

# MUNICIPAL BUDGET

2020 DRAFT

ANDRE MORIN





## 2020 Budget Index

	Page #
<b>1.0 INTRODUCTION</b>	<b>1.0 1</b>
<b>2.0 CONSOLIDATED BUDGETS</b>	<b>2.0 1</b>
<b>3.0 RESERVES &amp; RESERVE FUNDS</b>	<b>3.0 1</b>
<b>4.0 DEBT</b>	<b>4.0 1</b>
<b>5 DEPARTMENTAL BUDGETS</b>	
<b>5.0 CORPORATE SERVICES</b>	<b>5.0 1</b>
<b>5.1 COMMUNITY SERVICES</b>	<b>5.1 1</b>
<b>5.2 FINANCE</b>	<b>5.2 1</b>
<b>5.3 FIRE</b>	<b>5.3 1</b>
<b>5.4 HR BENEFITS &amp; ADMIN</b>	<b>5.4 1</b>
<b>5.5 LIBRARY</b>	<b>5.5 1</b>
<b>5.6 PUBLIC WORKS</b>	<b>5.6 1</b>
<b>5.7 BUILDING &amp; DEVELOPMENT</b>	<b>5.7 1</b>
<b>5.8 LANDFILL/WATER &amp; WASTEWATER</b>	<b>5.8 1</b>
<b>6.0 CAPITAL</b>	
<b>6.1 CAPITAL SHEETS</b>	<b>6.1 1</b>
<b>7.0 BUDGET NOTES</b>	



**TO:** Acting Mayor Luna and Members of Council  
**FROM:** Brent Kittmer, CAO/Clerk  
**DEPARTMENT:** Administration  
**DATE:** November 26, 2019  
**SUBJECT:** **2020 Draft Operating and Capital Budget – CAO Message**

---

Council,

Reflecting back, 2019 was yet again successful year for the Town of St. Marys. Throughout the year a significant number of Council's strategic priorities were implemented or advanced. This work was completed within a responsible operating budget and within a capital budget that focused on community building and infrastructure rehabilitation.

Looking forward to 2020, Administration's approach to developing the draft budget was different than in a typical year. Council will recall that in late 2018 and early 2019 the Minister of Finance was strongly encouraging municipalities to find a minimum of 4% in budget improvements to reduce long term costs. It is commonly assumed that this pressure from the province is to ensure municipalities are prepared for funding cuts in 2020 and beyond. In response, Council directed staff to complete a service delivery review as a proactive step to develop strategies to manage the impact of expected funding cuts from the province.

One of the major undertakings in 2019 was the accomplishment of Council's direction through a comprehensive line by line review of the existing budget, programs, and service levels. Through this review, staff were able to identify in excess of 200 recommendations that would result in positive budget impacts while still closely maintaining historic levels of service across the corporation.

For 2020, one of the primary focuses of staff will be implementing the key directives of Council resulting from the service delivery review. The draft capital and operating budget is one of the key documents to implement those directives through efficiencies in operations, minor service reductions, and new revenues through fee increases. Where applicable, senior staff were directed to budget for the changes that Council approved. The draft budget has been developed contemplating the various fee changes and service level adjustments that senior staff felt could be implemented in the short term with little to no lead time.

In addition to implementing the key directives out of the service review, it is staff's intention to continue to advance Council's strategies and priorities within the established operating budget. Ultimately, it is Administration's goal to table a budget that is responsible, and achieves the following goals:

- Service levels are maintained, unless direction from Council has been received otherwise;
- Variable costs are responsible, reflect the 3-year average, and are adjusted for known increases or decreases;
- Full delivery of approved services and programs, with a target of 98 – 100% budget expenditure at year end;
- A capital budget that reflects the principles of good asset management, and presents projects based on condition inspections, health and safety, within the fiscal year so as to avoid deferral of approved projects into future years.

Overall, I believe that staff have achieved the budget direction that was given to them and have developed a responsible budget. As tabled, the 2020 budget requires an additional \$367,000 to balance the budget. \$125,000 of this increase is projected to come from assessment growth and \$95,000 has been shifted from



increased wheelie bin fees. This leaves **\$147,000** to be raised through a net tax levy increase of **1.2%**. The total municipal burden on an average house is expected to increase by approx. **2.51%**.

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 2020 budget to help reduce the impact of future funding cuts from the Province.

A question that I know Council is curious about is whether or not the service review has produced any quantifiable budget impact. Overall, the goal of the service review was to find a minimum of a 4% reduction to the Town controlled portion of the 2019 tax levy, or a positive budget impact of \$381,718. At this point in time, Mr. Morin is projecting that the efforts taken by Council and staff through the review will have a total positive budget impact between \$223,000 and \$300,000 in 2020.

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  
CAO/Clerk



## 2020 Budget Summary

A summary of the entire 2020 budget by department and by revenue/expense category can be found in section 2.0. The department budget details can be found in section 5.0.

### Tax Levy

As shown below, the total 2020 tax levy is expected to increase by **2.22%**; when adjusted for 2019 new assessment growth, the net levy increase is **1.19%**. A major reason for a lower tax levy increase in 2020 is a shift in relation to the waste bin (wheelie bin) revenue of approximately \$95,000 from the tax base to solid waste revenue. As such, the total municipal burden in 2020 on an average residential dwelling is expected to increase by **2.51%**; details below

**TOWN OF ST. MARYS  
2020 DRAFT BUDGET  
Draft - As at November 25, 2019**

	2019	2020	Increase	
<b>Total Tax Levy</b>	12,191,575	12,462,654	<b>2.22%</b>	
<sup>1</sup> Estimated 2019 Growth	125,000			
<sup>1</sup> <b>Adjusted Tax Levy</b>	<b>12,316,575</b>	<b>12,462,654</b>	<b>1.19%</b>	Estimated Net Levy Increase

<sup>1</sup> *Estimates Only - will be confirmed in January 2020*

### DRAFT - TOTAL MUNICIPAL BURDEN ON RESIDENTIAL DWELLING

<sup>2</sup> <b>Avg. Municipal Tax - Residential Dwelling</b>	3,161.00	3,209.00	<b>1.52%</b>
<sup>3</sup> <b>Water</b>	417.00	425.00	<b>1.92%</b>
<sup>3</sup> <b>Wastewater</b>	436.00	447.00	<b>2.52%</b>
<b>Wheelie Bin</b>	93.00	129.00	<b>38.71%</b>
<b>Total Municipal Burden</b>	<b>4,107.00</b>	<b>4,210.00</b>	<b>2.51%</b>

<sup>2</sup> *DRAFT ONLY - 2020 Assessments will be available in January 2020 - Does not include Education Tax*

<sup>3</sup> *Based on average use of 13 cubic meters per month*

### Revenue

The major change in the estimated revenue is derived from increased fees, charges, and program revenue. As part of the internal efficiency review, a number of fee changes are being implemented in 2020 to better reflect our service delivery; the largest revenue increase, already mentioned above, is the increase to wheelie bin rates.

## Expenditures

The largest expenditure within the 2020 budget is salaries, wages, and benefits. Most of the increase is in the form of cost of living increases, job step increases, and programming changes. It is worth noting that a new WSIB rate model will be introduced in 2020; overall, the impact to St. Marys in 2020 is a slight decrease, but some departments will be adversely affected: namely, Childcare (\$30,000), Library (\$2,500), and Museum (\$2,500). A comparison of total budgeted hours has been provided below:

**Town of St. Marys  
Hours by Home Department  
2020 Budget**

	2020				2019				Change				
	Full Time	Part Time	OT	Total	Full Time	Part Time	OT	Total	Full Time	Part Time	OT	Total	
Arena	12,220	5,184	554	17,958	14,300	2,544	668	17,512	(2,080)	2,640	(114)	446	
Aquatics	5,460	14,075	260	19,795	5,460	13,780	260	19,500	-	295	-	295	
Building and Planning	5,980	0	160	6,140	5,980	714	160	6,854	-	(714)	-	(714)	Eliminate part-time position
Corporate Communications	3,640	1,092	56	4,788	3,640	665	56	4,361	-	427	-	427	
Corporate Services	7,540	0	-	7,540	7,540	168	-	7,708	-	(168)	-	(168)	
Crossing Guards	-	1,195	-	1,195	-	1,605	-	1,605	-	(410)	-	(410)	Reduce 1 crossing guard
EcDev	1,820	2,075	47	3,942	1,820	1,760	60	3,640	-	315	(13)	302	
Early Learning Services	28,860	16,307	325	45,492	28,860	14,311	325	43,496	0	1,996	0	1,996	Increase admin time in 2019, programming changes
Facilities	3,900	1,040	60	5,000	3,900	-	60	3,960	-	1,040	-	1,040	Change service contract to in-house resources
Finance	7,300	-	30	7,330	7,300	-	35	7,335	-	-	(5)	(5)	
Fire	1,820	4,260	-	6,080	1,820	4,427	-	6,247	-	(167)	-	(167)	
HR	3,900	1,134	0	5,034	3,900	1,092	-	4,992	-	42	-	42	
IT & GIS	3,900	-	69	3,969	3,900	-	27	3,927	-	-	42	42	
Library and Adult Learning	5,460	11,550	30	17,040	5,460	10,611	30	16,101	-	939	-	939	
Museum	1,820	2,992	67	4,879	1,820	2,992	84	4,896	-	-	(17)	(17)	
Public Works	26,000	3,397	1,194	30,591	26,000	3,067	1,194	30,261	-	330	(0)	330	
Recreation Admin	3,900	-	-	3,900	3,900	-	-	3,900	-	-	-	-	
Recreation Youth	1,820	4,339	64	6,223	1,820	3,439	14	5,273	-	900	50	950	Increased Programming
Senior Services	7,540	3,536	115	11,191	7,540	3,536	75	11,151	-	-	40	40	
	132,880	72,176	3,031	208,087	134,960	64,711	3,048	202,719	-2,080	7,465	-17	5,368	

Another expenditure to note is Other Transfers; namely our transfers to external partners. The changes in provincial funding models has impacted agencies like the Health Unit, Spruce Lodge, Social Services, and Emergency Medical Services; all of which, the Town pays a proportionate share of. Increases amount to approximately \$75,000 in 2020, but the impact is expected to be greater in 2021.

## Transfer to (from) Reserves

The net transfer to (from) reserves from the operating budget will increase by \$57,000. Most of the reserve transfers are to place funding aside for future capital use and the increase to the capital reserve in 2020 will be \$97,000 (5%).



## DEPARTMENTS TAX LEVY & SELF FUNDED 2020

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
CONSOLIDATED DEPARTMENTS				
TAX LEVY FUNDED				
CORPORATE SERVICES				
CORPORATE ADMINISTRATION	540,892	<b>565,080</b>	(24,188)	(4.3%)
INFORMATION TECHNOLOGY	210,792	<b>209,279</b>	1,513	0.7%
COMMUNICATION, HERITAGE, ECONOMIC	459,650	<b>450,043</b>	9,607	2.1%
MUSEUM	106,687	<b>99,511</b>	7,176	7.2%
<b>TOTAL CORPORATE SERVICES</b>	1,318,021	<b>1,323,913</b>	(5,892)	(0.4%)
COMMUNITY SERVICES				
RECREATION	547,139	<b>542,668</b>	4,471	0.8%
CHILDCARE	220,601	<b>228,927</b>	(8,326)	(3.6%)
HOME SUPPORT	18,614	-	18,614	- %
<b>TOTAL COMMUNITY SERVICES</b>	786,354	<b>771,595</b>	14,759	1.9%
FINANCE				
TAXATION	(12,295,198)	<b>(12,569,779)</b>	274,581	(2.2%)
COUNCIL	148,186	<b>143,347</b>	4,839	3.4%
EXTERNAL TRANSFERS	1,532,522	<b>1,607,736</b>	(75,214)	(4.7%)
POLICE	1,159,289	<b>1,147,600</b>	11,689	1.0%
TREASURY	2,732,763	<b>2,866,617</b>	(133,854)	(4.7%)
<b>TOTAL FINANCE</b>	(6,722,438)	<b>(6,804,479)</b>	82,041	(1.2%)
FIRE	415,288	<b>433,251</b>	(17,963)	(4.1%)
HR & BENEFIT ADMIN	330,926	<b>334,847</b>	(3,921)	(1.2%)
LIBRARY & ADULT LEARNING	387,466	<b>431,975</b>	(44,509)	(10.3%)
PUBLIC WORKS				
PUBLIC WORKS OPERATIONS	1,786,625	<b>1,710,984</b>	75,641	4.4%
FLEET	-	-	-	- %
<b>TOTAL PUBLIC WORKS</b>	1,786,625	<b>1,710,984</b>	75,641	4.4%
DEVELOPMENT				
BUILDING & PROPERTY STANDARDS	280,703	<b>275,491</b>	5,212	1.9%
FACILITIES	1,417,055	<b>1,522,423</b>	(105,368)	(6.9%)
<b>TOTAL DEVELOPMENT</b>	1,697,758	<b>1,797,914</b>	(100,156)	(5.6%)
<b>TOTAL TAX LEVY FUNDED</b>	-	-	-	- %
SELF FUNDED				
LANDFILL	-	-	-	- %
WASTEWATER	-	-	-	- %
WATER	-	-	-	- %
<b>TOTAL SELF FUNDED</b>	-	-	-	- %
<b>TOTAL CONSOLIDATED DEPARTMENTS</b>	-	-	-	- %
<b>TOTAL CONSOLIDATED DEPARTMENTS</b>	-	-	-	- %



## CONSOLIDATED - TAX LEVY & SELF FUNDED 2020

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
<b>TAX LEVY</b>				
TAX LEVY	(12,191,573)	<b>(12,462,654)</b>	271,081	2.2%
<b>TOTAL TAX LEVY</b>	(12,191,573)	<b>(12,462,654)</b>	271,081	2.2%
<b>REVENUE</b>				
DONATIONS	(34,500)	<b>(43,700)</b>	9,200	26.7%
FEES, CHARGES & PROGRAM REVENUE	(2,365,205)	<b>(2,615,837)</b>	250,632	10.6%
GRANTS	(1,204,767)	<b>(1,185,825)</b>	(18,942)	(1.6%)
INTERNAL (REVENUE) EXPENSE	(27,310)	<b>(37,218)</b>	9,908	36.3%
INVESTMENT INCOME	(131,000)	<b>(165,000)</b>	34,000	26.0%
RENT ICE	(484,000)	<b>(402,000)</b>	(82,000)	(16.9%)
RENT & LEASES	(121,912)	<b>(131,708)</b>	9,796	8.0%
REVENUE FROM MUNICIPALITIES	(612,075)	<b>(690,136)</b>	78,061	12.8%
SALES	(220,700)	<b>(231,300)</b>	10,600	4.8%
TAXATION SUPPLEMENTAL REVENUE	(272,625)	<b>(276,125)</b>	3,500	1.3%
<b>TOTAL REVENUE</b>	(5,474,094)	<b>(5,778,849)</b>	304,755	5.6%
<b>EXPENSE</b>				
ADVERTISING, MARKETING & PROMOTION	99,900	<b>85,450</b>	14,450	14.5%
ASSESSMENT SERVICES (MPAC)	95,000	<b>96,000</b>	(1,000)	(1.1%)
COMMUNICATIONS	136,000	<b>127,500</b>	8,500	6.3%
CONFERENCES, SEMINARS & TRAINING	96,493	<b>107,100</b>	(10,607)	(11.0%)
CONTRACTED SERVICES	1,102,594	<b>1,135,586</b>	(32,992)	(3.0%)
DEBENTURE PAYMENT	954,001	<b>954,001</b>	-	- %
FOOD COSTS	190,000	<b>199,000</b>	(9,000)	(4.7%)
FUEL/OIL	95,100	<b>92,100</b>	3,000	3.2%
INSURANCE	259,269	<b>230,660</b>	28,609	11.0%
MATERIALS & SERVICES	551,630	<b>556,095</b>	(4,465)	(0.8%)
POLICING CONTRACT	1,037,634	<b>1,065,700</b>	(28,066)	(2.7%)
OTHER TRANSFERS	1,658,522	<b>1,733,736</b>	(75,214)	(4.5%)
PROFESSIONAL FEES	139,700	<b>125,200</b>	14,500	10.4%
PROGRAM EXPENSE	170,200	<b>219,113</b>	(48,913)	(28.7%)
RECYCLING CONTRACT	174,500	<b>180,000</b>	(5,500)	(3.2%)
REPAIRS & MAINTENANCE	384,404	<b>490,912</b>	(106,508)	(27.7%)
SALARIES, WAGES & BENEFITS	6,936,959	<b>7,180,559</b>	(243,600)	(3.5%)
SAND & SALT	199,500	<b>260,000</b>	(60,500)	(30.3%)
SUPPLIES	153,900	<b>154,426</b>	(526)	(0.3%)
TAXATION EXPENSE	169,000	<b>169,000</b>	-	- %
UTILITIES	610,190	<b>570,500</b>	39,690	6.5%
COST ALLOCATION	-	-	-	- %
<b>TOTAL EXPENSE</b>	15,214,496	<b>15,732,638</b>	(518,142)	(3.4%)
<b>RESERVE TRANSFERS</b>				
TRANSFER TO (FROM) RESERVES	2,451,171	<b>2,508,865</b>	(57,694)	(2.4%)
<b>TOTAL RESERVE TRANSFERS</b>	2,451,171	<b>2,508,865</b>	(57,694)	(2.4%)
<b>TOTAL</b>	-	-	-	- %



## CONSOLIDATED - TAX LEVY FUNDED 2020

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
<b>TAX LEVY</b>				
TAX LEVY	(12,191,573)	<b>(12,462,654)</b>	271,081	2.2%
<b>TOTAL TAX LEVY</b>	(12,191,573)	<b>(12,462,654)</b>	271,081	2.2%
<b>REVENUE</b>				
DONATIONS	(34,500)	<b>(43,700)</b>	9,200	26.7%
FEES, CHARGES & PROGRAM REVENUE	(2,365,205)	<b>(2,615,837)</b>	250,632	10.6%
GRANTS	(1,204,767)	<b>(1,185,825)</b>	(18,942)	(1.6%)
INTERNAL (REVENUE) EXPENSE	(27,310)	<b>(37,218)</b>	9,908	36.3%
INVESTMENT INCOME	(131,000)	<b>(165,000)</b>	34,000	26.0%
RENT ICE	(484,000)	<b>(402,000)</b>	(82,000)	(16.9%)
RENT & LEASES	(121,912)	<b>(131,708)</b>	9,796	8.0%
REVENUE FROM MUNICIPALITIES	(612,075)	<b>(690,136)</b>	78,061	12.8%
SALES	(220,700)	<b>(231,300)</b>	10,600	4.8%
TAXATION SUPPLEMENTAL REVENUE	(272,625)	<b>(276,125)</b>	3,500	1.3%
<b>TOTAL REVENUE</b>	(5,474,094)	<b>(5,778,849)</b>	304,755	5.6%
<b>EXPENSE</b>				
ADVERTISING, MARKETING & PROMOTION	99,900	<b>85,450</b>	14,450	14.5%
ASSESSMENT SERVICES (MPAC)	95,000	<b>96,000</b>	(1,000)	(1.1%)
COMMUNICATIONS	136,000	<b>127,500</b>	8,500	6.3%
CONFERENCES, SEMINARS & TRAINING	96,493	<b>107,100</b>	(10,607)	(11.0%)
CONTRACTED SERVICES	1,102,594	<b>1,135,586</b>	(32,992)	(3.0%)
DEBENTURE PAYMENT	954,001	<b>954,001</b>	-	- %
FOOD COSTS	190,000	<b>199,000</b>	(9,000)	(4.7%)
FUEL/OIL	95,100	<b>92,100</b>	3,000	3.2%
INSURANCE	259,269	<b>230,660</b>	28,609	11.0%
MATERIALS & SERVICES	551,630	<b>556,095</b>	(4,465)	(0.8%)
POLICING CONTRACT	1,037,634	<b>1,065,700</b>	(28,066)	(2.7%)
OTHER TRANSFERS	1,658,522	<b>1,733,736</b>	(75,214)	(4.5%)
PROFESSIONAL FEES	139,700	<b>125,200</b>	14,500	10.4%
PROGRAM EXPENSE	170,200	<b>219,113</b>	(48,913)	(28.7%)
RECYCLING CONTRACT	174,500	<b>180,000</b>	(5,500)	(3.2%)
REPAIRS & MAINTENANCE	384,404	<b>490,912</b>	(106,508)	(27.7%)
SALARIES, WAGES & BENEFITS	6,936,959	<b>7,180,559</b>	(243,600)	(3.5%)
SAND & SALT	199,500	<b>260,000</b>	(60,500)	(30.3%)
SUPPLIES	153,900	<b>154,426</b>	(526)	(0.3%)
TAXATION EXPENSE	169,000	<b>169,000</b>	-	- %
UTILITIES	610,190	<b>570,500</b>	39,690	6.5%
COST ALLOCATION	-	-	-	- %
<b>TOTAL EXPENSE</b>	15,214,496	<b>15,732,638</b>	(518,142)	(3.4%)
<b>RESERVE TRANSFERS</b>				
TRANSFER TO (FROM) RESERVES	2,451,171	<b>2,508,865</b>	(57,694)	(2.4%)
<b>TOTAL RESERVE TRANSFERS</b>	2,451,171	<b>2,508,865</b>	(57,694)	(2.4%)
<b>TOTAL</b>	-	-	-	- %

