1,118,000 |
| Water Rates | 271,000 | 40,000 | 40,000 | 126,000 | 295,000 | 95,000 |
| Wastewater Rates | 85,000 | 30,000 | 706,000 | 45,000 | 0 | 0 |
| Ontario Community Infrastructure Grant | 395,008 | 0 | 0 | 0 | 0 | 0 |
| Other Grants | 1,377,500 | 0 | 0 | 0 | 0 | 0 |
| Federal Gas Tax | 701,992 | 128,000 | 290,000 | 595,000 | 468,000 | 629,000 |
| Development Charges | 598,000 | 12,000 | 134,000 | 5,000 | 5,000 | 589,000 |
| Developer/Owner/Other | 14,565 | 0 | 0 | 0 | 0 | 0 |
| Storm Water Reserve | 0 | 0 | 280,000 | 0 | 0 | 0 |
| PW Equipment Reserve | 35,000 | 712,000 | 533,000 | 485,000 | 120,000 | 375,000 |
| Landfill Reserve | 385,000 | 30,000 | 0 | 250,000 | 0 | 0 |
| Fire Capital Reserve | 9,000 | 5,000 | 708,000 | 89,000 | 93,000 | 30,000 |
| Debenture | 4,406,000 | 0 | 0 | 0 | 0 | 0 |
| | **9,648,830** | **3,432,740** | **3,698,740** | **3,450,740** | **2,203,740** | **3,336,740** |

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 1** Tourism Microsite and Business Directory
**DEPARTMENT:** Finance / EcDevTourism **LOCATION:** N/A

### PROJECT DETAILS

**SCOPE OF THE WORK**
The development of a microsite linked to the Town's current corporate website with a focus on tourism and events. Retain eSolutions, the current provider for the Town's site, to lead the work through a phased approach. A small committee consisting of Town staff will be established to establish the parameters of the site.

**JUSTIFICATION**
As the Town of St. Marys tries to position itself for post-COVID success, the lack of a tourism-oriented website containing visitor specific information has been identified as a significant gap impacting the visitor experience. The existing Town website is resident focused for municipal information and services. Visitor related content is found in the “Discover our Town” menu option with several options available to continue through. The business directory currently filters through the Opportunity Lives Here website and is not visually appealing, not user friendly and relies on staff for continued updates.

**ASSEST MANAGEMENT**

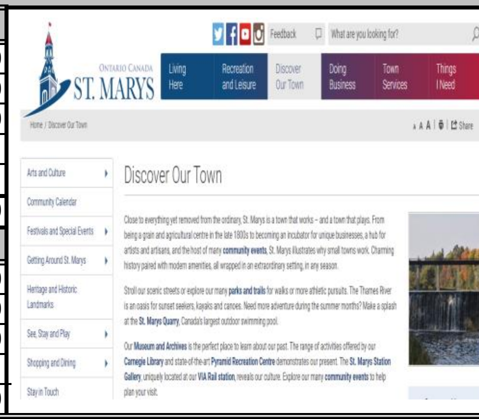
| | |
|---|---|
| **Investment Type** | Enhancement and refresh of current website |
| **Estimated Useful Life** | 5 - 10 Years |
| **Lifecycle Costs** | Annual support $1,500; content updates performed with internal resources |
| **Impact to Operating Budget** | $1,500 annual support |
| **Impact to Funding Deficit** | n/a |
| **Impact to Level of Service** | Improved Tourism/Business support |

**STRATEGIC ALIGNMENT** #5 Economic Development and Tourism
Business Recovery

### BUDGET

| COSTS: MICROSITE | |
|---|---|
| Toursim Microsite | $17,500 |
| Tourism Business Directory | $9,500 |
| with Google Places Integration | $8,000 |
| | |
| | |
| **TOTAL** | **$35,000** |

| COSTS: DIRECTORY | |
|---|---|
| RTO4 Grant | $7,500 |
| Business Economic Task Force | $10,000 |
| Reserve - General Capital | $17,500 |
| | |
| **TOTAL** | **$35,000** |




### COMMENTS

Project received funding from RTO4 of $7,500.
Project is supported by the Business Economic Recovery & Support Task Force.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 2** Energy Efficient Projects - PRC Light Retro fit
**DEPARTMENT:** Facilities **LOCATION:** 317 James Street South

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work includes removal of existing T-8 light fixtures and replacement with LED flat panels in the End Zone and Community Center Areas

**JUSTIFICATION**
Over the last several years, the Town has been upgrading lighting within town buildings to LED fixtures. The PRC is one of the last buildings to have the lights upgraded.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 10 years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | Reduction in hydro consumption |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Construction | $50,000 |
| | |
| | |
| **TOTAL** | $50,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $50,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $50,000 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 3** Cemetery Office Windows
**DEPARTMENT:** Facilities **LOCATION:** 150 Cain Street South

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work includes removal of 2 exisiting single pane windows and installation of the 2 double pane windows.

**JUSTIFICATION**
The two windows in the Cemetery Office are the original windows. The windows currently allow the loss of heat in the winter and the loss of cooling in the summer months. The installation of two new energy efficient windows will help with energy management for the faciliy

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 15 years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | Reduction in energy consumption |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Construction | $10,000 |
| | |
| | |
| **TOTAL** | $10,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $10,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $10,000 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 4** Replacement of the Lind HVAC Unit
**DEPARTMENT:** Facilities **LOCATION:** 425 Water Street

## PROJECT DETAILS

**SCOPE OF THE WORK**
The removal of the existing HVAC unit and the installation of a new more efficient HVAC unit.

**JUSTIFICATION**
The existing unit is a the end of it useful life. The limited use of the unit has reduced maintenance costs for the unit but the age of the unit suggests the increased possibility of the unit failing. Replacing the aging HVAC unit with a new energy efficient unit will reduce energy consumption.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 10 years |
| **Lifecycle Costs** | $200/year maintenance costs |
| **Impact to Operating Budget** | Reduction in hydro consumption |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Construction | $10,000 |
| | |
| | |
| **TOTAL** | $10,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $10,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $10,000 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 5** MOC Exterior Stone Masonry Pointing
**DEPARTMENT:** Facilities **LOCATION:** 408 James Street South

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work includes localized repairs and repointing to prevent moisture infiltrating the building envelope.

**JUSTIFICATION**
Stone masonry veneer with lap air barrier membrane over thru-wall flashing ensures drainage to the 24" OC brick venting. Some localized areas of deterioration, step cracking and mortar recession has rendered the barrier exposed slightly above grade. Localized repairs and repointing is recommended , specifically where the air barrier is exposed to ensure moisture does not infiltrate the skin of the building.

**ASSEST MANAGEMENT**

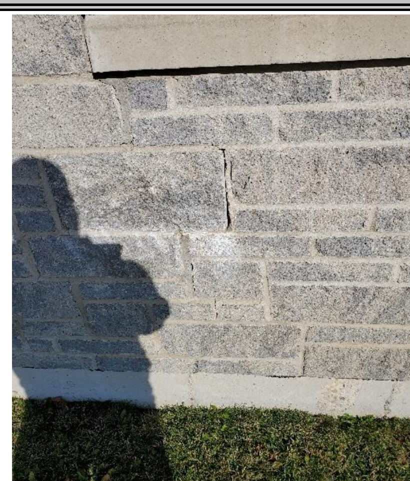
| | |
|---|---|
| **Investment Type** | Repair |
| **Estimated Useful Life** | 10 years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | N/A |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Construction | $7,000 |
| | |
| | |
| **TOTAL** | $7,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $7,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $7,000 |



## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 6** Museum Façade Maintenance
**DEPARTMENT:** Facilities **LOCATION:** 177 Church Street South

### PROJECT DETAILS

**SCOPE OF THE WORK**
Work will include on the Barn area, Repainting of exterior walls and eparging retaining. On the Main Building, repointing of the foundation, re-staining of heavy timber roof structure, repairs to Limestone walls, restain vertical cedar siding, repaint wood soffits, paint exterior and refurbish wood windows.

**JUSTIFICATION**
The Main Building is supported by limestone and mortar walls, which has receding mortar and degredation creating cracks and voids. Repairs to the foundation and exterior walls problematic areas is required. The heavy timber structure of the addition that extends outside and the cedar vertical siding is recommended to be stained every 3 years to increase longevity.Significant caulking deterioration and paint chipping is evident along the window systems, refurbishment/repairs are required.

**PRE- BUDGET APPROVAL** No

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Maintain |
| **Estimated Useful Life** | 3 year intervals |
| **Lifecycle Costs** | None required |
| **Impact to Operating Budget** | None required |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

### BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Repairs to Limestone walls (MB) | $8,000 |
| Restain HeavyTimber roof structure (MB) | $3,000 |
| Repointing of Foundation (MB) | $4,000 |
| Restain Vertical Cedar siding (MB) | $4,000 |
| Repaint Wood soffits (MB) | $6,000 |
| Paint Exterior (MB) | $40,000 |
| Refurbish Wood Windows (MB) | $35,000 |
| Repaint Exterior Walls (Barn) | $5,000 |
| Reparge Retaining Wall (Barn) | $5,000 |
| Refurbish Wood Windows (MB) | |
| | |
| **TOTAL** | $110,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $110,000 |
| | |
| **TOTAL** | $110,000 |

### COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 7** Salt Shed Ramp Upgrade
**DEPARTMENT:** Facilities **LOCATION:** 408 James Street South

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work includes building up the existing ramp with concrete to raise the level of the platform 1 foot and extend the ramp 1.5 feet towards truck for loading.

**JUSTIFICATION**
The existing ramp is insufficient in height for the effective filling of trucks. Currently the loader operator is required to rest the front wheels of the loader on the curb of the ramp (front edge) to fill trucks. This project will increase the height of the ramp by 1 foot and extend the ramp 1.5 feet out allowing for easier filling of trucks.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Upgrade |
| **Estimated Useful Life** | 15 years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | N/A |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Upgrade |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Construction | $15,000 |
| | |
| | |
| **TOTAL** | $15,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $15,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $15,000 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 8** Landfill Storage Building Improvements
**DEPARTMENT:** Facilities **LOCATION:** 1221 Water Street South, St. Marys, ON

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work includes replacement of the roofing shingles, replacement of the gutters and downspouts and repairs to siding on the building.

**JUSTIFICATION**
The shingles of the roof are starting to curl up indicating end of life. Part of the gutter system is missing and the siding on the building is in rough shape and in need of some repairs. Improvements to the building will safe guard the structure by maintaining a suitable building envelope.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 20 Years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | N/A |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Maintain Existing Level of Service |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Roof Replacement | $8,500 |
| Gutters & Downspouts | $3,500 |
| Siding | $2,500 |
| **TOTAL** | $14,500 |
| **FUNDING** | |
| Reserve - General Capital | $14,500 |
| | |
| | |
| | |
| | |
| **TOTAL** | $14,500 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 9** PRC Ball Diamond Backstop Replacement
**DEPARTMENT:** Facilities **LOCATION:** 317 James Street South

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work includes removal of the existing backstop and replacing it with a fifteen foot high chainlink backstop.

**JUSTIFICATION**
The existing backstop is starting to rust out in areas making sharp edges that could cut players. This backstop is the original backstop from when this diamond was built over 30 years ago. Staff have made several repairs to the backstop but replacement is the best option for this asset.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 20 years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | N/A |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Upgrade |

**STRATEGIC ALIGNMENT** Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Construction | $10,000 |
| | |
| | |
| **TOTAL** | $10,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $10,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $10,000 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 10** CASE COMMANDER™ INCIDENT COMMAND SYSTEM
**DEPARTMENT:** 2100 **LOCATION:** Fire Hall

### PROJECT DETAILS

**SCOPE OF THE WORK**
Purchase CASE COMMANDER™ INCIDENT COMMAND SYSTEM Passport Edition Accountability Board

**JUSTIFICATION**
The purcahse of this Incident Command System Accountability Board is to replace the existing Accountability board that was hand made by the department. A mobile incident command post with the ability to collect Passports as well as track the locations and tasks of all of our crews on the fire-ground.
Features
Black Weatherproof Polymer Case - 40” long x 16.5” wide x 9” high
•Heavy-duty in-line wheels
•Two double layered, soft grip handles
•6 press and pull latches for secure lockable closure
•Nickel-plated steel lid stays hold case in open position
•Permanently attached automatically adjusting air valve that won’t let in water
•Permanently attached folding and locking powder coated steel legs
•Lower work surface is 34.5” from the ground with legs opened
•1,175 cubic inches of storage below bottom worksheet in case
Two tactical worksheet white boards
•34” x 12” Upper board permanently mounted inside lid with Velcro to receive passports
•35” x 12.5” Lower removable board on base
•Coated steel with subsurface printing
•Surface compatible with dry erase markers

**PRE- BUDGET APPROVAL** No

**ASSEST MANAGEMENT**
- **Investment Type** Replacement
- **Estimated Useful Life** 20 years or until it becomes unserviceable
- **Lifecycle Costs** None: Monthly inspection and maintenance is completed. Annual testing is condcuted by members of the Fire Department.
- **Impact to Operating Budget** None
- **Impact to Level of Service** Maintain

**STRATEGIC ALIGNMENT** None
Any necessary supporting detail from supported plans.

### BUDGET

| COSTS | |
|---|---|
| Equipment | $3,000 |
| | |
| | |
| | |
| **TOTAL** | $3,000 |

| FUNDING | |
|---|---|
| Reserve - Fire Department | $3,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $3,000 |

### COMMENTS

Cost Per Unit $ 2750.00
$2750.00 = 2750.00 + HST = $3,107.50

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 10** 38 mm Hose
**DEPARTMENT:** 2100 **LOCATION:** Fire Hall

### PROJECT DETAILS

**SCOPE OF THE WORK**
Purchase new hose. This DuraFlow Red hose with aluminiun rocker lug couplings .

**JUSTIFICATION**
Hose is due for replacement as it becomes worn out. Dura hose is made of •Nitrile/PVC through-the-weave rubber covered construction
•Heat and chemical resistant
•Raised thick rib construction to aid abrasion resistance
•1-13/16" Bowl Size
•450 PSI Kink Test Pressure, 600 PSI Test Pressure, 900 PSI Burst Test Pressure

**PRE- BUDGET APPROVAL** No

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 10 years or until it becomes unserviceable |
| **Lifecycle Costs** | None: Monthly inspection and maintenance is completed. Annual testing is condcuted by members of the Fire Department. |
| **Impact to Operating Budget** | None |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** None
Any necessary supporting detail from supported plans.