**CONSOLIDATED - SELF FUNDED  
2020**

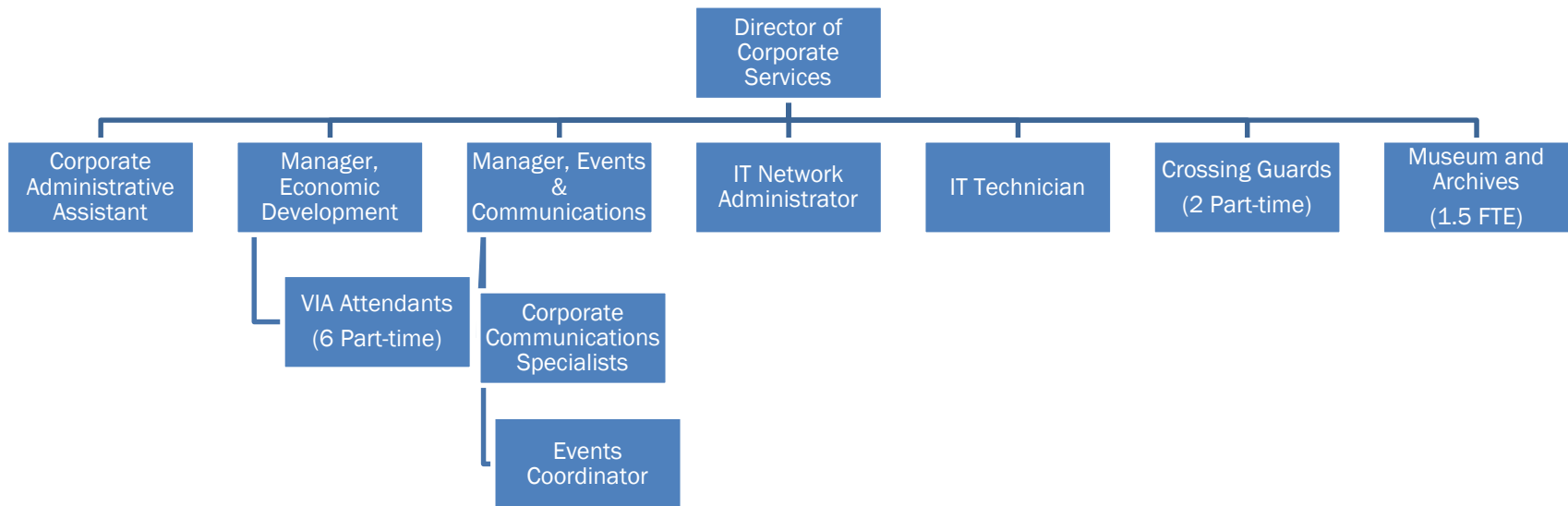
	2019	2020	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
LANDFILL, WASTEWATER & WATER				
REVENUE				
GRANTS	(16,630)	-	(16,630)	(100.0%)
INTERNAL (REVENUE) EXPENSE	27,310	<b>37,218</b>	(9,908)	(36.3%)
LANDFILL & DIVERSION REVENUE	(379,000)	<b>(393,000)</b>	14,000	3.7%
WATER & SEWER REVENUE	(3,363,478)	<b>(3,544,224)</b>	180,746	5.4%
<b>TOTAL REVENUE</b>	<b>(3,731,798)</b>	<b>(3,900,006)</b>	168,208	4.5%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	4,000	<b>2,500</b>	1,500	37.5%
COMMUNICATIONS	2,000	-	2,000	100.0%
CONFERENCES, SEMINARS & TRAINING	7,500	<b>6,000</b>	1,500	20.0%
CONTRACTED SERVICES	1,284,398	<b>1,321,094</b>	(36,696)	(2.9%)
DEBENTURE PAYMENT	400,240	<b>360,474</b>	39,766	9.9%
FUEL/OIL	15,000	<b>15,000</b>	-	- %
INSURANCE	26,000	<b>23,398</b>	2,602	10.0%
MATERIALS & SERVICES	116,200	<b>116,250</b>	(50)	- %
PROFESSIONAL FEES	55,500	<b>48,000</b>	7,500	13.5%
REPAIRS & MAINTENANCE	78,000	<b>78,000</b>	-	- %
SALARIES, WAGES & BENEFITS	440,976	<b>514,286</b>	(73,310)	(16.6%)
SUPPLIES	3,800	<b>2,300</b>	1,500	39.5%
UTILITIES	362,450	<b>357,200</b>	5,250	1.4%
<b>TOTAL EXPENSE</b>	<b>2,796,064</b>	<b>2,844,502</b>	(48,438)	(1.7%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	935,734	<b>1,055,504</b>	(119,770)	(12.8%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>935,734</b>	<b>1,055,504</b>	(119,770)	(12.8%)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# Town of St. Marys

## 2020 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.

The Corporate Services Department staff is located within four Town facilities;

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



# Service Delivery



## Corporate Communications & Events:

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



## Economic Development, Tourism & VIA Operations:

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

Responsibilities Include:

- Participate as a key partner with the St. Marys BIA, Perth County, Invest Stratford, Chamber of Commerce, Stratford Tourism, 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 tourist destination for all seasons
- Partner on events that draw an external audience to St. Marys
- VIA operations including staff management and accounting
- Business retention & recruitment, development of entrepreneurship, workforce development, 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.

# Service Delivery



## Technology/GIS:

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



## Museum and Archives:

### Archives and Research Services

- Caring for, organizing, and in some cases digitizing: municipal records (council minutes, assessment records, by-laws, etc.) back to the 1860s, 4,000+ historic photographs, 75+ family funds, records from 55+ businesses, schools and organizations, original and microfilm newspapers back to the 1850s.
- Use of archival resources to respond to internal and external information requests, specifically genealogy, property information, historic events, municipal records.

### Collections Management

- Caring for the more than 10,000 artifacts in the collection, evaluating and accessioning incoming artifacts

### Exhibits

- Research, design and implementation of new exhibits to promote return visitors and exhibit-based events and programming
- Design and installation of annual exhibits in Richard Holt Military Gallery, Citizens of St. Marys Gallery, Technology Gallery
- 2-4 major exhibits annually in south exhibit rooms
- Ongoing research, updating and artifact rotation for all other exhibit spaces

### On-Site Programs and Events

- Curriculum-based educational programs for area students, adult lecture series, family-friendly public events.
- Average of 12 events annually (includes seminars, exhibit launches and/or special events)
- Average of 40-50 school programs annually
- Donations, making recommendations to the public regarding the care of their personal artifacts.

5.0 7

## Heritage and Culture:

- The Town of St. Marys remains dedicated to fostering an active, accessible, and vibrant cultural scene
- The Town has a wealth of properties that are of cultural heritage value or interest including 47 individually designated properties and one Heritage Conservation District (HCD)
- The Town supports owners of heritage designated properties located in the Central Commercial Area and/or Heritage Conservation District by providing two (2) financial programs:
  - Designated Heritage Property Grant Program
  - Façade Improvement Program



# Service Delivery



## Crossing Guards:

The Town provides safe crossing for school children at the following locations:

- James Street North at Egan Street
- Egan Street at Holy Name of Mary Catholic School
- Peel Street at Holy Name of Mary Catholic School
- James Street South at Maxwell Street

Crossing Guard coverage is provided by:

- Two Town Employees
- 1 contracted Great Lakes Commissionaire.

# 2019 Success Stories



- The successful execution of annual municipal events (Heritage Festival, Winter Lights, FM96 Breakfast Broadcast, Canada Day, Doors Open) and new additions (Murdoch Mysteries viewing party, 20 on the Trestle series including Nuit Blanche).
- Improved marketing and positioning of the PRC by completing a communications audit, redeveloping social media templates, and implementing a semi-annual survey.
- Town Instagram account created, with 894 followers.
- Corporate Wayfinding Signage Strategy adopted. Sourcing grant funding for implementation of the strategy.
- Partnered with VIA Rail Canada on the implementation of St. Marys first public Electronic Vehicle Charging Station.
- Success of Museum’s HEROES Exhibit which looks at the history of the St. Marys fire department, some of the tools they use and examines some of the devastating fires which have taken place in St. Marys.
- A number of key recommendations from the Corporate Communications Plan were advanced:
  - Updated the corporate logo, social media, and branding guidelines.
  - Website upgrades for “Recreation & Leisure” and “Discover our Town” pages.
- Facilitated two Murdoch Mysteries filming shoots in downtown St. Marys, and formalized film partnership packages.

# 2019 Success Stories



- Revitalised photography for promotional purposes in anticipation of needing to run more digital campaigns in 2020.
- The Museum was successful in its 65th anniversary “\$65 for 65” fundraising campaign.
- Museum Curator was invited to present at the Ontario Museum Association annual conference.
- Adopted a Culture and Tourism Strategy. Implemented the following key recommendations:
  - Developed “beautiful moments” advertising campaign to align with economic development and tourism.
  - Launched Driftscape to promote heritage tourism marketing.
  - Promoted existing cultural/community events
- A number of IT projects were successfully completed:
  - Replacement of Wireless Access points throughout all Town buildings resulting in increased Wi-Fi accessibility and speed for the general public.
  - Replacement and upgrade of 21 Network Switches (all data and communication pass through these switches)
  - Roll out of new cell phone program

# 2020 Challenges



- Staff transitions within the Corporate Communications & Marketing team due to maternity leaves.
- Using digital advertising and cutting back on some elements of print advertising to lower Corporate Communications & Marketing budget while still successfully promoting Town events and tourism.
- Maintaining a successful BIA for our downtown.
- Successfully communicating the launch of a transportation network with the County and the City of Stratford.
- Effectively working with external committees to combine the Stonetown Heritage Festival and Homecoming into one event.
- IT Challenges
  - Facilitating Fire Hall move to MOC as efficiently as possible, and bringing the new building's IT online.
  - Windows 7 and Server 2008 retirement

# 2020 Opportunities



- Public Art Committee formed, refining terms of reference and advancing implementation of public art.
- Continue to build upon strong partnerships in Stratford by:
  - Developing a formal day tripping program, complete with marketing through the Stratford Tourism alliance.
  - Leverage influencer programs
  - Leveraging Stratford Festival Marketing Department to plan 2020 advertising opportunities for St. Marys.
- Continue to explore working with RT04 and leverage their expertise:
  - Work on a plan to enhance our content marketing through a digital campaign using Instagram and Facebook
  - Encourage downtown businesses to explore the digital streets funding
- Implement key recommendations from the Culture and Tourism Strategy.
- Continue to implement communications-related aspects of the PRC Business Plan.
- Advancing strategies to position culture, events and tourism as the key economic driver by:
  - Installing a Town map board for the Lind Sportsplex.
  - Combining Homecoming 2020 and Heritage Festivals.
  - Launching Nuit Blanche as a standalone event in the downtown core.
  - Identity promotion of St. Marys attractions.
  - Developing seasonal taglines and marketing campaigns.
  - Creating a Downtown and community revitalization plan to inform the Community Improvement Plan.
  - Exploring tourism displays in the downtown core.



# 2020 Opportunities



- Revising the Museum Strategic plan within Council's tourism vision of focusing on the arts, cultural heritage, and history in the making.
- Implementation of all Corporate Services recommendations as approved in the Core Services Review.
- Continued IT training/communication for staff to realize their importance in our security measures
- Bring all municipal IT needs under a singular umbrella that should lead to cost savings/efficiencies and in doing so, reduce the risk of rogue devices infecting the infrastructure
- Implementing redundant fibre circuit

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**CORPORATE ADMINISTRATION**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(15,250)	<b>(15,250)</b>	-	- %
INTERNAL (REVENUE) EXPENSE	18,475	<b>24,475</b>	(6,000)	(32.5%)
<b>TOTAL REVENUE</b>	3,225	<b>9,225</b>	(6,000)	(186.0%)
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	3,000	<b>3,000</b>	-	- %
CONFERENCES, SEMINARS & TRAINING	10,000	<b>19,000</b>	(9,000)	(90.0%)
MATERIALS & SERVICES	17,400	<b>17,400</b>	-	- %
PROFESSIONAL FEES	62,500	<b>57,500</b>	5,000	8.0%
SALARIES, WAGES & BENEFITS	433,767	<b>446,955</b>	(13,188)	(3.0%)
SUPPLIES	11,000	<b>12,000</b>	(1,000)	(9.1%)
<b>TOTAL EXPENSE</b>	537,667	<b>555,855</b>	(18,188)	(3.4%)
<b>TOTAL</b>	<b>540,892</b>	<b>565,080</b>	<b>(24,188)</b>	<b>(4.5%)</b>

**Internal Expense**

- Relates to software and IT support, charged internally from IT department

**Conferences, Seminars & Training**

- \$10,000 added for corporate training



**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**INFORMATION TECHNOLOGY**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
INTERNAL (REVENUE) EXPENSE	(155,574)	<b>(162,310)</b>	6,736	4.3%
RENT & LEASES	(16,212)	<b>(17,208)</b>	996	6.1%
<b>TOTAL REVENUE</b>	<b>(171,786)</b>	<b>(179,518)</b>	7,732	4.5%
EXPENSE				
COMMUNICATIONS	127,600	<b>122,600</b>	5,000	3.9%
CONFERENCES, SEMINARS & TRAINING	500	-	500	100.0%
CONTRACTED SERVICES	35,000	<b>35,000</b>	-	- %
MATERIALS & SERVICES	108,149	<b>117,149</b>	(9,000)	(8.3%)
REPAIRS & MAINTENANCE	13,000	<b>13,000</b>	-	- %
SALARIES, WAGES & BENEFITS	98,329	<b>101,048</b>	(2,719)	(2.8%)
<b>TOTAL EXPENSE</b>	<b>382,578</b>	<b>388,797</b>	(6,219)	(1.6%)
<b>TOTAL</b>	<b>210,792</b>	<b>209,279</b>	<b>1,513</b>	<b>0.7%</b>

**Internal Revenue**

- Charges to corporate departments for software and IT support

**Materials & Services**

- Increase for added corporate and security software

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**COMMUNICATION, HERITAGE, ECONOMIC DEVELOPMENT**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(50,400)	<b>(51,400)</b>	1,000	2.0%
GRANTS	(3,000)	<b>(3,000)</b>	-	- %
<b>TOTAL REVENUE</b>	<b>(53,400)</b>	<b>(54,400)</b>	1,000	1.9%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	67,800	<b>59,300</b>	8,500	12.5%
CONTRACTED SERVICES	26,500	<b>26,000</b>	500	1.9%
MATERIALS & SERVICES	48,050	<b>35,150</b>	12,900	26.8%
PROFESSIONAL FEES	5,000	<b>5,000</b>	-	- %
PROGRAM EXPENSE	5,000	<b>4,500</b>	500	10.0%
SALARIES, WAGES & BENEFITS	360,450	<b>374,243</b>	(13,793)	(3.8%)
SUPPLIES	250	<b>250</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>513,050</b>	<b>504,443</b>	8,607	1.7%
<b>TOTAL</b>	<b>459,650</b>	<b>450,043</b>	<b>9,607</b>	<b>2.1%</b>

**Advertising, Marketing & Promotion**

- Decrease based on changing advertising media

**Materials & Services**

- Changes due to reduction in memberships and re-allocation of software costs to IT department

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**MUSEUM**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
DONATIONS	(12,000)	<b>(15,000)</b>	3,000	25.0%
FEES, CHARGES & PROGRAM REVENUE	(14,050)	<b>(14,700)</b>	650	4.6%
GRANTS	(23,810)	<b>(28,810)</b>	5,000	21.0%
INTERNAL (REVENUE) EXPENSE	925	<b>925</b>	-	- %
<b>TOTAL REVENUE</b>	<b>(48,935)</b>	<b>(57,585)</b>	<b>8,650</b>	<b>17.7%</b>
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	3,900	<b>3,500</b>	400	10.3%
CONFERENCES, SEMINARS & TRAINING	1,600	-	1,600	100.0%
CONTRACTED SERVICES	400	<b>200</b>	200	50.0%
MATERIALS & SERVICES	13,575	<b>12,250</b>	1,325	9.8%
PROFESSIONAL FEES	1,000	<b>1,000</b>	-	- %
PROGRAM EXPENSE	1,200	<b>1,200</b>	-	- %
SALARIES, WAGES & BENEFITS	132,947	<b>137,946</b>	(4,999)	(3.8%)
SUPPLIES	1,000	<b>1,000</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>155,622</b>	<b>157,096</b>	<b>(1,474)</b>	<b>(0.9%)</b>
<b>TOTAL</b>	<b>106,687</b>	<b>99,511</b>	<b>7,176</b>	<b>6.7%</b>

**Donations**

- Increased based on historical trending

**Grants**

- Increase in estimated Federal funding

**Conferences, Seminars & Training**

- Training costs efficiencies through consolidation within the Corporate Services Department

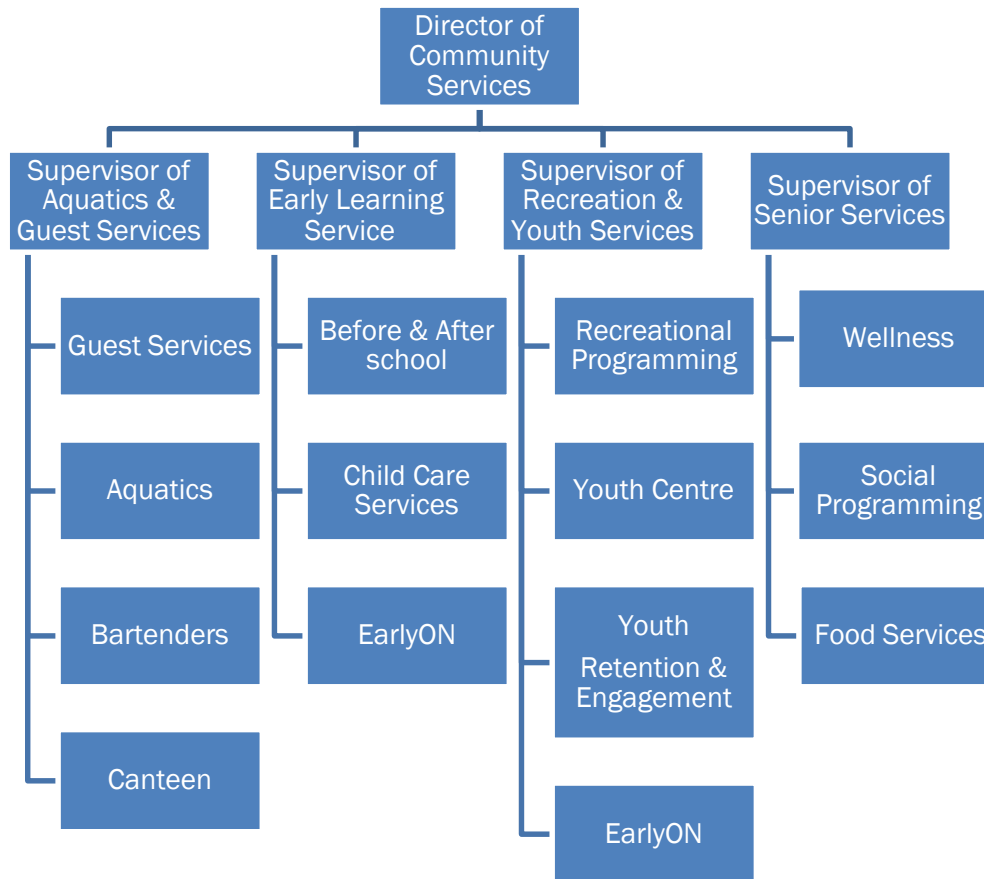


# Town of St. Marys

## 2020 Operating Budget Overview

### Community Services

# Community Services



# Community Services



St. Marys Community Services Department works closely with community partners to reflect resident needs in order to provide a choice of active, creative and passive recreational opportunities. St. Marys wants to ensure that all residents are living their best lives.

*“Where the Community Comes Together”*

*(PRC tag line—Launched October 2018)*

# Our Commitment to Service



The Pyramid Recreation Centre Culture of Excellence:

The employees of Community Services will be a group of highly competent and accountable individuals. We will work with integrity, focus on our residents and collaborate to generate results that are in the public's best interest.