### BUDGET

| COSTS | |
|---|---|
| Equipment | $6,000 |
| | |
| | |
| | |
| **TOTAL** | $6,000 |

| FUNDING | |
|---|---|
| Reserve - Fire Department | $6,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $6,000 |

### COMMENTS

Cost Per Unit $ Key Hose DuraFlow 1CSA x 50' Red hose with aluminum rocker lug couplings $198.71
1.5" DuraFlow $198.71 x 14 = 2781.94 + HST = $3143.59

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 12** Replacements of Monitors, Desktops Phones and Webcams
**DEPARTMENT:** IT **LOCATION:** Various Town Offices

### PROJECT DETAILS

**SCOPE OF THE WORK**
Replacement of Desktop Peripherals, Including Monitors, Webcams and Desktop Phones.

**JUSTIFICATION**
Generally desktop peripherals have a longer life cycle than workstation units, many monitors have been in service for 10 years, newer desktops have moved to new video interfaces requiring adapters which have to reduce workstation resolution. Desktop phones are also nearing end of life, and are not using latest network security protocols. Intergrated webcams in replacement monitors will be the standard desktop configuration moving forward

**ASSEST MANAGEMENT**

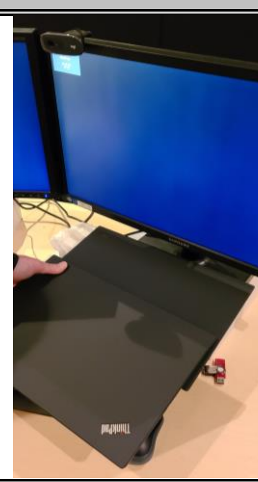
| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 10 years |
| **Lifecycle Costs** | Nil |
| **Impact to Operating Budget** | None |
| **Impact to Funding Deficit** | $500 increase to funding deficit |
| **Impact to Level of Service** | None |

**STRATEGIC ALIGNMENT**

### BUDGET

| COSTS | |
|---|---|
| Desktop Phones | $7,500 |
| Monitors w/ Webcam | $7,500 |
| | |
| | |
| **TOTAL** | $15,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $15,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $15,000 |



### COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 13** PRC Security Camera Replacements
**DEPARTMENT:** IT **LOCATION:** PRC

### PROJECT DETAILS

**SCOPE OF THE WORK**
Replace camera's at PRC, existing cameras are orginal to the PRC Expansion 2008, existing rely on Analog signalling. This project is only focused cameras and cabling not backend recording hardware. Moving to IP based digital cameras will allow for increase image resolution as well as reduction in backend convert technology during next DVR (recorder) upgrade.

**JUSTIFICATION**
Cameras are experiecing intermitting failures requiring maintenance dollars to be directed to obselete technology. Failures are becoming more frequent and random, often not discovered until footage is required. IP Cameras were not a viable solution in 2008 due to cost, but have been accepted as the industry standard and staff have experiencing supply issues when sourcing replacements for existing units

**ASSEST MANAGEMENT**

**Investment Type** Replacement
**Estimated Useful Life** 12

**Lifecycle Costs** Nil

**Impact to Operating Budget** None
**Impact to Funding Deficit** None
**Impact to Level of Service** None

**STRATEGIC ALIGNMENT**

### BUDGET

| COSTS | |
|---|---|
| Cameras | $15,000 |
| Installation of New cabling | $20,000 |
| | |
| | |
| **TOTAL** | $35,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $35,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $35,000 |

### COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 14** Annual Circulating Collection
**DEPARTMENT:** Library **LOCATION:** Library

## PROJECT DETAILS

**SCOPE OF THE WORK**
Purchase of paperbacks, hardcovers, eBooks, eAudiobooks, and digital media.

**JUSTIFICATION**
The Library maintains an inventory of approximately 101,000. Annually the inventory is updated to remain current and adjust for the growth in the community. The annual budget has not been increased in several years, however the cost, especially related to digital media, has continued to increase over time.

**PRE- BUDGET APPROVAL** No

**ASSEST MANAGEMENT**
**Investment Type**
**Estimated Useful Life** varies - avg approx. 5 years
**Lifecycle Costs**

**Impact to Operating Budget** n/a
**Impact to Level of Service** Maintain level of service

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 4 - Culture & Recreation

## BUDGET

| COSTS | |
|---|---|
| Energy Projects | $59,740 |
| | |
| | |
| | |
| **TOTAL** | $59,740 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $54,740 |
| Development Charges | $5,000 |
| | |
| | |
| | |
| **TOTAL** | $59,740 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 15** L-30 Pickup Truck Replacement
**DEPARTMENT:** Public Works **LOCATION:** MOC

## PROJECT DETAILS

**SCOPE OF THE WORK**
Replacement of existing pickup truck with an equivalent new pickup truck. The truck is primarily designated for facilities related functions.

**JUSTIFICATION**
The current L-30 pickup truck was purchased in 2011 and has reached the end of its useful life. The current truck will technically be disposed of from the fleet and no further repair activities will be carried out on it but will be used to augment the need for a facilities rental truck until such time that it is no longer drivable.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | 10 years |
| **Lifecycle Costs** | Nil |
| **Impact to Operating Budget** | None |
| **Impact to Funding Deficit** | Increase in funding deficit of $1,000/yr |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT**

## BUDGET

| COSTS | |
|---|---|
| Vehicle purchase | $35,000 |
| | |
| | |
| | |
| **TOTAL** | $35,000 |

| FUNDING | |
|---|---|
| PW Equipment Reserve | $35,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $35,000 |


## COMMENTS

Replacement costs in the AMP are estimated based on CPI inflation. The replacement cost is higher than the AMP anticipated replacement cost, which results in an increase to the funding deficit.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 16** Annual Resurfacing Program
**DEPARTMENT:** Roads **LOCATION:** Various Locations

## PROJECT DETAILS

**SCOPE OF THE WORK**
Resurfacing (a.k.a mill and pave) topcoat asphalt. Exact locations determined in spring prior to tender. Arterial and collector roads are prioritized. Estimated 1.3 km of road to be mill and paved.

**JUSTIFICATION**
Important component of road management program. Remediation work verified in 2014 Road Assessment Study and 2020/2021 Road Assessment Study.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Rehabilitation |
| **Estimated Useful Life** | 15 |
| **Lifecycle Costs** | This is a maintenance activity to an existing asset. There are no lifecycle costs associated with this maintenance work. The original assets will continue to incur lifecycle costs. |
| **Impact to Operating Budget** | N/A |
| **Impact to Funding Deficit** | None |
| **Impact to Level of Service** | Maintain LOS |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

## BUDGET

**COSTS**

| | |
|---|---|
| Construction | $176,000 |
| | |
| | |
| | |
| **TOTAL** | $176,000 |

**FUNDING**

| | |
|---|---|
| Reserve - Roads | $176,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $176,000 |

## COMMENTS

This capital item is scheduled to slowly increase year after year until 2028 when the long term capital plan calls for a budget of $311,000 in order to increase the progam's capacity. The Town has 54km of paved roads, meaning that if the program cycled through all roads at its current funding, the Town's repaving cycle would be 42 years. Topcoat asphalt typically has a life of 15 years.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 17** Annual Concrete Program
**DEPARTMENT:** Roads **LOCATION:** Various Locations

### PROJECT DETAILS

**SCOPE OF THE WORK**
Installation of 300m of new sidewalk as outlined in the Towns Sidewalk Network Plan.

**JUSTIFICATION**
Accomodates Council's proposed sidewalk network improvement plan. Improves level of service for pedestrian network with focus on creating seperated safe space in road allowance for pedestrians.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | New Acquisition |
| **Estimated Useful Life** | 40 Years |
| **Lifecycle Costs** | Minor Repairs: $5,000<br>Disposal: $10,000<br>Total: $15,000 |
| **Impact to Operating Budget** | 2022: $348 |
| **Impact to Funding Deficit** | Increase annual funding deficit by $2,100 |
| **Impact to Level of Service** | Increase sidewalk network level of service by approx 300m |

**STRATEGIC ALIGNMENT** 2020 Sidewalk Network Plan

### BUDGET

| COSTS | |
|---|---|
| New Construction | $40,000 |
| | |
| | |
| | |
| **TOTAL** | $40,000 |

| FUNDING | |
|---|---|
| Roads - Reserve | $40,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $40,000 |

### COMMENTS

Council considered a sidewalk plan in 2020 to align existing sidewalk infrastructure with Town Standards. This plan proposed the addition of 300m of sidewalk per year for the first 5 years. The east side of Huron St. from Elgin Street to Rogers St. would be constructed as the first phase of this plan.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT #** **18&19** Elizabeth and Waterloo Street Reconstruction
**DEPARTMENT:** Roads **LOCATION:** Elizabeth and Waterloo St

### PROJECT DETAILS

**SCOPE OF THE WORK**
Engineering and Design work for future road reconstruction on Elizabeth Street from Brock Street to Waterloo Street and on Waterloo Street from Elgin Street East to Sparling Bush. Proposed construction work includes replacement of road base, new asphalt, concrete curb and gutter, sidewalk, storm sewer and water services. Construction work would occur in a following year.

**JUSTIFICATION**
Waterloo and Elizabeth Street do not have proper base and are in poor condition. Both were recomended for reconstruction in the Town's most recent Roads Assessment Study. Both streets regularly pond due to poor grading and lack of formal storm sewer infrastructure. Sidewalks do not currently exist, forcing pedestrians to walk on the road.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement & New Acquisition |
| **Estimated Useful Life** | Road Base: 100 yrs, asphalt: 45 yrs, curb & sidewalk: 40 yrs, storm sewer: 100 yrs, water services: 60 yrs. |
| **Lifecycle Costs** | Road Base: $262,000, asphalt: $263,000, curb & gutter: $47,000, sidewalk: $25,000, storm sewer: $270,000, water services: $30,000 |
| **Impact to Operating Budget** | 2022: $686 |
| **Impact to Funding Deficit** | $5,300 increase to annual funding deficit |
| **Impact to Level of Service** | Improved LOS for sidewalk, road and storm sewer network |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Engineering | $100,000 |
| Construction | $1,022,000 |
| | |
| | |
| **TOTAL** | $1,122,000 |

| FUNDING | |
|---|---|
| Res Fd - Fed Gas Tax | $277,992 |
| Res Fd - OCIF | $395,008 |
| Roads Reserve | $359,000 |
| Water Reserve | $90,000 |
| | |
| **TOTAL** | $1,122,000 |


### COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 20** Wellington Street South Reconstruction (Bridge to Park St.)
**DEPARTMENT:** Public Works **LOCATION:** Wellington Street S.

### PROJECT DETAILS

**SCOPE OF THE WORK**
Wellington St. road reconstruction from Wellington St. Bridge to Park Street. Project contingent on successful OCIF Grant Application. Improve drainage with grading and new storm sewers/catch basins where necessary, change sidewalk grade so commercial business entrances meet AODA, Replace deteriorated asphalt roadway, replace watermain between Queen St. & new watermain at bridge to create redundant large feed to North, replace copper water services from main to P/L (into building basements when buildings up against P/L), reline deteriorating sanitary sewer, correct streetlight grounding issue with new conduit/conductor & grounding, improve pedestrian safety with introduction of boulevard where currently curb face sidewalk, coordinate Telecom & Festival Hydro capital works

**JUSTIFICATION**
Highest priority road reconstruction project based on exisitng road, storm water, sidewalk, streetlight conditions as well as need for upsized watermain from Queen Street to the Wellington St. bridge. Storm sewer system currently inadequate soak away pits causing ponding during rain/snow melt. Road surface in poor condition. Sidewalks not accessible for downtown storefronts.

**ASSEST MANAGEMENT**

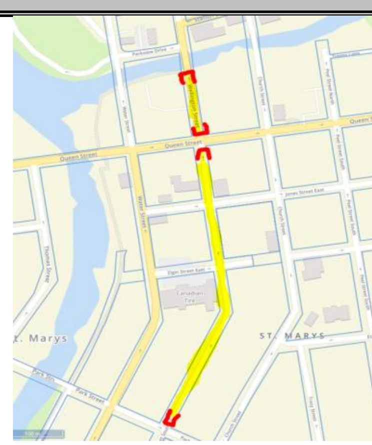
| | |
|---|---|
| **Investment Type** | Disposal/Replacement/New Acquisition |
| **Estimated Useful Life** | Road Base: 100 yrs, asphalt: 45 yrs, curb & sidewalk: 40 yrs, storm sewer: 100 yrs, water services: 60 yrs. |
| **Lifecycle Costs** | Road Base: $327,000, asphalt: $443,000, curb & gutter: $85,000, sidewalk: $91,000, storm sewer: $328,000, water services: $47,000 |
| **Impact to Operating Budget** | $920/yr increase starting in 2021 |
| **Impact to Funding Deficit** | $2,006 increase to annual funding deficit |
| **Impact to Level of Service** | Increase storm sewer infrastructure |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Engineering, material testing | $134,000 |
| Construction | $1,884,000 |
| | |
| | |
| **TOTAL** | $2,018,000 |

| FUNDING | |
|---|---|
| Unknown Grant | $1,370,000 |
| Res Fd - Dev Charges | $69,000 |
| Res Fd - Fed Gas Tax | $424,000 |
| Reserve - Roads | $96,000 |
| Reserve - Water | $34,000 |
| Reserve - Wastewater | $25,000 |
| **TOTAL** | $2,018,000 |




### COMMENTS

Impact to funding deficit a result of storm sewer upgrades and increased replacement costs.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 21** Park Street Bridge Repairs
**DEPARTMENT:** Roads **LOCATION:** Park Street

## PROJECT DETAILS

**SCOPE OF THE WORK**
Waterproofing and repaving of the bridge deck as well as repairs to the curbface sidewalk along the north side of the bridge.