Values include:

- Competent
- Results Oriented
- Accountable
- Collaborative, Communicative and Team Focused
- Empathetic Community Focused

Staff will take every opportunity to serve our customers with **HEART**:

- Helpful
- Empathetic
- Able
- Responsive
- Trustworthy

# Service Delivery – Aquatics Services



## Aquatics programs include:

- Group and private swimming lessons for all ages, Aquafit classes, lane swim, baby and me and/or tyke time, family time and public swims. Our main pool rental is with the Middlesex swim club. They coach a youth swim team and a Masters swim team. Throughout the week they practice 16 hours and host 3-4 swim meets annually. Our seasonal quarry is open 10 weeks in the summer, offering swimming lessons, public swims, water running, paddleboard classes and rentals.
  - Swimming lessons statistics:
    - 2014 – 1,363 participants
    - 2015 – 1,517 participants
    - 2016 – 1,395 participants
    - 2017 – 1,447 participants
    - 2018 - 1,659 participants
  - Summer Outdoor usage at the quarry:
    - 2014 – 6,274 participants
    - 2015 – 8,367 participants
    - 2016 – 10,768 participants
    - 2017 – 10,192 participants
    - 2018 – 10,475 participants
    - 2019 - 18,881 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.

# 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.

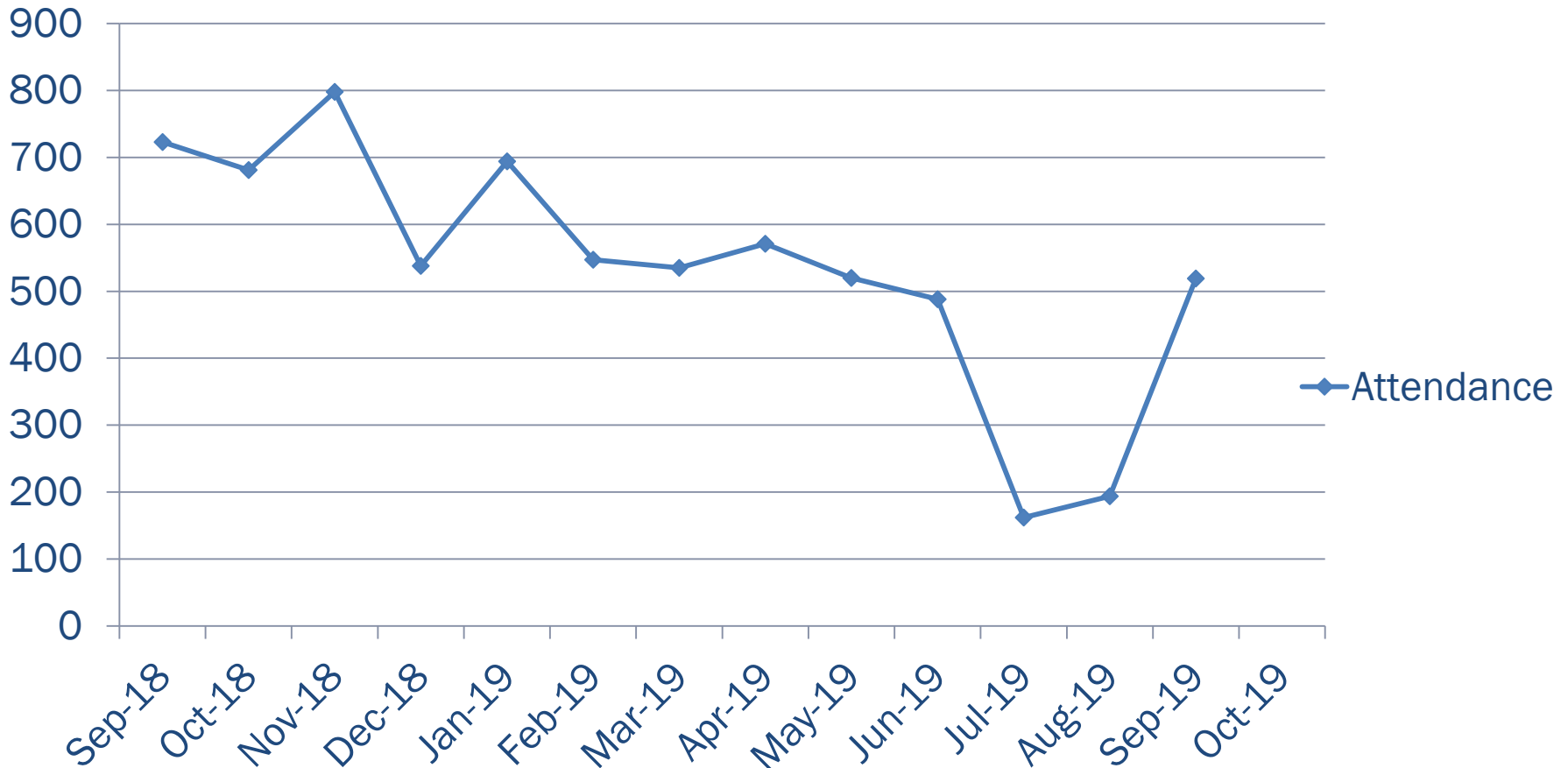
Two program areas:

- 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. Our new Youth Council will 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 – Youth Services Continued



## Attendance at the Youth Centre



\*Please note the summer months are lower at the Youth Centre as the hours are reduced to allow staff to run day camps and additional youth programs.



# Service Delivery - Recreation



- Recreation programs include:

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

- Summer programs include:

- Camp PRC
- Tennis Camp
- Kitchen Camp

- Adult Recreation programs include:

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

# 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.

# 2019 Success Stories



- Successfully completed PRC Core Services Review. Next steps will be the implementation of approved recommendations.
- Expanded the Swim to Survive Plus program adding an additional school; successful grant received for transporting the children to this program.
- Streamlining private lesson process, now online.
- Hosted two major events: Stars on Ice with the St. Marys Healthcare Foundation Gala on the Rock Rink, and The Montreal Canadiens Alumni vs. St. Marys Lincolns Alumni game.
- Quarry admission increased 26% over 2018 revenue (excludes Stand Up Paddleboard (SUP) class revenue as they moved locations). This was the busiest summer on record for the quarry with 18,881 attending.
- Quarry canteen sales increased 51% over 2018 revenue (includes SUP class revenue).
- Partnership with the London Synchro Club.
- Successfully completed the Ontario Health Teams Self Assessment and received a formal invitation to submit the full application. Application was completed in October 2019 and the Ministry site visit was completed in October 2019. Notification of successful applicants will be following later in 2019 or early 2020.
- Received special funding through the Seniors Active Living Centre's grant to support capital costs for the PRC Kitchen walk-in fridge and freezer.
- Entered into agreement with the Community Support Services Network (CSSN) through data and networking agreements, and shared client records; continue to partner in this program.
- Staff completed the first step in training for High Five Principals of Health Aging.

# 2019 Success Stories Continued



- Applied for and were successfully selected to administer the EarlyON program for St. Marys.
- Tied in external sporting groups to one point of contact.
- Invested in new electronic equipment for the Youth Centre through donations and grocery tape returns.
- Camp PRC had another successful summer.
- Added two weeks to kitchen camp to respond to demand.
- Changed the layout of the Youth Centre to keep the room feeling new for youth.
- Developed a partnership with Sportball to provide service in St Marys.
- Second year of partnership with Trestle Fitness to deliver Hockey Camp.
- Recreation/Youth Services were successful in various grants totaling \$25k.
- Youth Centre participation rate is 25.5% of youth in the community.
- Birthday parties grew in popularity, bookings having doubled from 2018-2019.
- Successfully ran cooking for kids program; over 100 youth attended. Taught them how to cook and basic budgeting.
- New departmental SOP's were created for Recreation, Youth and Canteen.

# 2020 Challenges



- Middlesex Swim Club is experiencing a reduction of swimmers and has reduced their hours.
- Aquatic daytime staff retention.
- Having enough Child Care supply staff to cover existing needs.
- Changes to the Ontario Healthcare System.
- Balancing administrative requirements and customer needs/expectations.
- Senior Services is seeing an increase in the number of users as the community ages. The need to offer varied levels of recreational programs to accommodate varying abilities.
- Engaging older youth at the Youth Centre.
- The roll out of some core service recommendations – i.e. price increases, changes to some programs and policies changes.
- Cost management strategies to reduce the cost to operate the Child Care Centre.

# 2020 Opportunities



- 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. Program to begin summer 2020.
- Partnership with the London Scuba Diving Centre to offer diving programs in the Aquatics Centre and Quarry locations.
- Partner with various providers within the St. Marys area that will further enhance the Friendship Centre as a community hub.
- Leveraging various technologies to support efficiencies within the PRC.
- The EarlyON program.
- Running a cross-promotion program amongst all external sporting groups to try increase attendance and members.
- Continuing the conversation with Council and the Library Board via the ADHOC Committee for the Space and Services Needs.
- Funding opportunities through various agencies.

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**RECREATION**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
DONATIONS	(18,000)	<b>(24,000)</b>	6,000	33.3%
FEES, CHARGES & PROGRAM REVENUE	(406,500)	<b>(466,000)</b>	59,500	14.6%
GRANTS	(42,700)	<b>(46,700)</b>	4,000	9.4%
INTERNAL (REVENUE) EXPENSE	23,000	<b>17,300</b>	5,700	24.8%
RENT & LEASES	(85,700)	<b>(91,000)</b>	5,300	6.2%
SALES	(220,700)	<b>(231,300)</b>	10,600	4.8%
<b>TOTAL REVENUE</b>	<b>(750,600)</b>	<b>(841,700)</b>	91,100	12.1%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	15,000	<b>11,000</b>	4,000	26.7%
CONFERENCES, SEMINARS & TRAINING	7,550	<b>7,300</b>	250	3.3%
CONTRACTED SERVICES	39,419	<b>52,000</b>	(12,581)	(31.9%)
FOOD COSTS	79,000	<b>91,000</b>	(12,000)	(15.2%)
INSURANCE	10,500	<b>10,365</b>	135	1.3%
MATERIALS & SERVICES	30,810	<b>28,310</b>	2,500	8.1%
PROFESSIONAL FEES	3,000	<b>3,000</b>	-	- %
PROGRAM EXPENSE	60,000	<b>64,000</b>	(4,000)	(6.7%)
REPAIRS & MAINTENANCE	11,500	<b>10,500</b>	1,000	8.7%
SALARIES, WAGES & BENEFITS	922,460	<b>998,043</b>	(75,583)	(8.2%)
SUPPLIES	80,500	<b>79,850</b>	650	0.8%
UTILITIES	38,000	<b>29,000</b>	9,000	23.7%
<b>TOTAL EXPENSE</b>	<b>1,297,739</b>	<b>1,384,368</b>	(86,629)	(6.7%)
<b>TOTAL</b>	<b>547,139</b>	<b>542,668</b>	<b>4,471</b>	<b>0.8%</b>

**Donations**

- Increase donations for Friendship Centre
- Increase funding from United Way for Youth Services

**Fees, Charges & Program Revenue**

- Various fee increases
- Increased attendance at Quarry



**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**RECREATION**

---

**Rent & Leases**

- Fee changes at pyramid centre

**Sales**

- Increased sales from increased attendance at Quarry

**Contracted Services**

- Reflects the changes in the agreement with Canadian Baseball Hall of Fame

**Food Costs**

- Increased based on historical trending and program attendance

**Salaries, Wages & Benefits**

- New position within Youth Services
- Added part-time hours based on programming needs



**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**CHILDCARE**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(1,003,660)	<b>(1,058,177)</b>	54,517	5.4%
INTERNAL (REVENUE) EXPENSE	7,650	<b>7,405</b>	245	3.2%
REVENUE FROM MUNICIPALITIES	(219,000)	<b>(267,400)</b>	48,400	22.1%
<b>TOTAL REVENUE</b>	<b>(1,215,010)</b>	<b>(1,318,172)</b>	103,162	8.5%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	<b>500</b>	500	50.0%
CONFERENCES, SEMINARS & TRAINING	2,000	<b>2,000</b>	-	- %
CONTRACTED SERVICES	4,000	<b>3,000</b>	1,000	25.0%
FOOD COSTS	55,000	<b>55,000</b>	-	- %
MATERIALS & SERVICES	7,900	<b>6,900</b>	1,000	12.7%
PROFESSIONAL FEES	1,100	<b>1,000</b>	100	9.1%
PROGRAM EXPENSE	52,500	<b>52,500</b>	-	- %
REPAIRS & MAINTENANCE	1,500	<b>1,500</b>	-	- %
SALARIES, WAGES & BENEFITS	1,309,111	<b>1,423,199</b>	(114,088)	(8.7%)
SUPPLIES	1,500	<b>1,500</b>	-	- %
COST ALLOCATION	-	-	-	- %
<b>TOTAL EXPENSE</b>	<b>1,435,611</b>	<b>1,547,099</b>	(111,488)	(7.8%)
<b>TOTAL</b>	<b>220,601</b>	<b>228,927</b>	<b>(8,326)</b>	<b>(3.8%)</b>

**Fees, Charges & Program Revenue**

- Fee increases
- Changes in ELC programs

**Revenue from Municipalities**

- Based on current licensed children
- Adjusted for staff hours

**Salaries, Wages & Benefits**

- WSIB increased due to new funding model - \$30,000 impact on Childcare budget
- Increased staff hours for program needs
- Adjustments for COLA and step increases

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**HOME SUPPORT**

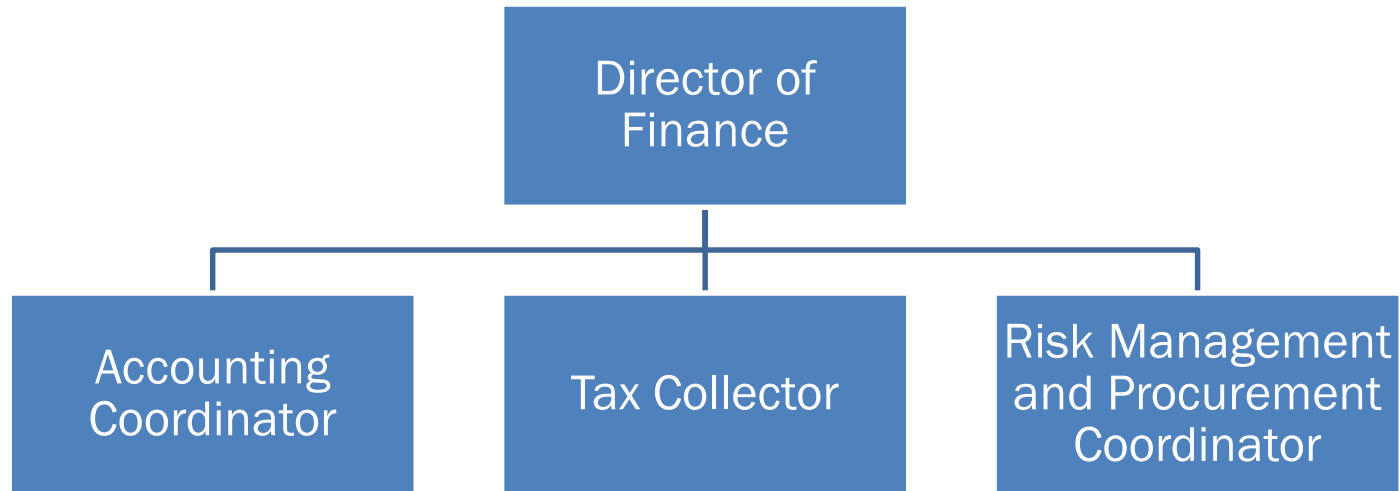
	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
DONATIONS	(500)	<b>(1,000)</b>	500	100.0%
FEES, CHARGES & PROGRAM REVENUE	(85,500)	<b>(87,500)</b>	2,000	2.3%
GRANTS	(427,020)	<b>(427,020)</b>	-	- %
INTERNAL (REVENUE) EXPENSE	(3,700)	-	(3,700)	(100.0%)
<b>TOTAL REVENUE</b>	<b>(516,720)</b>	<b>(515,520)</b>	<b>(1,200)</b>	<b>(0.2%)</b>
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	2,500	<b>1,000</b>	1,500	60.0%
CONFERENCES, SEMINARS & TRAINING	8,000	<b>10,000</b>	(2,000)	(25.0%)
CONTRACTED SERVICES	174,531	<b>176,031</b>	(1,500)	(0.9%)
FOOD COSTS	56,000	<b>53,000</b>	3,000	5.4%
INSURANCE	7,550	<b>3,000</b>	4,550	60.3%
MATERIALS & SERVICES	5,700	<b>5,875</b>	(175)	(3.1%)
PROFESSIONAL FEES	4,000	<b>3,200</b>	800	20.0%
PROGRAM EXPENSE	18,500	<b>13,913</b>	4,587	24.8%
SALARIES, WAGES & BENEFITS	255,053	<b>246,001</b>	9,052	3.5%
SUPPLIES	3,500	<b>3,500</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>535,334</b>	<b>515,520</b>	<b>19,814</b>	<b>3.7%</b>
<b>TOTAL</b>	<b>18,614</b>	<b>-</b>	<b>18,614</b>	<b>100.0%</b>

# Town of St. Marys

## 2020 Operating Budget Overview

### Finance Department

# Finance Department



# Service Delivery



## Overview:

The responsibility of the Finance Department 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



The Finance Department is tasked with a number of responsibilities including

- Preparation of the operating and capital budgets
- Processing of accounts receivable and accounts payable
- Financial services and support to operational departments
- Maintain corporate accounting systems and financial records
- Annual financial reporting from audited financial statements to reporting to various government bodies
- Property tax billing, collection and tax roll adjustments
- Treasury functions of cash flow, investment and borrowing, purchasing and risk management
- Administer parking ticket collection system
- Financial services to public: payments & inquiries, Commissioner services, marriage licensing.

# 2019 Success Stories



- Successful transition of new Director of Finance/Treasurer with Finance Team.
- Greater focus on assessment based management of the tax roll.
- Consolidated Fees By-Law for 2020 prepared in conjunction with SMT and Finance Team for Council review.
- Continued attention and due diligence on risk management, maintaining reduced insurance claims.
- Continued success in vendor enrollment in electronic transfer payments. More vendors being paid by EFT than cheque, saving on processing costs (cheques, envelopes and postage).
- Preparation and presentation of Fiscal Health report as part of the 2020 pre-budget planning

# 2020 Challenges



- Roll-out of new legislation from the Province affecting development charges and sources of municipal funding.
- Asset Management Action Plan and long term financial strategy to achieve the action plan.
- Balancing the current capital financing needs with long term financial sustainability
- Increasing shift of municipal property tax burden onto the residential tax class



# 2020 Opportunities



- Working with SMT and Council to create an Expenditure Benchmarking Policy, by identifying a group of comparable municipalities.
- Creating a reserve policy to guide reserve and reserve fund objectives and goals.
- Procurement Policy being updated to ensure best practices in place.
- Modernization of property tax billing & collection (emailing of tax bills, increased online payment options)
- Pro-active assessment management to mitigate tax shifts to the residential class and to ensure full realization of property tax revenue.