**JUSTIFICATION**
The concrete curb and sidewalk on the north side of the Park Street Bridge has seen rapid deterioration of in the past 2 years. Repair work completed in 2012 appears to have been penetrated by water and damaged from freeze thaw cycles. At the same time, the deck waterproofing is reaching the end of its life and needs to be redone. By completing both the sidewalk and waterproofing repairs at the same time, the concrete repairs should

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Repairs |
| **Estimated Useful Life** | 20 years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | N/A |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

## BUDGET

| COSTS | |
|---|---|
| Construction | $239,000 |
| Engineering | $36,000 |
| | |
| | |
| **TOTAL** | $275,000 |

| FUNDING | |
|---|---|
| Roads Reserve | $275,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $275,000 |


## COMMENTS

Sidewalk will probably continue to be an issue for the remainder of the bridge's life. Several options were reviewed to determine the most cost effective approach for maintaining the bridge for the remainder of its useful life (50 more years).Anticipate a major superstructure rehab in the mid 2040's to extend the useful life of the structure beyond its original exptected life.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 22** Municipal Tree Inventory

**DEPARTMENT:** Public Works (Forestry) **LOCATION:** Various Locations

## PROJECT DETAILS

**SCOPE OF THE WORK**
Continue to complete the public tree inventory to determine the number of, location, age, and species of Town trees.

**JUSTIFICATION**
A tree inventory will reduce the amount of time spend determining the ownership of trees (Town or private property). Assess the health of the trees to better determine maitnenance activities and mitigate liability. Understand species and ages of trees to foster a resilient urban forest against tree disease and severe weather events.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | New Acquisition |
| **Estimated Useful Life** | 4 Years |
| **Lifecycle Costs** | Not Applicable |
| **Impact to Operating Budget** | Maintain |
| **Impact to Funding Deficit** | Not Applicable |
| **Impact to Level of Service** | Improve. Streamline response times and better manage the urban forest |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar 4- Culture & Recreation
Forestry Management Plan

## BUDGET

| COSTS | |
|---|---|
| Inventory | $5,000 |
| | |
| | |
| | |
| **TOTAL** | $5,000 |

| FUNDING | |
|---|---|
| Reserve - Roads | $5,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $5,000 |

## COMMENTS

During the 2020 Capital Budget process PW proposed phasing the project throughout four years. The majority of the Town was inventoried in 2020, and can be completed in 2021. The existing inventory has streamlined identification processes, and guided maintenance priorities.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 23** Sparling Bush Rehabilitation
Public Works (Forestry)
**DEPARTMENT:** **LOCATION:** Sparling Bush

## PROJECT DETAILS

**SCOPE OF THE WORK**
Perform rehabilitation activities in Sparling Bush, to maintain the overall health of the Bush.

**JUSTIFICATION**
Serious invasive species vegetation has spread throughout the Bush, and is encroaching on private property - impeding the overall health of the Bush. The invasive species have killed many trees in the Bush, re-planting is necessary to maintain the asset, and natural areas.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Rehabilitation |
| **Estimated Useful Life** | |
| **Lifecycle Costs** | |
| **Impact to Operating Budget** | Minimal impact to employee time spent watering new trees |
| **Impact to Funding Deficit** | Not Applicable |
| **Impact to Level of Service** | Improve |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar #4 - Culture and Recreation
Sparling Bush Plan, 2020-2022

## BUDGET

| COSTS | |
|---|---|
| Contracted Services (Invasive Species) | $6,000 |
| Materials & Supplies (Native Species) | $7,000 |
| | |
| | |
| **TOTAL** | $13,000 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $15,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $15,000 |

## COMMENTS

The project is driven by the tasks set out by the Sparling Bush Management Plan, 2020-2022, as approved by the Town's Green Committee and Council. Sparling Bush is acting as a test location to determine best practices for maintaing and establishing natural areas in St. Marys.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 24** Annual Stormwater Management Requirements
**DEPARTMENT:** Roads **LOCATION:** Various Locations

### PROJECT DETAILS

**SCOPE OF THE WORK**
Installation of new or replacement catch basins, private drain connections or storm outlet infrastructure.

**JUSTIFICATION**
Similar to the annual wastewater capital program, staff regularly encounter storm water issues that require the installation of catch basins or more extensive repairs that cannot be corrected within the confines of the annual operating budget. This budget allotment would allow staff the flexibility to address stormwater issues as they arise rather then waiting for the following annual budget process or bringing forward individual requests to Council througout the year. Valid storm projects would include issues that increase Town liability such as; when water from Town property has the potential to cause property damage, where ponding creates hazards to pedestrians in the winter months due to freezing, or where water issues are resulting in accelerated deterioration of Town assets (ie. road asphalt, curb or sidewalk). The majority of the costs associated with correcting storm water issues is restoration of hard surfaces such as asphalt, curb and sidewalk when installing storm connections.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | New Acquisition |
| **Estimated Useful Life** | 100 years |
| **Lifecycle Costs** | Storm Sewer: $52,000 |
| **Impact to Operating Budget** | $30.00 |
| **Impact to Funding Deficit** | $25,100 |
| **Impact to Level of Service** | Increased storm sewer system LOS |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Construction | $25,000 |
| | |
| | |
| | |
| **TOTAL** | $25,000 |
| **FUNDING** | |
| Roads Reserve | $25,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $25,000 |

### COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 25** Water Valve Replacement Program
**DEPARTMENT:** Water **LOCATION:** Various - Water System

## PROJECT DETAILS

**SCOPE OF THE WORK**
Project to consist of the repair and/or replacement of existing water distribution valves ranging in size from 150mm to 300mm. Public Works Department to provide excavation services with Ontario Clean Water Agency to complete repairs and/or replacements.

**JUSTIFICATION**
With a fully developed valve exercising program implemented throughout Town on annual basis, deficiencies are routinely identified. Valves which are identified as broken or not operable are prioritized for repair and/or replacement. Project ensures that resources are available to address deficinecies once they are identified and that the system is in a fit state of repair in the event of unplanned events or emergencies.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement / Repair |
| **Estimated Useful Life** | 50 Years (depending on service completed) |
| **Lifecycle Costs** | Not Applicable (lifecycling costs are negligable until a replacement is required) |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | No Impact to Funding Deficit |
| **Impact to Level of Service** | Maintain level of service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

## BUDGET

| COSTS | |
|---|---|
| Materials and Supplies | $15,000 |
| | |
| | |
| | |
| **TOTAL** | $15,000 |

| FUNDING | |
|---|---|
| Reserve - Water | $15,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $15,000 |

## COMMENTS

Project has been an ongoing annual program that is delivered by Town staff that has seen significant improvements to the control network of the water system since its implementation.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 26** Water Tower Maintenance
**DEPARTMENT:** Water **LOCATION:** 280 Victoria Street, St. Marys, ON

### PROJECT DETAILS

**SCOPE OF THE WORK**
This project will be a continuation of the investigative inspections completed in 2020 on the water tower to address deficiencies, concerns or upgrades that were identified. Works would ensure that the Town continues to maintain the tower in a safe and secure manor moving forward.