**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**TAXATION**

	2019 Budget	<b>2020 Budget</b>	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
TAX LEVY				
TAX LEVY	(12,191,573)	<b>(12,462,654)</b>	271,081	2.2%
<b>TOTAL TAX LEVY</b>	<b>(12,191,573)</b>	<b>(12,462,654)</b>	271,081	2.2%
REVENUE				
TAXATION SUPPLEMENTAL REVENUE	(272,625)	<b>(276,125)</b>	3,500	1.3%
<b>TOTAL REVENUE</b>	<b>(272,625)</b>	<b>(276,125)</b>	3,500	1.3%
EXPENSE				
TAXATION EXPENSE	169,000	<b>169,000</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>169,000</b>	<b>169,000</b>	-	- %
<b>TOTAL</b>	<b>(12,295,198)</b>	<b>(12,569,779)</b>	<b>274,581</b>	<b>2.2%</b>



**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**COUNCIL**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
EXPENSE				
COMMUNICATIONS	5,000	<b>2,500</b>	2,500	50.0%
CONFERENCES, SEMINARS & TRAINING	4,000	<b>6,000</b>	(2,000)	(50.0%)
MATERIALS & SERVICES	1,500	<b>1,500</b>	-	- %
SALARIES, WAGES & BENEFITS	137,686	<b>133,347</b>	4,339	3.2%
<b>TOTAL EXPENSE</b>	148,186	<b>143,347</b>	4,839	3.3%
<b>TOTAL</b>	<b>148,186</b>	<b>143,347</b>	<b>4,839</b>	<b>3.3%</b>

**Communications**

- Reduction from 2019 one-time cost of communication equipment

**Salaries, Wages & Benefits**

- Reduction to reflect actual - 2019 increase was over estimated to reflect changes to the 1/3 exemption

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**EXTERNAL TRANSFERS**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
EXPENSE				
OTHER TRANSFERS	1,658,522	<b>1,733,736</b>	(75,214)	(4.5%)
<b>TOTAL EXPENSE</b>	1,658,522	<b>1,733,736</b>	(75,214)	(4.5%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	(126,000)	<b>(126,000)</b>	-	- %
<b>TOTAL RESERVE TRANSFERS</b>	(126,000)	<b>(126,000)</b>	-	- %
<b>TOTAL</b>	<b>1,532,522</b>	<b>1,607,736</b>	<b>(75,214)</b>	<b>(4.9%)</b>

OTHER TRANSFERS	2019	2020	Fav (Unfav)
CONSERVATION AUTHORITY	88,756	93,885	-5,129
TRANSIT (MOBILITY BUS)	96521	96851	-330
PUBLIC HEALTH SERVICES	133,787	150,000	-16,213
GRANTS TO HOSPITALS	50,000	50,000	0
AMBULANCE SERVICES	538,367	560,000	-21,633
GENERAL ASSISTANCE	128,776	135,000	-6,224
SOCIAL HOUSING	410,749	410,000	749
SPRUCE LODGE	98,923	110,000	-11,077
CHILD CARE - SHARED SERVICES	66,643	72,000	-5,357
COMMUNITY GRANTS	46,000	56,000	-10,000
	1,658,522	1,733,736	-75,214

**NOTE - waiting for budget confirmations from many external sources**

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**POLICE**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(7,000)	<b>(7,000)</b>	-	- %
GRANTS	(7,000)	<b>(7,000)</b>	-	- %
<b>TOTAL REVENUE</b>	<b>(14,000)</b>	<b>(14,000)</b>	-	- %
EXPENSE				
CONFERENCES, SEMINARS & TRAINING	500	<b>500</b>	-	- %
CONTRACTED SERVICES	400	<b>400</b>	-	- %
MATERIALS & SERVICES	1,000	<b>1,000</b>	-	- %
POLICING CONTRACT	1,037,634	<b>1,065,700</b>	(28,066)	(2.7%)
SALARIES, WAGES & BENEFITS	7,000	<b>7,000</b>	-	- %
SUPPLIES	2,000	<b>2,000</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>1,048,534</b>	<b>1,076,600</b>	<b>(28,066)</b>	<b>(2.7%)</b>
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	124,755	<b>85,000</b>	39,755	31.9%
<b>TOTAL RESERVE TRANSFERS</b>	<b>124,755</b>	<b>85,000</b>	<b>39,755</b>	<b>31.9%</b>
<b>TOTAL</b>	<b>1,159,289</b>	<b>1,147,600</b>	<b>11,689</b>	<b>1.0%</b>

**Policing Contract**

- Draft 2020 budget provided by Stratford Police

**Transfer to Reserve**

- Reduction in repayment of Tax Equalization Reserve (used in 2019 for one-time costs)
- Current transfer to reserve to fund future police capital

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**TREASURY**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
<b>REVENUE</b>				
FEEs, CHARGES & PROGRAM REVENUE	(103,300)	<b>(105,200)</b>	1,900	1.8%
GRANTS	(548,622)	<b>(529,600)</b>	(19,022)	(3.5%)
INTERNAL (REVENUE) EXPENSE	(93,819)	<b>(95,819)</b>	2,000	2.1%
INVESTMENT INCOME	(125,000)	<b>(154,000)</b>	29,000	23.2%
REVENUE FROM MUNICIPALITIES	(20,000)	<b>(20,000)</b>	-	- %
<b>TOTAL REVENUE</b>	<b>(890,741)</b>	<b>(904,619)</b>	13,878	1.6%
<b>EXPENSE</b>				
ADVERTISING, MARKETING & PROMOTION	1,000	<b>750</b>	250	25.0%
ASSESSMENT SERVICES (MPAC)	95,000	<b>96,000</b>	(1,000)	(1.1%)
CONFERENCES, SEMINARS & TRAINING	1,658	<b>3,900</b>	(2,242)	(135.2%)
CONTRACTED SERVICES	25,000	<b>65,850</b>	(40,850)	(163.4%)
DEBENTURE PAYMENT	954,001	<b>954,001</b>	-	- %
INSURANCE	84,000	<b>83,595</b>	405	0.5%
MATERIALS & SERVICES	13,985	<b>15,425</b>	(1,440)	(10.3%)
PROFESSIONAL FEES	22,000	<b>25,500</b>	(3,500)	(15.9%)
SALARIES, WAGES & BENEFITS	357,682	<b>360,037</b>	(2,355)	(0.7%)
SUPPLIES	7,000	<b>7,000</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>1,561,326</b>	<b>1,612,058</b>	(50,732)	(3.2%)
<b>RESERVE TRANSFERS</b>				
TRANSFER TO (FROM) RESERVES	2,062,178	<b>2,159,178</b>	(97,000)	(4.7%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>2,062,178</b>	<b>2,159,178</b>	(97,000)	(4.7%)
<b>TOTAL</b>	<b>2,732,763</b>	<b>2,866,617</b>	<b>(133,854)</b>	<b>(4.9%)</b>

**Grants**

- Reduction in one-time grants for Cannabis funding

**Investment Income**

- Adjusted to match expected investment returns and cash flow estimates

**Contracted Services**

- One-time costs included for Community Safety Plan (\$27,000) and Transportation (\$15,000) projects

**Transfer to Reserve**

- Increased capital transfer by 5% (\$97,000) per assessment management plan to reduce annual contribution gap



**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**TREASURY**

---



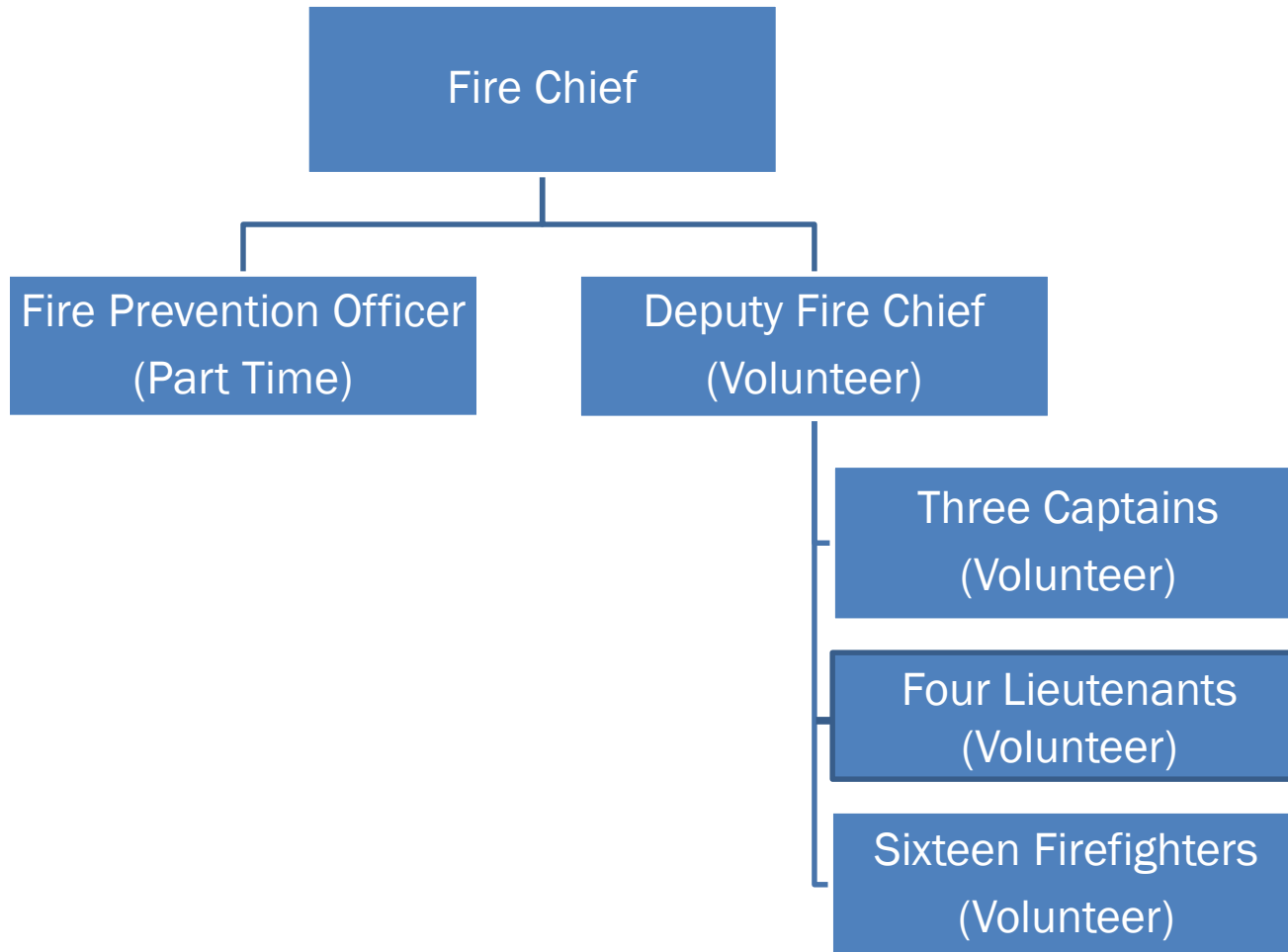
# Town of St. Marys

## 2020 Operating Budget Overview

### Fire Department



# Fire Department



# 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.

# 2019 Success Stories



- The St. Marys Fire Master Plan was created and approved.
- The St. Marys Fire Department Community Report was created.
- Fire Department Regulating By-law was approved.
- E-One HP 75 Aerial ladder truck was purchased.
- 12 Fire Department personnel completed an Advanced Auto Extrication course.
- Four firefighters were promoted to the rank of Lieutenant.
- 95% of all firefighters are currently Standard First Aid/CPR C and AED qualified. One firefighter completed the Emergency Medical Responder course.
- Three firefighters completed their Fire Service Instructor course.
- 33 buildings in Town have installed Lock Boxes.

# 2019 Success Stories



St. Marys Fire Department has responded to 114 emergency responses as of 01 November 2019.

Year 2019	Responses	Responses by Category																	
		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	22 Responses	8	36%	2	9%	4	18%	4	18%	3	14%	1	5%	0	0%	0	0%	0	0%
Feb	6 Responses	1	19%	0	0%	0	0%	2	3%	3	5%	0	0%	0	0%	0	0%	0	0%
Mar	6 Responses	1	17%	1	17%	1	17%	1	17%	1	17%	0	0%	0	0%	1	17%	0	0%
Apr	12 Responses	5	42%	3	25%	2	16%	1	8%	1	8%	0	0%	0	0%	0	0%	0	0%
May	6 Responses	2	33%	2	33%	0	0%	1	17%	0	0%	0	0%	1	17%	0	0%	0	0%
Jun	10 Responses	5	50%	0	0%	1	10%	0	0%	0	0%	0	0%	3	30%	1	10%	0	0%
Jul	17 Responses	6	35%	1	5%	2	12%	6	35%	0	0%	0	0%	2	12%	0	0%	0	0%
Aug	17 Responses	9	53%	0	0%	1	5%	1	5%	1	5%	1	5%	3	17%	0	0%	0	0%
Sep	12 Responses	6	50%	1	9%	3	27%	1	9%	0	0%	1	9%	0	0%	0	0%	0	0%
Oct	7 Responses	2	28%	3	42%	1	14%	0	0%	0	0%	0	0%	1	14%	0	0%	0	0%
Nov	Responses																		
Dec	Responses																		
<b>Total</b>	<b>Responses</b>	<b>45</b>	<b>39%</b>	<b>13</b>	<b>11%</b>	<b>15</b>	<b>13%</b>	<b>17</b>	<b>14%</b>	<b>9</b>	<b>7%</b>	<b>3</b>	<b>2%</b>	<b>10</b>	<b>9%</b>	<b>2</b>	<b>2%</b>	<b>0</b>	<b>0%</b>

# 2019 Success Stories



- St. Marys Chief Fire Prevention Officer was hired on the 2<sup>nd</sup> January 2018. From the 2<sup>nd</sup> of January 2018 until the 1<sup>st</sup> of November 2019 he has completed the following :
  - 80 Requests
  - 16 Complaints
  - 252 Routine
  - 11 Licensing
  - 82 Follow up
  - 11 Safety Concerns
  - 16 Fire Drills
  - 10 Fire Works Inspections
  - 10 school inspections.
- CFPO initiated the Lock Box program. Organized the Annual “Door to Door Campaign, Smoke & CO Alarm Survey, Fire Prevention & CO Awareness Public Education programs.

# 2020 Challenges



- Challenge of equipment replacement with limited funding availability.
- Preparing to relocate and store vehicles and rescue equipment during construction of the Fire Hall.
- Maintain Fire Department administration and Fire Prevention & Public Education programs during construction.
- 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.

# 2020 Opportunities



- The Ice Water Rescue course is scheduled in Jan/Feb 2020, and the Swift Water training will be conducted in the Spring of 2020.
- 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.
- Firefighters and Officers that are qualified NFPA 1021 Fire Officer Level I will have to be course loaded on the NFPA 1021 Fire Officer Level II course. This is for advancement to become a Deputy Fire Chief.
- To continue to purchase and upgrade fire rescue equipment so that firefighters are able to 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  
2020**

**FIRE OPERATIONS**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
DONATIONS	-	(2,500)	2,500	- %
FEES, CHARGES & PROGRAM REVENUE	(12,800)	(6,500)	(6,300)	(49.2%)
INTERNAL (REVENUE) EXPENSE	5,480	5,004	476	8.7%
REVENUE FROM MUNICIPALITIES	(159,839)	(160,000)	161	0.1%
<b>TOTAL REVENUE</b>	<b>(167,159)</b>	<b>(163,996)</b>	<b>(3,163)</b>	<b>(1.9%)</b>
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	1,000	-	- %
CONFERENCES, SEMINARS & TRAINING	7,862	7,500	362	4.6%
CONTRACTED SERVICES	13,930	13,930	-	- %
FUEL/OIL	4,000	4,000	-	- %
INSURANCE	14,579	7,322	7,257	49.8%
MATERIALS & SERVICES	13,400	13,700	(300)	(2.2%)
REPAIRS & MAINTENANCE	35,000	35,000	-	- %
SALARIES, WAGES & BENEFITS	363,976	367,945	(3,969)	(1.1%)
SUPPLIES	1,700	1,850	(150)	(8.8%)
<b>TOTAL EXPENSE</b>	<b>455,447</b>	<b>452,247</b>	<b>3,200</b>	<b>0.7%</b>
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	127,000	145,000	(18,000)	(14.2%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>127,000</b>	<b>145,000</b>	<b>(18,000)</b>	<b>(14.2%)</b>
<b>TOTAL</b>	<b>415,288</b>	<b>433,251</b>	<b>(17,963)</b>	<b>(4.3%)</b>

**Fees, Charges, & Program Revenue**

- Decreased based on historical revenue trend

**Insurance**

- Reallocation of Insurance expense

**Transfer to Reserve**

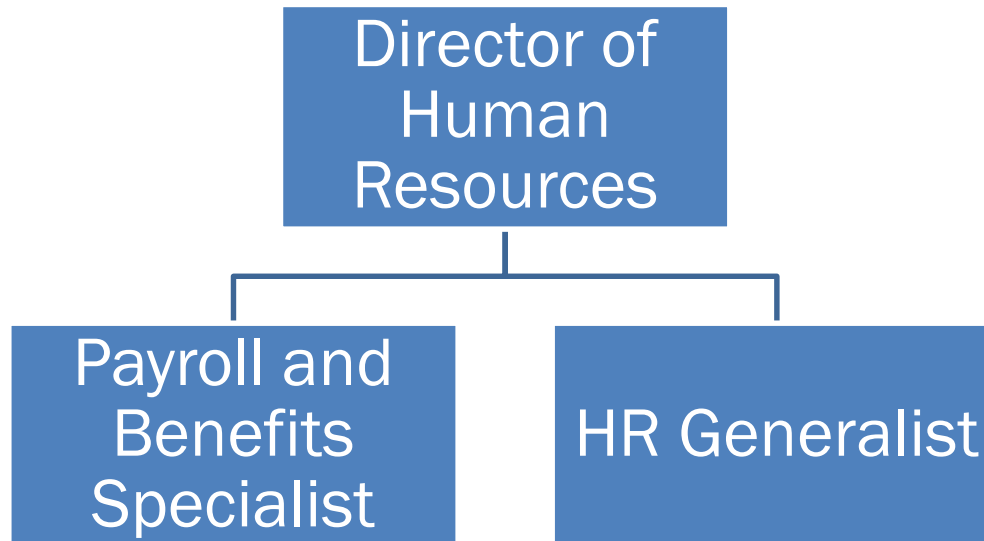
- Increased by \$18,000 to meet the capital annual contribution required in capital plan

# Town of St. Marys

## 2020 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



## 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

# 2019 Success Stories



## Staff Engagement

- Organized a Team Member Engagement Survey following up on the previous survey in 2015.
- Improved Info HR training matrix to better track completed and future training requirements for all Team Members.
- Revised the Team Member Handbook to reflect current practices and made it a more usable document for all staff to access relevant information about workplace policies/procedures.
- Facilitated annual staff engagement events (i.e. Mayor/CAO BBQ, United Way Campaign activities, Christmas party).

## Youth Engagement

- Spoke at an employer panel at DCVI, educating grade 11 and 12 students about careers in small towns.
- Attended a career fair in Stratford promoting municipal careers that students can access through various pathways.

## Recruitment

- Successfully filled several key roles.

## Policy Creation and Training

- Created and rolled out new policies covering topics such as Performance Management, Team Member Code of Conduct, Health and Safety, Work References, Work Reductions and Shift Premium.
- Regular policy reviews with the Senior Leadership Team at monthly meetings.

## Legislative Compliance

- Ministry of Labour's Ergonomics Initiative:
  - Created a new policy and workplace inspection tool to address ergonomics in the workplace.
  - Facilitated training for JHSC members, supervisors and front line workers.

5.4 6

# 2020 Challenges



- Balance the expectations and needs of multiple departments.
- Create ways to overcome barriers and support departmental and corporate training needs.
- Increase awareness of mental health issues and develop suitable work plans/accommodations that balance the needs of the Town and the Team members.
- 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 as the employment landscape continues to change i.e. current labour market shortage and upcoming Baby Boomer retirement.



# 2020 Opportunities



- Create and support Team Member working groups to analyze and conduct root cause analysis of the 2019 Team Member Engagement survey.
- Formal review of the Job Evaluation system to ensure compliance with the Pay Equity Act.
- Modernize administrative processes such as electronic T4 distribution.
- Strengthen external partnerships with community groups such as Community Living, Partners in Employment and local secondary/post secondary schools etc. as a way to support staff while giving individuals in the community opportunities to gain valuable work experience.
- Review Health and Safety program components to identify areas that can help improve the Town's experience rating in the new WSIB rate framework.
- Simplify the Performance Management tools for some part-time and casual.
- 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.

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

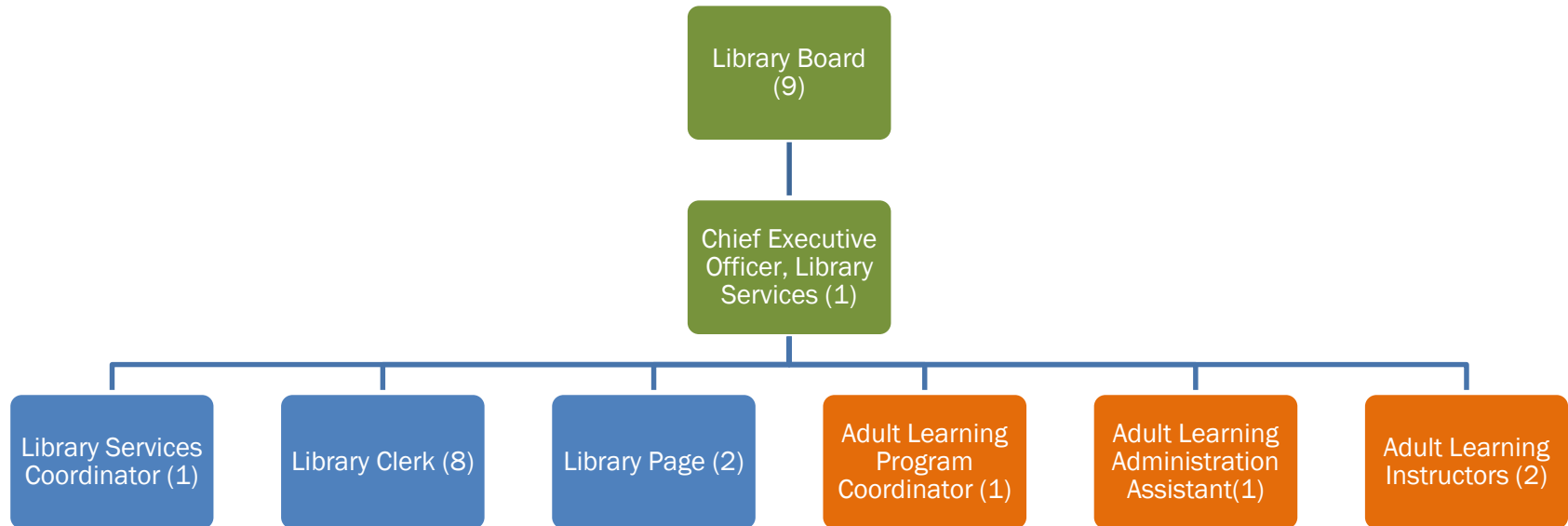
**HR & ADMIN**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
INTERNAL (REVENUE) EXPENSE	10,000	<b>5,500</b>	4,500	45.0%
<b>TOTAL REVENUE</b>	10,000	<b>5,500</b>	4,500	45.0%
EXPENSE				
CONFERENCES, SEMINARS & TRAINING	16,460	<b>12,800</b>	3,660	22.2%
CONTRACTED SERVICES	47,324	<b>33,950</b>	13,374	28.3%
MATERIALS & SERVICES	27,450	<b>27,100</b>	350	1.3%
PROFESSIONAL FEES	3,000	<b>3,000</b>	-	- %
SALARIES, WAGES & BENEFITS	265,452	<b>270,997</b>	(5,545)	(2.1%)
SUPPLIES	1,500	<b>1,500</b>	-	- %
<b>TOTAL EXPENSE</b>	361,186	<b>349,347</b>	11,839	3.3%
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	(40,260)	<b>(20,000)</b>	(20,260)	(50.3%)
<b>TOTAL RESERVE TRANSFERS</b>	(40,260)	<b>(20,000)</b>	(20,260)	(50.3%)
<b>TOTAL</b>	<b>330,926</b>	<b>334,847</b>	<b>(3,921)</b>	<b>(1.2%)</b>

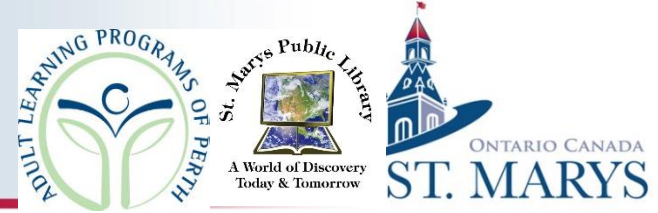
# St. Marys Public Library

## 2020 Operating Budget Overview

# Library and Adult Learning



# Library and Adult Learning

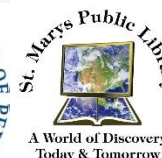


- To provide free and equitable access to library services
- To preserve and promote universal access to a broad range of knowledge, experience, information and ideas
- To maintain a welcoming and supportive environment
- To extend access to global information beyond the physical Library walls



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 2019



Library Use	2019 (As of October)
Active Patrons	2,457
Items circulated (Print & Online)	80,424
Program Attendance	6,764
Public Computer Usage (hours)	8,303
Number of Visits	45,729
Database usage	44,846
Average unique daily usage of Wi-Fi**	30 users per day

\*\*A unique user is a new user/device on the network each day, who may access Wi-Fi more than once, but is only counted once

# Achievements of 2019



- Breaking down barriers to access, driving inclusion
  - Community Enhancements
    - Aquatics pass
    - Parks Pass
    - Seed Library
    - Drag Queen Story Time
    - S.A.D Lamps
  - Facilities Enhancements
    - New circulation desk designed and installed
    - Accessible walkway paved
    - Public Access Computers redesigned with IT support
    - Public Access Computer Upgrades (new equipment with accessibility components on 2 computers)
    - Wi-Fi Hubs fully integrated with statistics capabilities

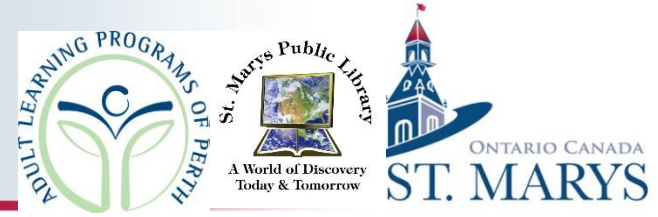
# Achievements of 2019



- Expanding access to technologies
  - Kanopy/Streaming access
  - Launched Makerspace
  - Increased database availability
  - Re-imagined Public Access Computer services
  - Replaced all Public Access Computer technologies including outfitting 2 accessible keyboard
  - CollectionHQ tool to enhance/elevate St. Marys collection



# Achievements of 2019



- Advocating for the Community, Reimagining Services
  - ILLO Reductions/SOLS budget cuts
  - Round table with Ministry of Heritage, Sport, Tourism, and Culture
  - Re-imagined ILLO/Intra Library Loan Services
- Accreditation Complete
  - Developed key plans to guide staff in programs, marketing, technology and advertising

# 2020 Opportunities



- Continued partnership with the PRC
  - Continuing the Aquatics Pass program
  - Partnership with the PRC/Youth Centre and EarlyON program
- Implementation of the PCIN Intra-loan courier system
- Leveraging technologies to enhance efficiencies within the library
- Continuing the conversation with Council and Library Board on the ADHOC Committee for the Space and Service Needs
- Expanding non-traditional circulation items to meet the needs of the community
- Begin discussions to develop and implement a new strategic plan
- Expand school visits and community outreach
- Develop partnerships with individual classes to entice educational instructors to bring classes to the Library
- Develop programs that target and appeal to youth
- Explore funding opportunities through various agencies to enhance library service
- Explore opportunities to expand the Makerspace technologies

# Challenges leading into 2020 Budget



- Funding cuts from the Province to SOLS
  - ILLO courier service no longer runs in the Province
  - Costs incurred for the PCIN membership expense includes transit costs for couriered materials
- 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
- Increases due to revenue alignment
  - Library budget now reflects accurately projected revenue generations for 2020
- Small increase in expenses due to inflation
  - A small portion of the budget is due to inflation costs for purchasing materials (newspapers/magazines, database subscriptions)

# Library Budget Breakdown 2020



- Staffing expenses
  - \$28,283; 7.35% increase
- Revenue alignment
  - \$15,245 reduction in anticipated revenue; 3.96%
- Inflation/expense increases
  - \$2,028; 0.53%
- Total: \$45,556 increase resulting in 11.84% for Library budget

# Adult Learning Statistics



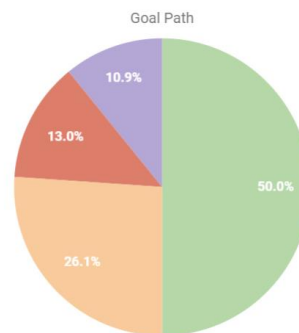
Location People are Travelling From	Percentage of People	Users by number (out of 50)***
St. Marys	38%	19
Stratford	34%	17
Perth East + South	8%	4
Perth West + North	2%	1
Outside Perth	18%	9

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

# Adult Learning at a Glance



- Business year runs from April 1<sup>st</sup> to March 31<sup>st</sup>
- 2 Locations: St. Marys, and Conestoga College in Stratford
- Staff assist with GED, Digital Technology, and other Essential Skills training
- Learners have 5 Goal Paths to decide on that Staff assist with
  - Employment
  - Secondary School Credit
  - Post Secondary
  - Apprenticeship
  - Independence



**Employment – 50%**  
**Post Secondary – 26.1%**  
**Secondary School Credit – 0%**  
**Apprenticeship – 13.0%**  
**Independence – 10.9%**

# Adult Learning Cont'd



- Adult Learning has a target of 79 Learners Served each year
  - Served means a learner has been assessed, received instruction and has attained a standardized ministry milestone
  - 66% of the learners were served in St. Marys
  - 34% of the learners were served in Stratford
  - At the Mid-Year Report, 50 Learners have been served

## Highest Level of Education

	Apr - Oct 2019
Grade 0-8	13%
Grade 9 -11	35%
Grade 12 & OAC	28%
Some post-secondary	4%
Trade Certificate	0%
College Diploma	17%
University Degree	2%
Post Grad	0%

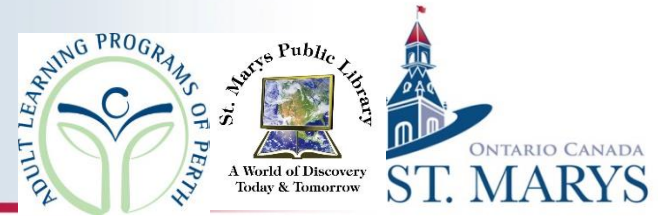
# Achievements of 2019



- Organized learner materials and worked on streamlining how materials are used to effectively help and guide learners to reach their ultimate goal
- Created an inner-office digital resource that allows more than one instructor the ability to review and assess learner goals and needs, regardless of the learner's location
  - This allows the sharing of ideas and knowledge between instructors to the benefit of the learner
- Focus on creating meaningful and supportive relationships with the learners to ease learner expectations
  - Resulted in significant Centre changes due to job realignment
- Continue to focus on opening files and having learners achieve appropriate milestones on a regular basis



# Achievements of 2019



- 49 Learners served (106% YTD of Target)
- 90% of learners complete at least 1 milestone (150% YTD target)
- Service quality remains high with a 7.60 rating against a 6.00 target
- Newspaper article – two new learners registered for Digital Tech shortly after the article appeared
- Informal partnerships established with Little Falls and Holy Name schools to allow engagement with parents via school communication channels (letters and email) and School council meetings

# 2020 Opportunities



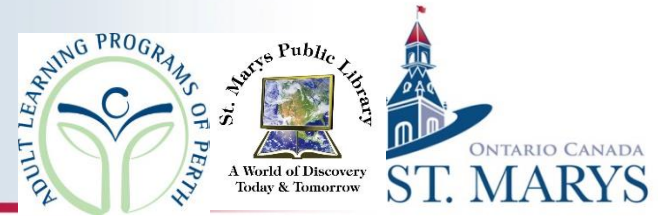
- We are hoping to find workshops throughout 2020 that are geared towards upgrading our knowledge base for Adult Learning.
- We are looking into what other LBS services offer as pop-up courses and determining if they will fit our learners as well
- Continue to be open to evolving and changing to suit the needs of the community
- Pop up at the PRC – Adult Learning sessions to take place within the PRC from 12th November 2019 (Tuesday mornings) – pilot to engage with local school parents
- Working with local employers to offer professional development for employees to develop Math and Literacy skills for the workplace
- Outreach network to extend to include Tuesday evenings and Saturday mornings at the PRC, engaging with Ice/Swimming parents
- Promotional opportunities
  - New Instagram account established for ALPP
  - Newspaper advertising campaign to take place early December/mid January
  - New pop up poster to be created for PRC sessions targeting parents directly
  - All advertising material to be circulated amongst parents of LF and HN schools
  - Website update to be pursued in December

# Challenges leading into 2020 Budget



- Increases due to WSIB costs
  - Costs for WSIB increased drastically for the Library 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
- 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 location opened limited hours and limited communication between the locations
- Low provincial unemployment rate (less than 4%) could provide a challenge for referrals from Partners in Employment or other EO providers, currently responsible for 35% of existing caseload
- 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 Budget Breakdown 2020



- Staffing costs

- Traditionally Council has covered the HCSA and COLA for the Adult Learning Department
- This year, the Library Board is instead requesting Council support in covering the increased in WSIB
- Total funding request: \$2,408

Thank-you



# Questions or Comments?



DEPARTMENTAL - TAX LEVY FUNDED  
2020

**LIBRARY**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
DONATIONS	(4,000)	<b>(1,200)</b>	(2,800)	(70.0%)
FEES, CHARGES & PROGRAM REVENUE	(13,675)	<b>(10,400)</b>	(3,275)	(23.9%)
GRANTS	(25,000)	<b>(15,830)</b>	(9,170)	(36.7%)
INTERNAL (REVENUE) EXPENSE	9,030	<b>11,294</b>	(2,264)	(25.1%)
REVENUE FROM MUNICIPALITIES	(63,736)	<b>(63,736)</b>	-	- %
<b>TOTAL REVENUE</b>	<b>(97,381)</b>	<b>(79,872)</b>	<b>(17,509)</b>	<b>(18.0%)</b>
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	<b>1,000</b>	-	- %
CONFERENCES, SEMINARS & TRAINING	5,500	<b>5,500</b>	-	- %
CONTRACTED SERVICES	18,000	<b>17,250</b>	750	4.2%
MATERIALS & SERVICES	51,131	<b>51,422</b>	(291)	(0.6%)
PROFESSIONAL FEES	600	<b>600</b>	-	- %
PROGRAM EXPENSE	3,000	<b>3,000</b>	-	- %
REPAIRS & MAINTENANCE	4,400	<b>3,000</b>	1,400	31.8%
SALARIES, WAGES & BENEFITS	392,718	<b>421,001</b>	(28,283)	(7.2%)
SUPPLIES	2,500	<b>4,500</b>	(2,000)	(80.0%)
<b>TOTAL EXPENSE</b>	<b>478,849</b>	<b>507,273</b>	<b>(28,424)</b>	<b>(5.9%)</b>
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	3,300	<b>2,687</b>	613	18.6%
<b>TOTAL RESERVE TRANSFERS</b>	<b>3,300</b>	<b>2,687</b>	<b>613</b>	<b>18.6%</b>
<b>TOTAL</b>	<b>384,768</b>	<b>430,088</b>	<b>(45,320)</b>	<b>(11.8%)</b>

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**ADULT LEARNING**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(12,432)	<b>(12,432)</b>	-	- %
GRANTS	(127,615)	<b>(127,865)</b>	250	0.2%
INTERNAL (REVENUE) EXPENSE	-	<b>3,264</b>	(3,264)	- %
<b>TOTAL REVENUE</b>	<b>(140,047)</b>	<b>(137,033)</b>	<b>(3,014)</b>	<b>(2.2%)</b>
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	<b>1,500</b>	(500)	(50.0%)
COMMUNICATIONS	1,400	<b>1,400</b>	-	- %
CONFERENCES, SEMINARS & TRAINING	1,463	<b>2,250</b>	(787)	(53.8%)
MATERIALS & SERVICES	12,480	<b>17,899</b>	(5,419)	(43.4%)
PROFESSIONAL FEES	2,000	<b>1,000</b>	1,000	50.0%
SALARIES, WAGES & BENEFITS	117,604	<b>107,995</b>	9,609	8.2%
SUPPLIES	3,900	<b>4,676</b>	(776)	(19.9%)
UTILITIES	2,200	<b>2,200</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>142,047</b>	<b>138,920</b>	<b>3,127</b>	<b>2.2%</b>
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	698	-	698	100.0%
<b>TOTAL RESERVE TRANSFERS</b>	<b>698</b>	<b>-</b>	<b>698</b>	<b>100.0%</b>
<b>TOTAL</b>	<b>2,698</b>	<b>1,887</b>	<b>811</b>	<b>30.1%</b>

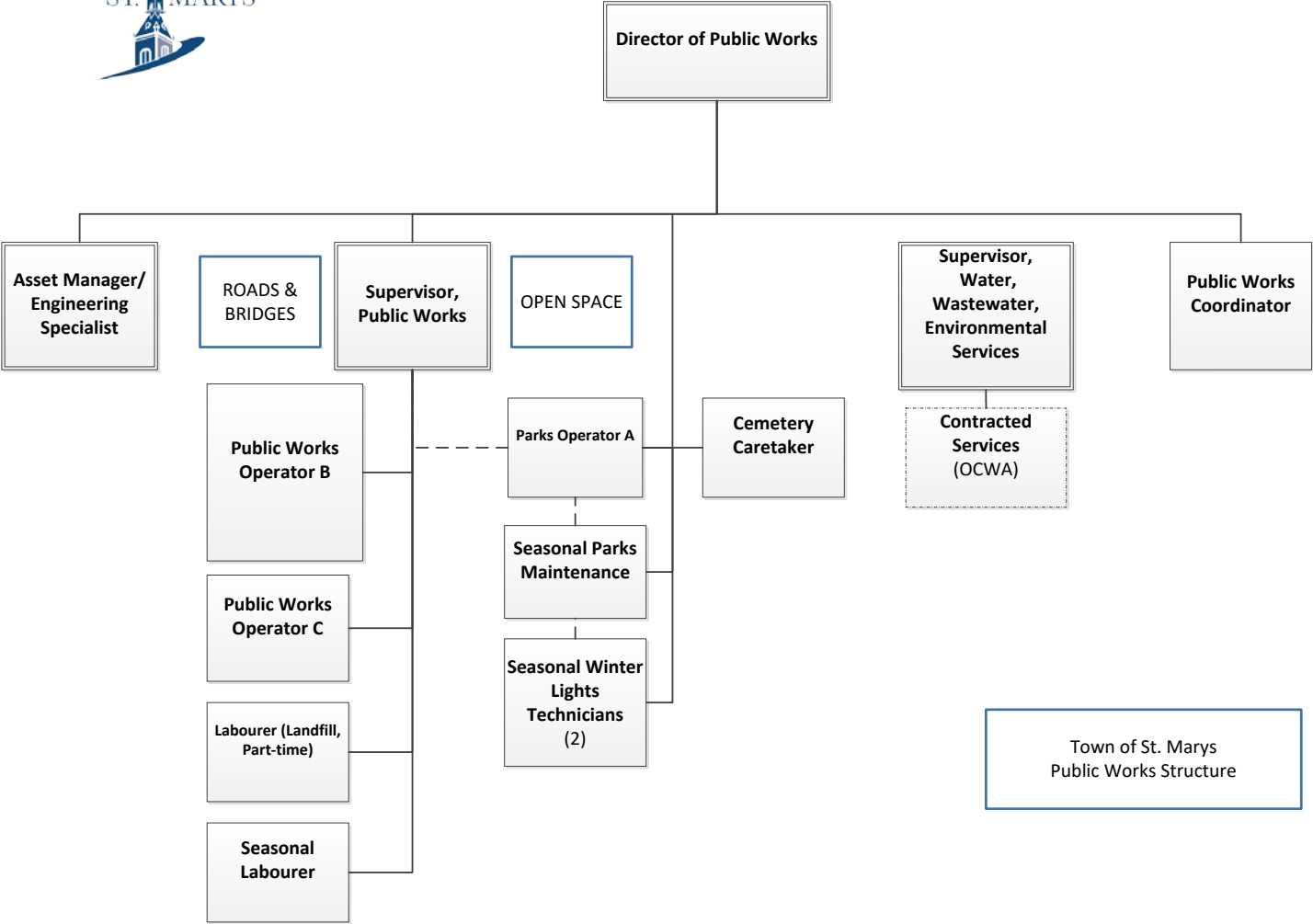
# Town of St. Marys

## 2020 Operating Budget Overview

### PUBLIC WORKS



# 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 Waste Water 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 and
  - 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



Water and Waste Water 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 1 municipal booster pump	2,760 service connections
1 – 1820m <sup>3</sup> water storage tower 1 – 1600m <sup>3</sup> 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
  - Site operations have to conform to specifications contained with 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



- Public works inspects, 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



### Roads and Sidewalks:

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.
  - Consist of: asphalt (75%), surface treated (22%), gravel (2%), and concrete (1%)
  - Maintenance of approximately 1,000 street lights
  - 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

# Public Works Service Delivery

## Roads & Sidewalks



### Roads and Sidewalks – Minimum Maintenance Standards

The Public Works Department maintains roads to provincially adopted standards

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

Summary – 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 street lights during regular operational hours

# Public Works Service Delivery

## Parks, Trails, Cemetery and Forestry



### Parks and Cemetery:

The Parks Department maintains:

- Open space park lands
  - contract administration of turf maintenance
  - cemetery ground maintenance
  - Garbage pickup service for public receptacles
- Cemetery
  - Interment management
    - cremations & full burials, columbarium
    - interment right sales & recording keeping
- 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
    - Development 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 5.6 10

# Public Works - 2019 Success Stories



## St. George St. N Reconstruction

- Full Road reconstruction design completed between Queen St. E and Timms Lane
- Includes replacement of 100+ year old water main

## Shovel Ready Road Projects

- Wellington St.
  - Full road reconstruction design complete between Wellington St. Bridge and Park St.
  - Design available for funding applications
- Egan Ave
  - Full road reconstruction design complete between James St. and Wellington St.
  - Ready for development partnership sharing for construction costs

## James St. Pedestrian Crossover

- Installation of Type 2 Level B Pedestrian Crossing
- Service level increase to 24x7 with annual operational savings of labour costs

## Water Storage Reservoir Construction

- Construction and commissioning of 1600m<sup>3</sup> water storage reservoir.