**JUSTIFICATION**
In 2013, the Town completed its most recent external coating application to the elevated tank. It was inspected again in 2015 as part of the completion of the 2-year warranty period release from the initial works. The elevated tank is recommended by the coatings consultant to be inspected every 5-years to assess coating conditions. The Towns Well Inspection and Maintenance Plan (WIMP) also identifies the inspections of the elevated tower to be completed at this interval.

**ASSEST MANAGEMENT**

**Investment Type** Rehabilitation
**Estimated Useful Life** Five (5) Years

**Lifecycle Costs** $5,000.00 for inspections (Note: this project is a lifecycle cost for the water tower)

**Impact to Operating Budget** Not Applicable
**Impact to Funding Deficit** None
**Impact to Level of Service** Maintain existing service level

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Construction | $25,000 |
| | |
| | |
| | |
| **TOTAL** | $25,000 |

| FUNDING | |
|---|---|
| Reserve - Water | $25,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $25,000 |


### COMMENTS

Second Phase of investigative project commenced in 2020. Project would address any identified issues or concerns to continue to maintain the tower in a safe and secure means.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 27** SCADA PLC Upgrades
**DEPARTMENT:** Water **LOCATION:** Various - Water System

### PROJECT DETAILS

**SCOPE OF THE WORK**
This project would see all five (5) water system PLCs be upgraded over a five week period (1 site per week) starting with the Water Tower, then Well 1, Well 2A, Well 3 and ending with the Reservoir and would include new hardware and software for each site for continued, seamless site operations.

**JUSTIFICATION**
Currently the Town utilized SCADA Pack 32 for control of the water and wastewater systems. This system is nearing end of life and will be discontinued in the near future which will make ongoing operations and maintenance more difficult or problematic should issues be encountered. This project would proactively upgrade the Town's system to a more robust and secure software and hardware feature that will be supported for years to come.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | Twenty (20) Years |
| **Lifecycle Costs** | Not Applicable |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | None |
| **Impact to Level of Service** | Maintain Existing Level of Service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Construction | $82,000 |
| | |
| | |
| | |
| **TOTAL** | $82,000 |

| FUNDING | |
|---|---|
| Reserve - Water | $82,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $82,000 |

### COMMENTS

## TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 28** Well Rehabilitation Program
**DEPARTMENT:** Water **LOCATION:** 55 St. George Street North, St. Marys, ON

### PROJECT DETAILS

**SCOPE OF THE WORK**
This project would see the Town's Well Inspection and Maintenance program continue whereas the drinking water supply wells and equipment are removed, inspected, repaired, etc. to ensure that the wells and pump system remain in a preventative maintenance state as opposed to a reactive maintenance state.

**JUSTIFICATION**
The Town's Well Inspection and Maintenance Program completed an assessment of the drinking water supply wells once every five (5) years to ensure preventative maintainance can be completed as required. Well No. 1 was last inspected in 2016 and is due for its 5-year inspection in 2021

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Maintenance Inspection |
| **Estimated Useful Life** | Five (5) Years |
| **Lifecycle Costs** | Not Applicable |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | $5,000 increase to Funding Deficit |
| **Impact to Level of Service** | Maintain Existing Level of Service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Construction | $75,000 |
| | |
| | |
| | |
| **TOTAL** | $75,000 |

| FUNDING | |
|---|---|
| Reserve - Water | $75,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $75,000 |

### COMMENTS

Tender would be issued for a three (3) year program starting with Well No. 1 in 2021, followed by wells 2 and 3 in years 2022 and 2023 to improve efficiencies and economies of scale while also securing a suitable contractor to complete this round of inspections.
**Annual costing to be approx. $25,000.00**

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 29** Clarifier Painting
**DEPARTMENT:** Wastewater **LOCATION:** 309 Thomas Street, St. Marys, ON

### PROJECT DETAILS

**SCOPE OF THE WORK**
This project represents year two (2) of a planned four (4) year maintenance program on the secondary clarifiers at the Water Pollution Control Plant (WPCP) in order to maintain exterior coatings and extend the useful life of the asset. The project would see one (1) clarifier rake system sandblasted and painted per year. There are four (4) secondary clarifiers at the WPCP.

**JUSTIFICATION**
In order to extend the useful life of the asset, maintenance activities are required from time to time to maintain the steel structure. Units have not been maintained since the last major works at the Water Pullution Control Plant (WPCP) circa 2009 and paint is currently flaking and deteriorating.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Rehabilitation |
| **Estimated Useful Life** | Ten (10) Years |
| **Lifecycle Costs** | None related to painting (note: this project is a life cycle event related to the clarifiers) |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | No impact to Funding Deficit |
| **Impact to Level of Service** | Maintain level of service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Construction | $25,000 |
| | |
| | |
| | |
| **TOTAL** | $25,000 |

| FUNDING | |
|---|---|
| Reserve - Wastewater | $25,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $25,000 |

### COMMENTS

The two (2) smaller secondary clarifiers at the WPCP are periodically removed from service during period of lower flows. This results in the systems being exposed to the elements as well as being submerged in wastewater. Service and product to be warrantied.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 30** Inlet Works, Grit Removal and Admin Building
**DEPARTMENT:** Wastewater **LOCATION:** 309 Thomas Street, St. Marys, ON

## PROJECT DETAILS

**SCOPE OF THE WORK**
Phase II - Contruction: Project to consist of construction of new inlet works grit removal system, odour control and administration building at the Water Pollution Control Plant (WPCP) replacing existing, deteriorated assets.

**JUSTIFICATION**
Inlet works grit removal and Administration building are in a deteriorated condition and have been identified as high priority items for replacement. Ongoing odour control issues from the facility have also led to the design incorporating a new biological odour control process to replace existing on-site systems to improve removal efficiencies and reduce operational costs. Proposed inlet works would also enclose a currently open air process and equip with odour control systems.

**ASSEST MANAGEMENT**

**Investment Type** Replacement
**Estimated Useful Life** Sixty (60) Years

**Lifecycle Costs**

**Impact to Operating Budget** None
**Impact to Funding Deficit** Estimated increase in annual funding deficit of $34,000
**Impact to Level of Service** Maintain existing service level. Grit removal system will have increased capacity to 8,300 m3/d

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

## BUDGET

| COSTS | |
|---|---|
| Construction | $4,550,000 |
| Contract Administration | $350,000 |
| | |
| | |
| **TOTAL** | $4,900,000 |

| FUNDING | |
|---|---|
| Debenture - Wastewater Reserve | $4,376,000 |
| Reserve Fd. - Dev Charges | $524,000 |
| | |
| | |
| | |
| **TOTAL** | $4,900,000 |

## COMMENTS

Project to be funded through debenture financing over 20 year period as assessed and reviewed through wastewater rates and financial projections.