## Financial Plans Completed

- Adopted Water and Waste Water System Financial Sustainability Plans.

# Public Works - 2019 Success Stories



## Contracted Snow Removal Reduction

- Successful Internalization of some contracted service due to lack of vendors
- Functions were able to be absorbed by existing staff & equipment

## Cemetery Funding & Budget

- Rate review complete
- New self funded rate structure approved
- Service should be self funding within 5 years

## Quadro Last Mile Fiber Project

- Assist Quadro for utility location for last mile fiber project
- Town had to provide increased locate and engineering support to facilitate project

## Forestry Management – Contracted Service Reduction

- Internalization of stump removal service, stump grinder attachment included in 2019 Capital

## Landfill

- EA Assessment approvals pending fall submission of 2019
- Green Committee researched and recommended new waste diversion programs

## Water St. Culvert Repairs - Ongoing

- Gas main relocation completed in 2019
- Final completion Spring of 2020

# Public Works - 2020 Challenges



## Landfill Expansion Environmental Assessment (EA)

- Finalization of EA submission to MOECC
- Environmental Compliance Approval works on hold until EA Approval received
- Long term improvements initiatives to site operations not viable with current interim approval

## Waste Water Treatment Plant (WWTP)

- Waste Water financial plan finalization completed 2019
- Balance of rates, capital upgrade replacements in contrast to observed plant loadings and budget capacity for additional debentures.
- Standardization of Industrial Surcharge agreements
- Staff to complete WWTP status report of current remaining capacity and remaining required capital works
- Additional Inflow and Infiltration works planned for 2020, overall goal of WWTP hydraulic reduction

## Asset Management Plan

- Further expansion of dataset to include additional granular detail of municipal facilities
- Asset Management Service level policy development to assist with capital planning

# Public Works - 2020 Challenges



## Contracted Snow Removal

- Further internalization of contracted service due to lack of vendors
- Insurance costs have increased for private removal companies to complete services for public organizations and have generally increased beyond the point of profitability
- Operational budget reduction

## Solid Waste Management & Waste Diversion Initiatives

- 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

## 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

# 2020 Opportunities



## Roads – Shoulder Maintenance

- Reduction on reliance of contracted services
- Grader attachment on Parks Tractor being used for gravel recovery of open ditch areas
- Recycled Asphalt application to gravel surface sections to improve surface service level and reliance on dust control application

## Road Assessment

- 2014 Assessment to be updated
- Town has adopted additional capital spending and increased maintenance activities
- Study will determine if current practices and funding are sufficient

## Active Transportation Network Plan Development

- 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

# 2020 Opportunities



## Egan Ave reconstruction

- Projected development partnership for road reconstruction of Egan Ave from James St. to Wellington St.

## Street Sweeper Capital Replacement

- Scheduled end of life replacement of existing Street Sweeper
- Opportunity to research newer equipment with reduced operational costs than existing
- Equipment life cycle analysis template created

## Landfill

- Review of current cover management practices for optimization through additional equipment purchase
- Overall goal to determine if additional space can be reclaimed by changing operation practices moving forward

## Church St. Bridge – Capital Works

- Complete replacement of Parapet walls and Bridge deck repairs
- Alterations of sidewalk approaches for sidewalk tractor winter maintenance access
- Replacement of steel hand rail
- Works detailed in bi-annual bridge inspection reports,
- Last of downtown core bridges to have significant upgrades since 2016

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**PUBLIC WORKS OPERATIONS**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(365,088)	<b>(500,078)</b>	134,990	37.0%
INTERNAL (REVENUE) EXPENSE	435,013	<b>436,513</b>	(1,500)	(0.3%)
INVESTMENT INCOME	(6,000)	<b>(11,000)</b>	5,000	83.3%
REVENUE FROM MUNICIPALITIES	(114,000)	<b>(143,000)</b>	29,000	25.4%
<b>TOTAL REVENUE</b>	<b>(50,075)</b>	<b>(217,565)</b>	167,490	334.5%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	500	<b>500</b>	-	- %
COMMUNICATIONS	2,000	<b>1,000</b>	1,000	50.0%
CONFERENCES, SEMINARS & TRAINING	18,000	<b>19,750</b>	(1,750)	(9.7%)
CONTRACTED SERVICES	463,500	<b>482,775</b>	(19,275)	(4.2%)
INSURANCE	60,440	<b>41,024</b>	19,416	32.1%
MATERIALS & SERVICES	56,200	<b>61,115</b>	(4,915)	(8.7%)
PROFESSIONAL FEES	12,000	<b>5,500</b>	6,500	54.2%
RECYCLING CONTRACT	174,500	<b>180,000</b>	(5,500)	(3.2%)
REPAIRS & MAINTENANCE	23,000	<b>23,500</b>	(500)	(2.2%)
SALARIES, WAGES & BENEFITS	758,610	<b>789,435</b>	(30,825)	(4.1%)
SAND & SALT	199,500	<b>260,000</b>	(60,500)	(30.3%)
SUPPLIES	2,800	<b>2,300</b>	500	17.9%
UTILITIES	65,650	<b>59,150</b>	6,500	9.9%
<b>TOTAL EXPENSE</b>	<b>1,836,700</b>	<b>1,926,049</b>	(89,349)	(4.9%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	-	<b>2,500</b>	(2,500)	- %
<b>TOTAL RESERVE TRANSFERS</b>	<b>-</b>	<b>2,500</b>	(2,500)	- %
<b>TOTAL</b>	<b>1,786,625</b>	<b>1,710,984</b>	<b>75,641</b>	<b>4.2%</b>

**Fees, Charges, & Program Revenue**

- Wheelie Bin fee changes - approx. \$96,000
- Wheelie Bin adjustments for historical trends and growth
- Cemetery revenue increase to reflect 3 year average and fee changes

**Revenue from Municipalities**

- Due to increased costs for salt, our direct billing to municipal partners will increase

**Contracted Services**





**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**PUBLIC WORKS OPERATIONS**

---

- Various contract increases

**Sand & Salt**

- Large increase in contract price of sand and salt for 2020

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**FLEET**

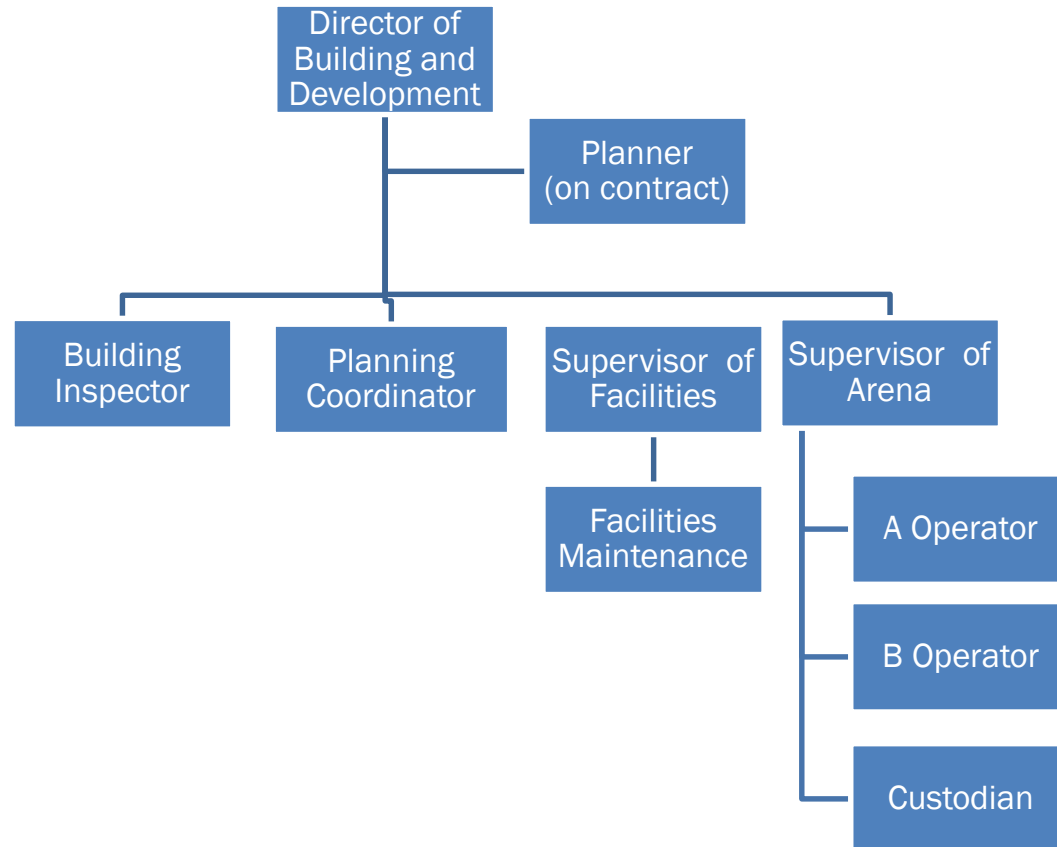
	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
INTERNAL (REVENUE) EXPENSE	(362,950)	<b>(369,450)</b>	6,500	1.8%
REVENUE FROM MUNICIPALITIES	(35,500)	<b>(36,000)</b>	500	1.4%
<b>TOTAL REVENUE</b>	<b>(398,450)</b>	<b>(405,450)</b>	7,000	1.8%
EXPENSE				
FUEL/OIL	91,100	<b>88,100</b>	3,000	3.3%
INSURANCE	8,000	<b>8,588</b>	(588)	(7.4%)
MATERIALS & SERVICES	28,750	<b>30,850</b>	(2,100)	(7.3%)
REPAIRS & MAINTENANCE	64,600	<b>60,912</b>	3,688	5.7%
<b>TOTAL EXPENSE</b>	<b>192,450</b>	<b>188,450</b>	4,000	2.1%
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	206,000	<b>217,000</b>	(11,000)	(5.3%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>206,000</b>	<b>217,000</b>	(11,000)	(5.3%)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# Town of St. Marys

## 2020 Operating Budget Overview

### Building and Development

# Building and Development



# Service Delivery



## 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.

## Animal Control

Receives complaints from the public, primarily stray cats or wild animals with health issues, such as raccoons. Most issues are handled via a third party service and the St Marys Veterinary Clinic.

# Service Delivery



## 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, play grounds, and sports fields, ensuring all facilities meet the required legislative standards. Establishes and administers both operating and capital budgets

# Service Delivery



## # of Recreation Facilities

- 5 ball diamonds (does not including Teddy's Field)
- 10 soccer fields
- 4 tennis courts/2 pickle ball courts
- 8 public playgrounds & 1 school playground
- 2 splash pads
- 2 quarries (swimming and fishing)
- 1 dog park

## #Facilities

- 33 buildings including pavilions, sheds and gazebos. Also includes Child Care Centre and sheds, McDonald House and Junction Station.

# 2019 Success Stories



## Building

- Issued permits for 53 dwelling units
  - 3yr avg. 42.3
  - 5yr avg. 42
  - 10yr avg. 40.4
- \$18.8mil in construction value

## Property Standards

- Most compliance achieved by initial contact with property owner
- All compliance was gained without issuing orders

## Animal Control

- Dealing with wildlife on private property



# 2019 Success Stories



## Planning / Development

- Nearing completion of the Official Plan
- Developing strategies on attainable housing
  - Accessory units
  - Financial incentives

## Facilities

- Finished the Old Water Tower, Town Hall & Library window project
- 23 Capital Projects for a total of \$1.241 Million, (including Tower & Windows)
  - 14 completed for a total of \$1.059 Million –
    - Not completed or on hold: walkways at Cadzow & Museum, Cemetery washroom, Library wall, Tint Aquatic windows, PRC generator.
- 23 Operational Projects (under \$5,000)
  - 18 completed for a total of \$72,000

# 2020 Challenges



## Building

- How to encourage construction of secondary dwelling units in order to meet Council's objectives.
- Changing Legislation

## Property Standards

- Expectations of neighboring property owners
- Secondary focus (primary focus is building & planning)

## Animal Control

- Developing a better system

# 2020 Challenges



## Planning / Development:

- Changing Legislation
- Completion of the Official Plan
- How to encourage attainable dwellings in order to meet Council's objectives.

## Facilities

- Asset Management Plan
- Projects not planned for
- How to maximize existing resources to the best of our abilities and get others on board

# 2020 Opportunities



## Building

- Being a leader in Reduction of Red Tape
- Changing Legislation

## Property Standards

- Keep working with residents on “both sides of the fence”

## Animal Control

- Achieve a more efficient process for vacation coverage of Animal Control Officer.

## Planning / Development

- Being a leader in Reduction of Red Tape
- Changing Legislation

## Facilities

- How to maximize existing resources to the best of our abilities
- Improvement of service to patrons and staff

DEPARTMENTAL - TAX LEVY FUNDED  
2020

**BUILDING & PROPERTY STANDARDS**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(209,750)	<b>(203,200)</b>	(6,550)	(3.1%)
INTERNAL (REVENUE) EXPENSE	65,160	<b>64,681</b>	479	0.7%
<b>TOTAL REVENUE</b>	<b>(144,590)</b>	<b>(138,519)</b>	<b>(6,071)</b>	<b>(4.2%)</b>
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	2,200	<b>2,400</b>	(200)	(9.1%)
CONFERENCES, SEMINARS & TRAINING	3,000	<b>4,500</b>	(1,500)	(50.0%)
CONTRACTED SERVICES	45,000	<b>50,000</b>	(5,000)	(11.1%)
MATERIALS & SERVICES	11,550	<b>9,000</b>	2,550	22.1%
PROFESSIONAL FEES	23,500	<b>18,900</b>	4,600	19.6%
PROGRAM EXPENSE	30,000	<b>80,000</b>	(50,000)	(166.7%)
SALARIES, WAGES & BENEFITS	304,043	<b>294,210</b>	9,833	3.2%
SUPPLIES	6,000	<b>5,000</b>	1,000	16.7%
<b>TOTAL EXPENSE</b>	<b>425,293</b>	<b>464,010</b>	<b>(38,717)</b>	<b>(9.1%)</b>
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	-	<b>(50,000)</b>	50,000	- %
<b>TOTAL RESERVE TRANSFERS</b>	<b>-</b>	<b>(50,000)</b>	<b>50,000</b>	<b>- %</b>
<b>TOTAL</b>	<b>280,703</b>	<b>275,491</b>	<b>5,212</b>	<b>1.9%</b>

**Program Expense**

- \$50,000 included in the 2020 budget for Attainable Housing initiatives, fully funded by reserves

**DEPARTMENTAL - TAX LEVY FUNDED  
2020**

**FACILITIES**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	(65,800)	<b>(78,000)</b>	12,200	18.5%
INTERNAL (REVENUE) EXPENSE	14,000	<b>14,000</b>	-	- %
RENT ICE	(484,000)	<b>(402,000)</b>	(82,000)	(16.9%)
RENT & LEASES	(20,000)	<b>(23,500)</b>	3,500	17.5%
<b>TOTAL REVENUE</b>	<b>(555,800)</b>	<b>(489,500)</b>	<b>(66,300)</b>	<b>(11.9%)</b>
EXPENSE				
CONFERENCES, SEMINARS & TRAINING	8,400	<b>6,100</b>	2,300	27.4%
CONTRACTED SERVICES	209,590	<b>179,200</b>	30,390	14.5%
INSURANCE	74,200	<b>76,766</b>	(2,566)	(3.5%)
MATERIALS & SERVICES	102,600	<b>104,050</b>	(1,450)	(1.4%)
REPAIRS & MAINTENANCE	231,404	<b>343,500</b>	(112,096)	(48.4%)
SALARIES, WAGES & BENEFITS	720,071	<b>701,157</b>	18,914	2.6%
SUPPLIES	28,750	<b>27,500</b>	1,250	4.3%
UTILITIES	504,340	<b>480,150</b>	24,190	4.8%
<b>TOTAL EXPENSE</b>	<b>1,879,355</b>	<b>1,918,423</b>	<b>(39,068)</b>	<b>(2.1%)</b>
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	93,500	<b>93,500</b>	-	- %
<b>TOTAL RESERVE TRANSFERS</b>	<b>93,500</b>	<b>93,500</b>	<b>-</b>	<b>- %</b>
<b>TOTAL</b>	<b>1,417,055</b>	<b>1,522,423</b>	<b>(105,368)</b>	<b>(7.4%)</b>

**Fees, Charges, & Program Revenue**

- Increase in Baseball revenue due to changes in agreement with Canadian Baseball Hall of Fame

**Rent Ice**

- Revenue adjusted down based on historical trending

**Contracted Services**

- Change is service at PRC, snow removal to be performed with internal resources

**Repairs & Maintenance**

- PRC maintenance increases as part of life cycle replacements
- Adjustments based on historical spending average
- Includes one-time environmental assessment for Junction Station - \$15,000

**DEPARTMENTAL - SELF FUNDED  
2020**

**LANDFILL**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
INTERNAL (REVENUE) EXPENSE	(106,540)	<b>(101,540)</b>	(5,000)	(4.7%)
LANDFILL & DIVERSION REVENUE	(379,000)	<b>(393,000)</b>	14,000	3.7%
<b>TOTAL REVENUE</b>	<b>(485,540)</b>	<b>(494,540)</b>	9,000	1.9%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	<b>500</b>	500	50.0%
COMMUNICATIONS	2,000	-	2,000	100.0%
CONFERENCES, SEMINARS & TRAINING	2,500	<b>2,000</b>	500	20.0%
CONTRACTED SERVICES	55,000	<b>70,000</b>	(15,000)	(27.3%)
DEBENTURE PAYMENT	49,125	<b>53,940</b>	(4,815)	(9.8%)
FUEL/OIL	15,000	<b>15,000</b>	-	- %
MATERIALS & SERVICES	15,700	<b>16,000</b>	(300)	(1.9%)
PROFESSIONAL FEES	30,000	<b>25,000</b>	5,000	16.7%
REPAIRS & MAINTENANCE	6,000	<b>1,000</b>	5,000	83.3%
SALARIES, WAGES & BENEFITS	137,197	<b>140,658</b>	(3,461)	(2.5%)
SUPPLIES	300	<b>300</b>	-	- %
UTILITIES	3,750	<b>3,500</b>	250	6.7%
<b>TOTAL EXPENSE</b>	<b>317,572</b>	<b>327,898</b>	(10,326)	(3.3%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	167,968	<b>166,642</b>	1,326	0.8%
<b>TOTAL RESERVE TRANSFERS</b>	<b>167,968</b>	<b>166,642</b>	1,326	0.8%
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

**Landfill & Diversion Revenue**

- Increase in tipping fees
- new diversion programs

**Contracted Services**

- Increase to allow for better site management

**Professional Fees**

- Efficiencies in operations and revised contract

**Repairs & Maintenance**

- \$5,000 moved to Fleet, now part of internal transfers



**DEPARTMENTAL - SELF FUNDED  
2020**

**LANDFILL**

---

**Transfer to Reserve**

- Self funded; operating surplus/deficit allocated to reserve



**DEPARTMENTAL - SELF FUNDED  
2020**

**WASTEWATER**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
INTERNAL (REVENUE) EXPENSE	51,120	<b>51,120</b>	-	- %
WATER & SEWER REVENUE	(1,689,147)	<b>(1,786,075)</b>	96,928	5.7%
<b>TOTAL REVENUE</b>	<b>(1,638,027)</b>	<b>(1,734,955)</b>	96,928	5.9%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,500	<b>1,000</b>	500	33.3%
CONFERENCES, SEMINARS & TRAINING	2,000	<b>2,000</b>	-	- %
CONTRACTED SERVICES	680,656	<b>691,415</b>	(10,759)	(1.6%)
DEBENTURE PAYMENT	260,376	<b>260,374</b>	2	- %
INSURANCE	14,000	<b>3,689</b>	10,311	73.7%
MATERIALS & SERVICES	56,500	<b>56,500</b>	-	- %
PROFESSIONAL FEES	21,000	<b>16,000</b>	5,000	23.8%
REPAIRS & MAINTENANCE	33,500	<b>33,500</b>	-	- %
SALARIES, WAGES & BENEFITS	151,890	<b>186,815</b>	(34,925)	(23.0%)
UTILITIES	252,500	<b>247,500</b>	5,000	2.0%
<b>TOTAL EXPENSE</b>	<b>1,473,922</b>	<b>1,498,793</b>	(24,871)	(1.7%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	164,105	<b>236,162</b>	(72,057)	(43.9%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>164,105</b>	<b>236,162</b>	(72,057)	(43.9%)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