Pre-Budget Approval is requested to enable the tender to be delivered prior to construction season.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 31** Pump Station Rehabilitation
**DEPARTMENT:** Wastewater **LOCATION:** Robinson, Queen East and Emily St

## PROJECT DETAILS

**SCOPE OF THE WORK**
The Town currently has three (3) Sewage Pumping Stations (SPS) located across the Town as part of the wastewater collection system. This project would complete a full engineering design of all three structures based on results from the condition assessments completed in 2020.

**JUSTIFICATION**
The SPS are exposed to harsh environments and are prone to deterioration of concrete, metal, etc. Two of the three stations are original to the system dating to the late 1960's and early 1970's with many oroginal components. This project would see the Town stay ahead of deterioration in these structures, maintain safe operating conditions for our contract operating authority and effectively plan and manage the assests into the future, resulting in a shovel ready project.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Rehabilitation |
| **Estimated Useful Life** | Fifty (50) years |
| **Lifecycle Costs** | $10,000 per pump every 5 years for rebuilding |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | No impact to Funding Deficit |
| **Impact to Level of Service** | Maintain level of service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

## BUDGET

| COSTS | |
|---|---|
| Design Engineering | $30,000 |
| | |
| | |
| | |
| **TOTAL** | $30,000 |

| FUNDING | |
|---|---|
| Reserve - Wastewater | $30,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $30,000 |

## COMMENTS

This project, commenced in 2020 via condition assessments for each structure and system would
see a continuation of the project by completing the design engineering phase resulting in a shovel ready
project addressing deficiencies or concerns identified to date.
Construction phase would occur in future years

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 32** RAS Pump Replacement
**DEPARTMENT:** Wastewater **LOCATION:** 309 Thomas Street, St. Marys, ON

### PROJECT DETAILS

**SCOPE OF THE WORK**
This project would see the continuation of a pump replacement program started in 2020 related to Return Activated Sludge Pumps at the Water Pollution Control Plant. The project would see the second of five pumps replaced.

**JUSTIFICATION**
Return Activated Sludge pumps are vital in returning settled sludge from the final clarifiers to the front of the facility for contiunued treatment. The existing pumps have reached their estimated useful life, and an inspection in 2020 due to pump failure indicated significant deterioration.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Replacement |
| **Estimated Useful Life** | Thirty (30) Years |
| **Lifecycle Costs** | $5,000 to rebuild pump every 10 years |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | No impact to Funding Deficit |
| **Impact to Level of Service** | Maintain LOS |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

### BUDGET

| COSTS | |
|---|---|
| Construction | $25,000 |
| | |
| | |
| | |
| **TOTAL** | $25,000 |

| FUNDING | |
|---|---|
| Reserve - Wastewater | $25,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $25,000 |

### COMMENTS

Pump Replacement is the second in a five (5) year plan to replace existing RAS pumps at the WPCP
that are at their end of life and in a deteriorating state.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 33** Clarifier Weir Maintenance Improvements
**DEPARTMENT:** Wastewater **LOCATION:** 309 Thomas Street, St. Marys, ON

## PROJECT DETAILS

**SCOPE OF THE WORK**
This project would result in maintenance activities being undertaken on the two (2) small clarifier weirs to ensure suitable seals remain in place and water is not by-passing the weirs.

**JUSTIFICATION**
The weirs act as a control mechanism for the final clarifiers to ensure effleunt quality criteria are met for the facility. The existing fibreglass weirs remain in suitable condition, however the caulking seals between the weir structure and the concrete tank has deteriorated resulting in portions where effluent water can short circuit the weir mechanisms reducing the effectiveness of the treatment process.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Maintenance |
| **Estimated Useful Life** | Ten (10) years |
| **Lifecycle Costs** | Not Applicable |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | No impact to Funding Deficit |
| **Impact to Level of Service** | Maintain existing level of service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Infrastructure
Developing a comprehensive and progressive infrastructure plan.

## BUDGET

**COSTS**

| | |
|---|---|
| Construction | $10,000 |
| | |
| | |
| | |
| **TOTAL** | $10,000 |

**FUNDING**

| | |
|---|---|
| Reserve - Wastewater | $10,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $10,000 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 34** Landfill Expansion Approvals
**DEPARTMENT:** Landfill **LOCATION:** 1221 Water Street South, St. Marys, ON

### PROJECT DETAILS

**SCOPE OF THE WORK**
Pending successful approval of the Future Solid Waste Disposal Needs Environmental Assessment, Environmental Protection Act and Ontario Water Resources Act requirements, as well as design efforts must be satisfied for the proposed landfill expansion. This project will provide the engineering support required to satisfy those requirements.

**JUSTIFICATION**
The Town is currently on Notice No. 6 for interim filling approval at the landfill which permits additional filling in excess of original landfill design and approvals while the Environmental Assessment is finalized and the Town is able to design a planned expansion. This project would ensure that the Town is able to carry out design and approval works immediately upon receipt of successful approval of the EA should it be received.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Study / Design |
| **Estimated Useful Life** | Forty (40) Years (EA Planning period) |
| **Lifecycle Costs** | $250,000 estimated every 5-7 years for landfill cell development at the Site or $1,750,000.00 over the EUL. Additionally, depending on results of EA, $0-$350,000 would be required for increased general Site Operations and Maintenance, depending on inflation, etc. |
| **Impact to Operating Budget** | $2,500.00 for leachate flushing |
| **Impact to Funding Deficit** | Increase in annual funding deficit of $10,000 |
| **Impact to Level of Service** | Maintain level of service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Waste Management Plan
Build a waste management program for community needs

### BUDGET

| COSTS | |
|---|---|
| Engineering & Approvals | $295,000 |
| | |
| | |
| | |
| **TOTAL** | $295,000 |
| **FUNDING** | |
| Reserve - Landfill | $295,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $295,000 |


### COMMENTS

This project was approved in 2019, however due to ongoing Environmental Assessment efforts, was not required based on current position. Progress on the EA is ongoing where 2021 is probable for next phase efforts.

Due to projected timeline for project, it is anticipated this project could start in 2021, but would extend to 2022.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 35** Interim Approval Earthworks
**DEPARTMENT:** Landfill **LOCATION:** 1221 Water Street South, St. Marys, ON

## PROJECT DETAILS

**SCOPE OF THE WORK**
This project would consist of the removal of final cover material at the landfill within Cells 5 and 4 of Phase II/III to enable the ongoing placement of waste under interim approvals while the landfill environmental assessment is completed and subsequent expansion capacity is designed. Cover material would be relocated to Cells 6, 7 and 8 to enable the final cover of completed cells.

**JUSTIFICATION**
The existing cover material was palced years ago under initial site design guidelines and design objectives. As the Site continues to operate, the requirement for space for waste placement continues. This project would continue to see the Town complete landfill operations in accordance with historical and future planned interim approvals while utilizing existing infrastructure in an economical and feasible way.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Rehabilitation |
| **Estimated Useful Life** | Two (2) Years |
| **Lifecycle Costs** | $350,000 annually related to operations and maintenance of the Site. |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | Not Applicable |
| **Impact to Level of Service** | Maintain existing |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Waste Management Plan
Build a waste management program for community needs

## BUDGET

| COSTS | |
|---|---|
| Construction | $30,000 |
| | |
| | |
| | |
| **TOTAL** | $30,000 |

| FUNDING | |
|---|---|
| Reserve - Landfill | $30,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $30,000 |

## COMMENTS

This project will allow the Town to continue landfill operations utilizing existing infrastructure while utilizing material already on-site at the landfill, and continue the final waste capping of compelted sections within Cells 6, 7 and 8 that will utimately minimize the impact the the Wastewater Treatment Plant by reducing the extent of exposed leachate collection system at the Site.