**Water & Sewer Revenue**

- Fee increases and growth estimates

**Transfer to Reserve**

- Self funded; operating surplus/deficit allocated to reserve

**DEPARTMENTAL - SELF FUNDED  
2020**

**WATER**

	2019 Budget	2020 Budget	\$ Levy Impact Fav (Unfav)	% Levy Impact Fav (Unfav)
REVENUE				
GRANTS	(16,630)	-	(16,630)	(100.0%)
INTERNAL (REVENUE) EXPENSE	82,730	<b>87,638</b>	(4,908)	(5.9%)
WATER & SEWER REVENUE	(1,674,331)	<b>(1,758,149)</b>	83,818	5.0%
<b>TOTAL REVENUE</b>	<b>(1,608,231)</b>	<b>(1,670,511)</b>	62,280	3.9%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,500	<b>1,000</b>	500	33.3%
CONFERENCES, SEMINARS & TRAINING	3,000	<b>2,000</b>	1,000	33.3%
CONTRACTED SERVICES	548,742	<b>559,679</b>	(10,937)	(2.0%)
DEBENTURE PAYMENT	90,739	<b>46,160</b>	44,579	49.1%
INSURANCE	12,000	<b>19,709</b>	(7,709)	(64.2%)
MATERIALS & SERVICES	44,000	<b>43,750</b>	250	0.6%
PROFESSIONAL FEES	4,500	<b>7,000</b>	(2,500)	(55.6%)
REPAIRS & MAINTENANCE	38,500	<b>43,500</b>	(5,000)	(13.0%)
SALARIES, WAGES & BENEFITS	151,889	<b>186,813</b>	(34,924)	(23.0%)
SUPPLIES	3,500	<b>2,000</b>	1,500	42.9%
UTILITIES	106,200	<b>106,200</b>	-	- %
<b>TOTAL EXPENSE</b>	<b>1,004,570</b>	<b>1,017,811</b>	(13,241)	(1.3%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	603,661	<b>652,700</b>	(49,039)	(8.1%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>603,661</b>	<b>652,700</b>	(49,039)	(8.1%)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

**Grants**

- No Water Protection funding estimated for 2020

**Water & Sewer Revenue**

- Fee increases and growth estimates

**Debenture Payment**

- Water well debt full paid in 2019



**DEPARTMENTAL - SELF FUNDED  
2020**

**WATER**

---

**Transfer to Reserve**

- Self funded; operating surplus/deficit allocated to reserve

2020 Capital Budget

	Project	Department	Pre - Budget Approval	Budget	REVENUE SOURCE											
					RESERVES								Development Charges	Other - Developer	Grant - OCIF	
					Reserve - Gen Capital	Reserve - Roads	Reserve - Water	Reserve - Wastewater	Reserve - Storm	Reserve - Landfill	Reserve - Fire	Reserve Equipment				
1	Exterior Overhead Doors - MOC	Facilities	Y	\$50,000	\$50,000											
2	Carbon Monoxide Detectors - MOC	Facilities		\$10,000	\$10,000											
3	Walkway Replacement - MOC	Facilities		\$9,000	\$9,000											
4	Wash Bay Wall Cladding - MOC	Facilities	Y	\$5,000	\$5,000											
5	Interlocking Brick Replacement - VIA Station	Facilities	Y	\$10,000	\$10,000											
6	Court Walkway - Tennis Court	Facilities		\$13,000	\$13,000											
7	Exterior Steel Window Replacement - Lind Sportsplex	Facilities		\$17,000	\$17,000											
8	Balcony & Retaining Wall Reparging - Lind Sportsplex	Facilities	Y	\$7,000	\$7,000											
9	Ceramic Tile Replacement - Lind Sportsplex	Facilities		\$8,000	\$8,000											
10	Elevator Assessment - Library	Facilities		\$7,000	\$7,000											
11	Church Street Stair Repairs - Town Hall	Facilities	Y	\$12,000	\$12,000											
12	Building Assessment - Town Hall	Facilities		\$6,000	\$6,000											
13	Donor Sign - Cadzow Pavillion	Facilities		\$10,000	\$10,000											
14	Foundation Pointing - Museum Woodshop	Facilities		\$10,000	\$10,000											
15	Barn Window Repairs - Museum Barn	Facilities		\$5,000	\$5,000											
16	Exterior Walls Parging - Museum Woodshop	Facilities		\$8,000	\$8,000											
17	Barn Door Replacement - Museum	Facilities		\$5,000	\$5,000											
18	Lind Park Retaining Wall Pointing - 33 Church St S	Facilities	Y	\$20,000	\$20,000											
19	Fencing Completion - Dog Park	Facilities		\$20,000	\$20,000											
20	65 mm Hose - Fire Hall	Fire		\$5,000							\$5,000					
21	Portable Pump - Fire Hall	Fire		\$6,500							\$6,500					
22	Portable Generator - Fire Hall	Fire		\$2,500							\$2,500					
23	Foam Pump - Fire Hall	Fire	Y	\$15,000							\$15,000					
24	IT Security Audit	IT	Y	\$15,000	\$15,000											
25	Office 365 Migration	IT		\$17,000	\$17,000											
26	Microphone Battery Replacement - Council Chambers	IT		\$3,000	\$3,000											
27	J40 - Sweeper	Fleet	Y	\$310,000								\$310,000				
28	Flats Sidewalk - Emily Street to Flats Parking Lot	Roads		\$25,000		\$25,000										
29	Road Assessment Study	Roads		\$60,000		\$60,000										
30	Elizabeth and Waterloo Street Reconstruction Design	Roads		\$50,000		\$50,000										
31	Annual Resurfacing	Roads		\$160,000		\$160,000										
32	Egan Ave Reconstruction	Roads	Y	\$1,487,000		\$451,000	\$19,000						\$315,000	\$702,000		
33	Church Street South Railing	Roads	Y	\$25,000		\$25,000										
34	Municipal Tree Inventory	Roads		\$8,000		\$8,000										
35	Sparling Bush Rehabilitation	Public Works		\$25,000	\$25,000											
36	Church Street Bridge	Roads	Y	\$327,000		\$327,000										
37	Dam Repairs	PW	Y	\$233,000					\$50,000							\$183,000
38	Water Valve Program	Water		\$15,000		\$15,000										
39	Water Tower Inspection & Maintenance Victoria Street	Water		\$25,000		\$25,000										
40	Sanitary Inflow & Infiltration Program	Wastewater	Y	\$100,000			\$66,000						\$34,000			
41	Water Pollution Control Plant Clarifier Rake Painting	Wastewater		\$20,000			\$20,000									
42	Water Pollution Control Plant , Waste Activated Sludge Splitter Box Replacement	Wastewater		\$30,000			\$30,000									
43	Sewage Pumping Station Condition Assessments	Wastewater		\$10,000			\$10,000									
44	General Sanitary Sewer Funds	Wastewater		\$25,000			\$25,000									
45	Landfill Approvals	Landfill		\$200,000						\$200,000						
46	Landfill Environmental Assessment	Landfill		\$220,000						\$220,000						
47	Fire Hall Expansion - Staff report to come in January 2020															
48	Facility Energy Upgrades - Annual	Facilities		\$50,000	\$50,000											
49	Annual Circulating Collection	Library		\$59,740	\$54,740									\$5,000		
	<b>TOTAL</b>			<b>\$3,760,740</b>	<b>\$396,740</b>	<b>\$1,106,000</b>	<b>\$59,000</b>	<b>\$151,000</b>	<b>\$50,000</b>	<b>\$420,000</b>	<b>\$29,000</b>	<b>\$310,000</b>	<b>\$354,000</b>	<b>\$702,000</b>	<b>\$183,000</b>	



## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Carbon Monoxide Detectors

**DEPARTMENT:** Facilities      **LOCATION:** Municipal Operations Centre Shop

### PROJECT DETAILS

**SCOPE OF THE WORK**

Replace existing CO detectors with new CO Detectors in the MOC shop and parks bays.

**JUSTIFICATION**

The current CO detectors in the shop area are obsolete and we can no longer buy parts to have them repaired. They are at the end of their useful life and due for replacement.

**PRE- BUDGET APPROVAL**                                  No

**ASSEST MANAGEMENT**

**Investment Type**                                  Replacement

**Estimated Useful Life**                                  10 years

**Lifecycle Costs**    N/A

**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

Construction	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>

#### FUNDING

Reserve - General Capital	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>



### COMMENTS

These CO Detectors sense the CO levels in the shop area. When the shop CO levels exceed acceptable levels the detectors activate exhaust fans and vents to introduce clean air into the space.

**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - MOC Walkway Replacement  
**DEPARTMENT:** Facilities                      **LOCATION:** Municipal Operations Center

**PROJECT DETAILS**

**SCOPE OF THE WORK**

The removal of the existing pavers and subsurface and the installation of concrete.

**JUSTIFICATION**

The existing stones have sunk and now pose a trip hazard to patrons using the walkway. The removal of existing stones and relaying on existing base would cost \$6000+HST and have the potential to settle due to the base. Removing existing base and setting existing stones on a new base would cost \$12000 +HST. Therefore the concrete is the most economical option.

**PRE- BUDGET APPROVAL**    No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Replacement
<b>Estimated Useful Life</b>	40 years
<b>Lifecycle Costs</b>	\$4000 over 40 years
<b>Impact to Operating Budget</b>	None required
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**

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

**BUDGET**

<b>COSTS</b>	
Construction	\$9,000
<b>TOTAL</b>	<b>\$9,000</b>
<b>FUNDING</b>	
Reserve - General Capital	\$9,000
<b>TOTAL</b>	<b>\$9,000</b>



**COMMENTS**


**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Wash Bay Wall Cladding  
**DEPARTMENT:** Facilities

**LOCATION:** MOC

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Covering of the MOC wash bay concrete block wall with a water resistant material.

**JUSTIFICATION**

Due to the high frequency of cleaning equipment in the washbay the block walls are significantly stained from spray and run-off. Considerations for a non-stick polyurethane membrane, or covering over the block walls is recommended that is easy to clean and non-staining specific for in the washbay.

**PRE- BUDGET APPROVAL** Yes

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Replacement
<b>Estimated Useful Life</b>	10 years
<b>Lifecycle Costs</b>	N/A
<b>Impact to Operating Budget</b>	None Required
<b>Impact to Level of Service</b>	Maintain

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

**BUDGET**

<b>COSTS</b>	
Construction	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>
<b>FUNDING</b>	
Reserve - General Capital	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>



**COMMENTS**

Pre-budget approval will allow work to be completed before Fire Trucks are moved to the MOC.







**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Exterior Steel Window Replacement

**DEPARTMENT:** Facilities

**LOCATION:**

Lind Sportsplex

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Replacement of seven (7) double glazed and one (1) single glazed fixed steel framed exterior windows with eight (8) double glazed windows.

**JUSTIFICATION**

Condensation issues and significant caulking deterioration are apparent along the second floor lounge exterior windows. Windows are in poor condition and need replacement.

**PRE- BUDGET APPROVAL**

No

**ASSEST MANAGEMENT**

**Investment Type** Replacement

**Estimated Useful Life** 25 years

**Lifecycle Costs** N/A

**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**

Construction	\$17,000
<b>TOTAL</b>	\$17,000

**FUNDING**

Reserve - General Capital	\$17,000
<b>TOTAL</b>	\$17,000



**COMMENTS**




**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Ceramic Tile Replacement in Foyer

**DEPARTMENT:** Facilities

**LOCATION:**

Lind Sportsplex

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Replacement of the Ceramic tile in the foyer of the Lind Sportsplex.

**JUSTIFICATION**

The flooring finish within the foyer and on the treads of the staircase is ceramic tile. Mortar deterioration and individual tile cracking has occurred. The flooring is in poor condition. The 2019 facility condition assessment rated this as a high priority for the facility.

**PRE- BUDGET APPROVAL**

Not approved

**ASSEST MANAGEMENT**

**Investment Type** Replacement

**Estimated Useful Life** 30 years

**Lifecycle Costs** N/A

**Impact to Operating Budget** \$2000 every 15 years for grouting & tile repair

**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**

<b>COSTS</b>	
Construction	\$8,000
<b>TOTAL</b>	<b>\$8,000</b>
<b>FUNDING</b>	
Reserve - General Capital	\$8,000
<b>TOTAL</b>	<b>\$8,000</b>



**COMMENTS**

Pre budget approval will allow the work to be completed before Quarry opens for the season.



**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Church Street Stair Repairs

**DEPARTMENT:** Facilities

**LOCATION:**

Town Hall

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Repairing of the stone work and pointing of the Church Street Stairs at Town Hall.

**JUSTIFICATION**

The stair case has taken on significant damage from water and the freezing and thawing of the past winter. Some stones have cracked and the pointing mortar has been deteriorated. If the deterioration continues the stairs will become a safety hazard.

**PRE- BUDGET APPROVAL**

Yes

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Repair
<b>Estimated Useful Life</b>	20 years
<b>Lifecycle Costs</b>	N/A
<b>Impact to Operating Budget</b>	No
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**

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

**BUDGET**

<b>COSTS</b>	
Construction	\$12,000
<b>TOTAL</b>	<b>\$12,000</b>
<b>FUNDING</b>	
Reserve - General Capital	\$12,000
<b>TOTAL</b>	<b>\$12,000</b>



**COMMENTS**

Pre-budget approval will allow quick repair in 2020 to help reduce damage and cost increase.







**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Cadzow Donor Sign  
**DEPARTMENT:** Facilities                      **LOCATION:** Cadzow Pavilion

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Purchase and installation of a Donor Sign for Cadzow Park

**JUSTIFICATION**

During the construction of Cadzow Park many local companies, service clubs and individuals donated to the construction of the Park. This sign is to recognize the donations of these individuals. The donor sign will be mounted on the Pavilion exterior wall.

**PRE- BUDGET APPROVAL**    No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	New Acquisition
<b>Estimated Useful Life</b>	25 years
<b>Lifecycle Costs</b>	\$200 over 5 years
<b>Impact to Operating Budget</b>	None Required
<b>Impact to Level of Service</b>	Improve

**STRATEGIC ALIGNMENT**    Strategic Plan - Pillar A focused parks strategy:  
 Initiative - Preserve Cadzow Park as a quiet, residential, family-oriented park

**BUDGET**

<b>COSTS</b>	
Construction	\$10,000
<b>TOTAL</b>	\$10,000
<b>FUNDING</b>	
Reserve - General Capital	\$10,000
<b>TOTAL</b>	\$10,000



**COMMENTS**


## TOWN OF ST. MARYS

### 2020 Capital Project

**PROJECT #** \_\_\_ - Museum Woodshop foundation Pointing  
**DEPARTMENT:** Facilities      **LOCATION:** Museum Woodshop

#### PROJECT DETAILS

**SCOPE OF THE WORK**

Mortar repointing of the Woodshop foundation walls

**JUSTIFICATION**

The building is supported by limestone and mortar walls, as the topography slope away from the building the foundation walls are exposed. The foundation was last repointed in 1997. Receding mortar and degradation has created gaps/large cracks in the foundation. Pointing is required to stop degradation.

**PRE- BUDGET APPROVAL**                                      No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Rehabilitation/repairs
<b>Estimated Useful Life</b>	15 years
<b>Lifecycle Costs</b>	N/A
<b>Impact to Operating Budget</b>	None Required
<b>Impact to Level of Service</b>	Maintain

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

#### BUDGET

COSTS	
Construction	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>
FUNDING	
Reserve - General Capital	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>



#### COMMENTS

## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Museum Barn Window Repairs  
**DEPARTMENT:** Facilities                      **LOCATION:** Museum Barn

### PROJECT DETAILS

**SCOPE OF THE WORK**

Repairs and painting of the barn windows

**JUSTIFICATION**

There are four (4) exterior windows within the exterior walls of the building. Wood framed, single glazed units, with operability. The two (2) windows installed on the north side of the building are protected by metal cages. Paint chipping and deterioration of the cages, sills and lintels, were observed. Refurbishment/repairs of all windows are recommended.

**PRE- BUDGET APPROVAL**                                      No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Rehabilitation/repairs
<b>Estimated Useful Life</b>	5 years
<b>Lifecycle Costs</b>	N/A
<b>Impact to Operating Budget</b>	None Required
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**

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

### BUDGET

COSTS	
Construction	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>
FUNDING	
Reserve - General Capital	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>



### COMMENTS


# TOWN OF ST. MARYS

## 2020 Capital Project

**PROJECT #** \_\_\_ - Museum Woodshop Exterior Walls Parging

**DEPARTMENT:** Facilities      **LOCATION:** Museum Woodshop

### PROJECT DETAILS

#### SCOPE OF THE WORK

Parging of the Woodshop exterior walls and repainting of exterior walls

#### JUSTIFICATION

The cladding of the woodworking building is concrete parging (painted) around the perimeter of the building. The parging is presumed to be attached to wood sheathing fastened to the studs. The exterior walls were repainted in 2014 and last reparged in 1997. There are areas where 1-2cm cracks are visible at the corner of the South elevation. Parging of problematic areas is recommended.

**PRE- BUDGET APPROVAL**      No

#### ASSEST MANAGEMENT

<b>Investment Type</b>	Rehabilitation/repairs
<b>Estimated Useful Life</b>	5 years
<b>Lifecycle Costs</b>	N/A
<b>Impact to Operating Budget</b>	None Required
<b>Impact to Level of Service</b>	Maintain

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

### BUDGET

#### COSTS

Construction	\$8,000
<b>TOTAL</b>	<b>\$8,000</b>
<b>FUNDING</b>	
Reserve - General Capital	\$8,000
<b>TOTAL</b>	<b>\$8,000</b>



### COMMENTS

**TOWN OF ST. MARYS**  
**2020 Capital Project**

**PROJECT #** \_\_\_\_ - Museum Barn Door Replacement

**DEPARTMENT:** Facilities      **LOCATION:** Museum

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Removal of existing exterior double doors and replacement with doors on tracks.

**JUSTIFICATION**

The existing exterior barn doors that are used for moving large items in and out of the display area have been damaged. The doors do not close properly and allow the elements into the display space. The replacement of the doors with a track system door will make it easier for opening and closing of the doors. The new doors will also make it easier to bring items in and out of the building.

**PRE- BUDGET APPROVAL**                                  No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Replacement
<b>Estimated Useful Life</b>	10- 15 years
<b>Lifecycle Costs</b>	N/A
<b>Impact to Operating Budget</b>	None required
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**

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

**BUDGET**

**COSTS**

Construction	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>

**FUNDING**

Reserve - General Capital	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>



**COMMENTS**


## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Lind Park Retaining Wall Pointing  
**DEPARTMENT:** Facilities                      **LOCATION:** Lind Park

### PROJECT DETAILS

**SCOPE OF THE WORK**

The pointing and repair of the Lind Park Retaining Wall.

**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.

**PRE- BUDGET APPROVAL**                      Yes

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Repair
<b>Estimated Useful Life</b>	10 years
<b>Lifecycle Costs</b>	N/A
<b>Impact to Operating Budget</b>	None Required
<b>Impact to Level of Service</b>	Maintain

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

### BUDGET

COSTS	
Construction	\$20,000
<b>TOTAL</b>	<b>\$20,000</b>
FUNDING	
Reserve - General Capital	\$20,000
<b>TOTAL</b>	<b>\$20,000</b>



### COMMENTS

Pre-budget approval will allow quick repair in 2020 to help reduce damage and cost increase.

**TOWN OF ST. MARYS**  
**2020 Capital Project**

**PROJECT #** \_\_\_ - Dog Park Fencing Completion  
**DEPARTMENT:** Facilities      **LOCATION:** Dog Park

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Replacement of the old fencing at the dog park with new chain link fencing

**JUSTIFICATION**

When the dog park was created in 2010 the Town used existing fencing to secure the dog off leash area. This fence has aged and degraded. Many small dogs are able to escape the area and this stresses their owners. Sections of fence have been upgraded annually but finishing the fencing work in one year would increase user's happiness with the facility.

**PRE- BUDGET APPROVAL**      No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Replacement
<b>Estimated Useful Life</b>	15 years
<b>Lifecycle Costs</b>	\$500 over 15 years
<b>Impact to Operating Budget</b>	None Required
<b>Impact to Level of Service</b>	Improve

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

**BUDGET**

<b>COSTS</b>	
Construction	\$20,000
<b>TOTAL</b>	<b>\$20,000</b>
<b>FUNDING</b>	
Reserve - General Capital	\$20,000
<b>TOTAL</b>	<b>\$20,000</b>

Existing Fence



**COMMENTS**

This project will improve the users experience at the park as smaller dogs will no longer be able to escape the park. In the past this has stressed users as they try to catch up to their dog who is on the other side of the fence.