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 36** Landfill Security Improvements
**DEPARTMENT:** Landfill **LOCATION:** 1221 Water Street South, St. Marys, ON

## PROJECT DETAILS

**SCOPE OF THE WORK**
The project would include the installation of a card access lock, and alarm arm/disarm feature to improve security and access to the scale house building at the landfill as well as the installation of new and additional security cameras to monitor and deter ongoing theft and scavanging concerns.

**JUSTIFICATION**
Currenty access into and out of the scale house building is completed by key distribution and universal access code for the alarm. With ongoing landfill operations, and expanded employee pool whom can access the building, the upgraded system would enhance entry and exit for staff, while providing greater security to Site staff via auto lock features, and improved security and oversight for the Town. Camera improvements will help monitor and deter unwanted activity at the Site.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | New Aquisition |
| **Estimated Useful Life** | Twenty (20) years |
| **Lifecycle Costs** | Not Applicable |
| **Impact to Operating Budget** | Not Applicable |
| **Impact to Funding Deficit** | $500 |
| **Impact to Level of Service** | Improvement to existing |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Waste Management Plan
Build a waste management program for community needs

## BUDGET

| COSTS | |
|---|---|
| Construction | $10,000 |
| | |
| | |
| | |
| **TOTAL** | $10,000 |

| FUNDING | |
|---|---|
| Reserve - Landfill | $10,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $10,000 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 37** Landfill Environmental Assessment
**DEPARTMENT:** Landfill **LOCATION:** 1221 Water Street South, St. Marys, ON

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work with the Ministry of Environment, Conservation and Parks (MECP), consultants and interested parties to finalize the Assessment and comments related to the Future Solid Waste Disposal Needs for the Town.

**JUSTIFICATION**
Individual Environmental Assessment commenced in 2013 to determine future solid waste management needs. The EA has identified expansion as the preferred alternative. Project is near completion having been submitted for draft review in 2017, and various communications between the Town, consultants and approval agencies since that time.

**ASSEST MANAGEMENT**

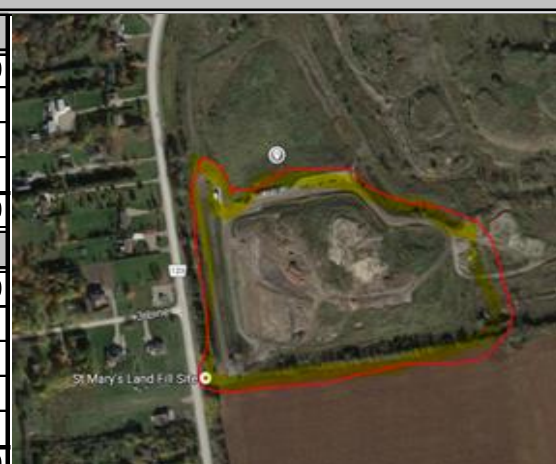
| | |
|---|---|
| **Investment Type** | Study |
| **Estimated Useful Life** | Forty (40) Years (EA Planning period) |
| **Lifecycle Costs** | $250,000 estimated every 5-7 years for landfill cell development at the Site or $1,750,000.00 over the EUL. Additionally, depending on results of EA, $0-$350,000 would be required for increased general Site Operations and Maintenance, depending on inflation, etc. |
| **Impact to Operating Budget** | $2,500 for increased leachate system flushing |
| **Impact to Funding Deficit** | Not applicable - see Landfill Expansion Approvals Project |
| **Impact to Level of Service** | Maintain level of service |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar No. 1 - Waste Management Plan
Build a waste management program for community needs

## BUDGET

| COSTS | |
|---|---|
| Engineering and Approvals | $50,000 |
| | |
| | |
| | |
| **TOTAL** | $50,000 |

| FUNDING | |
|---|---|
| Reserve - Landfill | $50,000 |
| | |
| | |
| | |
| | |
| **TOTAL** | $50,000 |




## COMMENTS

Work in Progress from 2019 and 2020. Agreement between Town and consultants finalized based on level of work required. Efforts ongoing for planned completion in 2021

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # ___ -** Lind Park Retaining Wall Pointing
**DEPARTMENT:** Facilities **LOCATION:** Lind Park Church Street South

## PROJECT DETAILS

**SCOPE OF THE WORK**
Work includes 100% repointing, back pointing, stabilization of wall sections and stone posts. Replacement of deteriorated stone (allowance for 50 pieces). Protection and equipment plus debris clean up and disposal of waste.

**JUSTIFICATION**
With all limestone structures the mortar becomes loose and dislodges over time due to the limestone absorbing moisture. The Lind Park Retaining Wall has not been pointed in several years and is in need of a lot of work. If this pointing is not performed soon there is a possibility the wall will collapse.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | Repair |
| **Estimated Useful Life** | 10 years |
| **Lifecycle Costs** | N/A |
| **Impact to Operating Budget** | None |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | Maintain |

**STRATEGIC ALIGNMENT** Strategic Plan - Pillar A focused parks strategy:
Innitiative - Continue to seek opportunities to add to its profile.

## BUDGET

| COSTS | |
|---|---|
| Engineering | $0 |
| Construction | $168,050 |
| | |
| | |
| **TOTAL** | $168,050 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $168,050 |
| | |
| | |
| | |
| | |
| **TOTAL** | $168,050 |

## COMMENTS

# TOWN OF ST. MARYS
## 2021 Capital Project

**PROJECT # 39 -** Library Technology
**DEPARTMENT:** Library **LOCATION:** Library

### PROJECT DETAILS

**SCOPE OF THE WORK**
Purchase of enhanced technology for the use of Library patrons.

**JUSTIFICATION**
This will provide better access to connectivity and technology for St. Marys' citizens better equipping our community with resources and access to information.

**ASSEST MANAGEMENT**

| | |
|---|---|
| **Investment Type** | New |
| **Estimated Useful Life** | 5 years |
| **Lifecycle Costs** | n/a |
| **Impact to Operating Budget** | $500 annual licensing |
| **Impact to Funding Deficit** | N/A |
| **Impact to Level of Service** | n/a |

**STRATEGIC ALIGNMENT**
Community Connections: The Library actively seeks to provide the best possible programming and services to the community.

### BUDGET

| COSTS | |
|---|---|
| 3 laptops/ 2 Daisy Readers | $4,110 |
| 2 MIFIs | $1,660 |
| 2 Tablets | $320 |
| | |
| **TOTAL** | $6,090 |

| FUNDING | |
|---|---|
| Reserve - General Capital | $1,525 |
| Donation - Friends of the Public Library | $4,565 |
| | |
| | |
| | |
| **TOTAL** | $6,090 |

Relevant Image.

### COMMENTS

Discussed as part of the Community Grants on January 19, 2021 - moved to capital budget