**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - 65 mm Hose  
**DEPARTMENT:** 2100                      **LOCATION:** Fire Hall

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Purchase new hose. This DuraFlow Red hose with aluminum 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 conducted 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**

<b>COSTS</b>	
Equipment	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>
<b>FUNDING</b>	
Reserve - Fire Department	\$5,000
<b>TOTAL</b>	<b>\$5,000</b>



**COMMENTS**

Cost Per Unit \$ Key Hose DuraFlow 2.5"CSA x 50' Red hose with aluminum rocker lug couplings \$304.44  
 Cost Per Unit \$ Key Hose DuraFlow 1CSA x 50' Red hose with aluminum rocker lug couplings \$210.78  
 2.5" DuraFlow \$304.44 x 10 = 3044.40+HST = \$3440.17  
 1.5" DuraFlow \$210.78 x 6 = 1264.68 + HST = \$1429.08



**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Portable Pump  
**DEPARTMENT:** 2100                      **LOCATION:** Fire Hall

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Purchase a new portable pump. This Kohler pump is the most reliable on the market. It is the ideal tool to fill our fire truck, supply our pump truck, or carry water over a long distance. Engine and pump are mounted on a protective frame made of steel with shock absorbers and folding handles.

**JUSTIFICATION**

The old pump is due for replacement as it has come to the end of its life cycle. •FPF-20HPKHL-2D Kohler 20hp at 3600 RPM, air cooled engine

- V-Twin cylinder, gasoline engine
- Electric start
- 6 gallon (22 L) detachable fuel tank
- C.E.T. single stage centrifugal pump
- Pump body made from resistant aluminum alloy
- Bronze impeller
- Mechanical shaft seal
- Exhaust priming system, guaranteed up to 20' (6 meters) lift
- Two 2 1/2" (65 mm) delivery outlets with 1/4-turn ball valve
- One 4" (100 mm) suction inlet
- Dimensions: Length: 25 5/8" (650 mm) Width: 20 1/4" (514 mm) Height: 22 1/8" (561 mm)
- Weight: 190 lbs. (86 kg)

**PRE- BUDGET APPROVAL**                      No

**ASSEST MANAGEMENT**

**Investment Type**                      Replacement  
**Estimated Useful Life**                      10 Years  
**Lifecycle Costs**                      Annual preventive maintenance \$100  
  
**Impact to Operating Budget**                      None  
**Impact to Level of Service**                      Maintain

**STRATEGIC ALIGNMENT**                      None

**BUDGET**

<b>COSTS</b>	
Equipment	\$6,500
<b>TOTAL</b>	<b>\$6,500</b>
<b>FUNDING</b>	
Reserve Fire Department	\$6,500
<b>TOTAL</b>	<b>\$6,500</b>



**COMMENTS**

Cost per unit \$5,680 + HST \$738.40 Total \$6,418.40

**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Portable Generator  
**DEPARTMENT:** 2100                      **LOCATION:** Fire Hall

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Purchase a new portable generator. Economical, portable power with traditional Honda durability and performance. Reliable, easy-start Honda GX390 commercial-grade engine. Voltage Selector Switch allows both 120 V and 240 V output, or total generator output to be available through any of the 120 volt outlets, limited only by the capacity of the individual outlet for powering devices with larger wattage requirements. Cold Climate Technology™ aids continuous running in cold weather conditions. 6,500 watts maximum AC output. Honda exclusive Digital Auto Voltage Regulator (DAVR) offers stable power delivery for increased performance. 10 hour continuous running time at 50% load with large 24-litre tank

**JUSTIFICATION**

The old generator is coming to the end of its life cycle and needs to be replaced. Honda Economy 6500 EG6500CT1  
 Generator Type: Brush type  
 Maximum AC Output (Watts): 6,500  
 AC Voltage Available: 120 / 240  
 Maximum Continuous AC Output (Watts): 5,500  
 Max. Rated AC Amperage @ 120 V / 240 V : 45.8 / 22.9  
 Frequency (Hertz): 60  
 Automatic Voltage Regulator: Standard digital (DAVR)  
 Common Duplex Receptacle Specifications: 40 amps/120 VAC continuous is available as combined total from these two AC receptacles. Maximum of 20 amps available from each single receptacle.  
 High Capacity 120 / 240 VAC Twist Lock Receptacle Specifications: This receptacle will supply 30 amps at 120 VAC continuously. This receptacle will supply 22.9 amps at 240 VAC and 45.8 amps at 120 VAC continuously.

**PRE- BUDGET APPROVAL**                      Yes/No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Replacement
<b>Estimated Useful Life</b>	10 Years
<b>Lifecycle Costs</b>	No life cycle costs associated with this unit. Fire department will conduct after use/monthly inspections. Annual maintenance will be conducted.
<b>Impact to Operating Budget</b>	None
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**

**BUDGET**

COSTS	
Equipment	\$2,500
<b>TOTAL</b>	<b>\$2,500</b>
FUNDING	
Reserve - Fire	\$2,500
<b>TOTAL</b>	<b>\$2,485</b>



**COMMENTS**

2199 + HST = 2484.87

**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Foam Pump  
**DEPARTMENT:** Fire                      **LOCATION:** Fire Hall

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Purchase and install a new Foam Pro 2001 foam pump, associated equipment and labour costs.

**JUSTIFICATION**

The new E-One aerial ladder truck did not come with a foam pump at the time of purchase. However the vehicle had other foam components installed such as: a 20 Litre foam tank, foam lines, 4 light foam level system. It is vital that the aerial ladder truck have an Class A Foam pump and capabilities to fight fires. Class A foams lower the surface tension of the water, which assists in the wetting and saturation of Class A fuels with water. This aids fire suppression and can prevent re-ignition. Favorable experiences led to its acceptance for fighting other types of class A fires, including structure fires.

**Foam Pro 2001 System**

Foam Pro 2.5" SS Foam manifold - includes check valve, flow meter sensor, drain port, concentrate injection point, equipped with Victaulic Connections on both ends.

2001 System Rating Placard

Foam Pro Bottom/Top Foam Tank switch

Side mount Foam Tank Switch

Shop Supplies, Miscellaneous parts,

**PRE- BUDGET APPROVAL**                      Yes

**ASSEST MANAGEMENT**

<b>Investment Type</b>	New Acquisition
<b>Estimated Useful Life</b>	20 Years
<b>Lifecycle Costs</b>	No life cycle costs associated with this unit. Fire department will conduct after use/monthly inspections. Annual maintenance will be conducted.
<b>Impact to Operating Budget</b>	None
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**

**BUDGET**

<b>COSTS</b>	
Foam Pump and Install	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>
<b>FUNDING</b>	
Reserve - Fire	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>



**COMMENTS**


**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - 3rd Party Security Audit  
**DEPARTMENT:** IT **LOCATION:** Municipality

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Invite network security professionals to audit current IT systems. Find vulnerabilities, list suggestions for improvement, create roadmap for IT security.

**JUSTIFICATION**

Ransomware is constantly evolving and crippling municipalities. No security audit has been preformed in the past 10+ years.

**PRE- BUDGET APPROVAL** Yes

**ASSEST MANAGEMENT**

**Investment Type** New Acquisition  
**Estimated Useful Life** N/A  
**Lifecycle Costs** N/A

**Impact to Operating Budget** None  
**Impact to Level of Service** Improve

**STRATEGIC ALIGNMENT**

**BUDGET**

**COSTS**

3rd party Security Audit	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>

**FUNDING**

Reserve - General Capital	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>



**COMMENTS**

Cost is for professionals to find issues and suggest remediation.  
 Remediation cost is not included and will vary depending on findings/suggestions.

## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Office 365 Migration  
**DEPARTMENT:** IT                      **LOCATION:** MOC/User Workstations

### PROJECT DETAILS

**SCOPE OF THE WORK**

Work with 3rd party to setup our environment for Office 365. Migrate all systems to Office 365. Create documentation and train users.

**JUSTIFICATION**

Staff machines are at various versions of Office.(2010, 2013, 2016). Standardizing machines with Office 365 will ensure all staff are using the same version of software, allow staff to use the latest updated version of Office (auto updates), and allow staff to access new features included with the product. (ex: Microsoft One Drive for business)

**PRE- BUDGET APPROVAL**                      No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Replacement/New Acquisition
<b>Estimated Useful Life</b>	Indefinite
<b>Lifecycle Costs</b>	Monthly subscription to Maintain access and up to date software.
<b>Impact to Operating Budget</b>	Cost moved to operating with monthly subscription. No longer a capital item once complete
<b>Impact to Level of Service</b>	Improve

**STRATEGIC ALIGNMENT**

### BUDGET

COSTS	
Subscription cost	\$7,000
Consultant, Upgrades, Migration	\$10,000
<b>TOTAL</b>	<b>\$17,000</b>
FUNDING	
Reserve - General Capital	\$17,000
<b>TOTAL</b>	<b>\$17,000</b>



### COMMENTS


## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Council Chamber Microphone Battery Replacement

**DEPARTMENT:** IT                      **LOCATION:** Council Chambers

### PROJECT DETAILS

**SCOPE OF THE WORK**

Purchase new batteries and chargers for Council Chamber microphones. Old units will act as backups/spares

**JUSTIFICATION**

Existing devices continue to function, but battery capacity is diminishing.

**PRE- BUDGET APPROVAL**                      No

**ASSEST MANAGEMENT**

**Investment Type**                      Replacement

**Estimated Useful Life**              6 Years

**Lifecycle Costs**                      N/A

**Impact to Operating Budget**      None

**Impact to Level of Service**      Maintain

**STRATEGIC ALIGNMENT**

### BUDGET

COSTS	
Replacement Batteries	\$3,000
<b>TOTAL</b>	<b>\$3,000</b>
FUNDING	
Reserve - General Capital	\$3,000
<b>TOTAL</b>	<b>\$3,000</b>



### COMMENTS


## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - J40 - Sweeper  
**DEPARTMENT:** Fleet                      **LOCATION:** Municipal Operations Centre

### PROJECT DETAILS

**SCOPE OF THE WORK**

Replacement and disposal of the Town's existing Elgin Pelican Street Sweeper (2000).

**JUSTIFICATION**

The existing street sweeper has reached the end of its useful life and is incurring higher maintenance costs and experiencing excessive down time required to maintain the machine. The vehicle is required to complete regular roadway maintenance activities (leaf collection, dust/dirt collection). The equipment is used regularly during the spring and fall. The existing service level will be maintained.

**PRE- BUDGET APPROVAL**                      Yes

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Replacement
<b>Estimated Useful Life</b>	14
<b>Lifecycle Costs</b>	Regular Brush Replacements: \$23,000 Minor and Major Maintenance: \$58,000
<b>Impact to Operating Budget</b>	Maintain
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**                      n/a

### BUDGET

COSTS	
Equipment	\$310,000
<b>TOTAL</b>	<b>\$310,000</b>
FUNDING	
Reserve - Equipment	\$310,000
<b>TOTAL</b>	<b>\$310,000</b>



### COMMENTS

Staff reviewed various units in 2019 to allow for winter tendering.

**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Flats Sidewalk  
**DEPARTMENT:** Roads                      **LOCATION:** Emily Street to Flats Parking Lot

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Work includes construction of concrete sidewalk from Emily St. to the Flats Parking Lot walkway. Isolated sidewalk replacement required on Emily St. to match grade.

**JUSTIFICATION**

The Flats property includes a narrow strip of land on its north end that extends to Emily St. This area is a major storm water overland flow route from Emily St. to the Thames River. The adjacent neighbours have experienced negative impacts of this flow route as the grading at Emily St. does not currently direct all water to the overland flow route. Project would reduce risk of storm water damage to neighbours by creating permanent solid overland flow route for storm water. Sidewalk would provide improved connectivity of the pedestrian sidewalk network to the Flats recreation facilities.

**PRE- BUDGET APPROVAL**                      No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	New Acquisition
<b>Estimated Useful Life</b>	40
<b>Lifecycle Costs</b>	Sidewalk repairs: \$2,900
<b>Impact to Operating Budget</b>	\$105/yr. in future operating budgets (starting 2021)
<b>Impact to Level of Service</b>	Improve LOS - increase km of hard surface pedestrian sidewalk

**STRATEGIC ALIGNMENT**                      Strategic Plan

**BUDGET**

<b>COSTS</b>	
Construction	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>
<b>FUNDING</b>	
Reserve - Roads	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>



**COMMENTS**

Project would provide additional options for connectivity between the Grand Trunk Trail and the Flats.



# TOWN OF ST. MARYS

## 2020 Capital Project

PROJECT # \_\_\_ - Road Assessment Study

DEPARTMENT: Roads LOCATION: Various Locations

### PROJECT DETAILS

#### SCOPE OF THE WORK

Perform an assessment of all roads in Town to determine their condition ratings. The assessment identifies road condition deficiencies and improvement requirements, based on the establishment of pavement condition indices (PCI) for each road section.

#### JUSTIFICATION

The assessment will provide additional information of the road network for the asset management plan and inform future capital and operating expenditures for preventative maintenance, rehabilitation and replacement of road segments.

PRE- BUDGET APPROVAL No

#### ASSEST MANAGEMENT

Investment Type Repair/Rehabilitation Study

Estimated Useful Life 5 Years

Lifecycle Costs The study will inform an estimated \$5.7M in reconstruction, \$1.1M in resurfacing and \$350,000 in surface treatment capital budget costs as well as \$280,000 in asphalt patching and crack sealing operational costs over 5 years

Impact to Operating Budget No direct impact, will inform future maintenance costs and locations

Impact to Level of Service Maintain LOS

STRATEGIC ALIGNMENT Strategic Plan, Asset Management Plan

### BUDGET

#### COSTS

Engineering \$60,000

TOTAL \$60,000

#### FUNDING

Reserve - Roads \$60,000

TOTAL \$60,000



### COMMENTS

The last road assessment study was completed in 2014, since then, the conditions have changed and new roads added to the Town's road network. Public Works utilizes software that estimates the condition based on engineering degradation curves but the values need to be confirmed with field measurements. Road assessment studies inform the Town's Capital Plan and maintenance activities.



## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - 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 km of road to be mill and paved.

**JUSTIFICATION**

Important component of road management program. Remediation work verified in 2014 Road Assessment Study and proposed 2020 Road Assessment Study.

**PRE- BUDGET APPROVAL**                      No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Rehabilitation
<b>Estimated Useful Life</b>	15
<b>Lifecycle Costs</b>	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.
<b>Impact to Operating Budget</b>	0
<b>Impact to Level of Service</b>	Maintain LOS

**STRATEGIC ALIGNMENT**                      Strategic Plan (Pillar 1)

### BUDGET

COSTS	
Construction	\$160,000
<b>TOTAL</b>	<b>\$160,000</b>
FUNDING	
Reserve - Roads	\$160,000
<b>TOTAL</b>	<b>\$160,000</b>



### COMMENTS

Additional information related to the project not captured above.

## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Egan Ave Reconstruction

**DEPARTMENT:** Roads      **LOCATION:** Egan Ave from Wellington St. to James St.

### PROJECT DETAILS

**SCOPE OF THE WORK**

Work includes reconstruction of Egan Ave from Wellington Street N to James Street N. and Wellington Street N. from Egan Ave to the Grand Trunk Trail. Project includes new storm sewer system, road base, asphalt, concrete curb and gutter, as well as water and sanitary services for proposed development.

**JUSTIFICATION**

Egan Ave was identified in the 2014 Roads Assessment as in need of reconstruction. It will be subject to increased vehicle and pedestrian traffic in the future as the surrounding neighbourhood develops with proposed residential developments. Timing the Town's investment with a developers servicing works will result in construction cost efficiencies and reduced impact to surrounding residents.

**PRE- BUDGET APPROVAL**      Yes

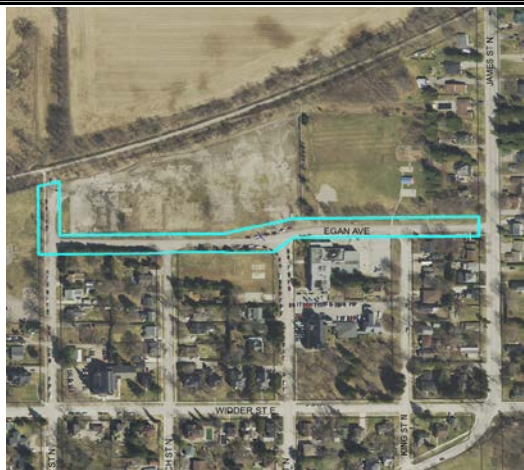
**ASSEST MANAGEMENT**

<b>Investment Type</b>	Disposal/Replacement/New Acquisition
<b>Estimated Useful Life</b>	Road Base: 100 yrs., asphalt: 50 yrs., curb & sidewalk: 50 yrs., storm sewer: 100 yrs., water services: 50 yrs.
<b>Lifecycle Costs</b>	Road Base: \$284,000, asphalt: \$376,000, curb & gutter: \$60,000, sidewalk: \$25,000, storm sewer: \$276,000, water services: \$18,000, watermain: \$71,000
<b>Impact to Operating Budget</b>	2020: None, 2021: \$580/yr.
<b>Impact to Level of Service</b>	Improve LOS for road and sidewalk networks

**STRATEGIC ALIGNMENT**      Strategic Plan

### BUDGET

COSTS	
Engineering	\$89,000
Construction	\$1,398,000
<b>TOTAL</b>	<b>\$1,487,000</b>
FUNDING	
Reserve - Water	\$19,000
Reserve - Roads	\$451,000
Reserve Fd. - Dev Charges	\$315,000
Developer	\$702,000
<b>TOTAL</b>	<b>\$1,487,000</b>



### COMMENTS

Project is partially funded by developer, development charges and Town reserves based on applicable split of lot frontage. Work adjacent to school would occur during summer months. Work would not share of work.

## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Church Street South Railing  
**DEPARTMENT:** Roads                      **LOCATION:** Church Street South

### PROJECT DETAILS

**SCOPE OF THE WORK**

Refurbishment of railings (paint) and posts (new) along the Church Street South sidewalk.

**JUSTIFICATION**

Maintenance of an existing asset. The bottoms of the posts have deteriorated (rusted and split) causing considerable safety concerns. Complete replacement of the posts.

**PRE- BUDGET APPROVAL**                      Yes

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Repair
<b>Estimated Useful Life</b>	10
<b>Lifecycle Costs</b>	This is a maintenance activity to an existing asset. There are no lifecycle costs associated with this maintenance work. The original asset will continue to incur lifecycle costs.
<b>Impact to Operating Budget</b>	No impact.
<b>Impact to Level of Service</b>	Maintain

**STRATEGIC ALIGNMENT**                      Strategic Plan (Infrastructure Pillar)

### BUDGET

COSTS	
Materials & Supplies (Paint & Posts)	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>
FUNDING	
Reserve - Roads	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>



### COMMENTS

The refurbishment of the railings (painting) can be completed by the Public Works Operators during the winter when outdoor maintenance is not needed. Will remove 5 or so sections at a time to complete the maintenance.

**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Municipal Tree Inventory  
**DEPARTMENT:** Roads                      **LOCATION:** Various Locations

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Acquire a public tree inventory to determine the number of, location, age and species of Town trees.

**JUSTIFICATION**

Reduce time spent determining the location of Town and private property trees. Assess the health of the trees to better determine maintenance practices and mitigate liability. Understand species and ages of trees to foster a resilient urban forest against tree disease and severe weather events. To be phased-in over four years equally to align with the quadrant pruning program.

**PRE- BUDGET APPROVAL**                                      No

**ASSEST MANAGEMENT**

**Investment Type**                                      New Acquisition  
**Estimated Useful Life**                              n/a  
**Lifecycle Costs**                                      N/A

**Impact to Operating Budget**                      Maintain. The study will inform the Town's forestry management program and recommendations may result in increases or decreases to the annual forestry budget.

**Impact to Level of Service**                      Improve. The goal of the study is to inform the forestry management program and reduce liability associated with forestry related claims.

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

**BUDGET**

<b>COSTS</b>	
Inventory	\$8,000
<b>TOTAL</b>	<b>\$8,000</b>
<b>FUNDING</b>	
Reserve - Roads	\$8,000
<b>TOTAL</b>	<b>\$8,000</b>



**COMMENTS**

Phase 1 approved in 2019 Capital Budget.



**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_\_ - Sparling Bush Rehabilitation  
**DEPARTMENT:**            Public Works            **LOCATION:**                      Physical location of work/service

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Perform rehabilitation activities in Sparling Bush. Including the tarping of invasive species, installation of mulch buffer zone and facilitate canopy growth (planting new trees). Install stone dust Loop trail access from Sparling Cres to West Entrance w/ signage

**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. 2020 Proposal is to focus on treating the concentrated areas of invasives using non chemical means.

**PRE- BUDGET APPROVAL**                                  No

**ASSET MANAGEMENT**

<b>Investment Type</b>	Rehabilitation
<b>Estimated Useful Life</b>	Trail: 40 yrs., Signs: 10 years
<b>Lifecycle Costs</b>	n/a
 <b>Impact to Operating Budget</b>	Maintain
<b>Impact to Level of Service</b>	Work is meant to maintain the condition of the bush while improving the Town's trail system assets.

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

**BUDGET**

COSTS	
Contracted Services (Invasive Species)	\$10,000
Material and Supplies (Trees)	\$5,000
Installation (Trail and Signage)	\$10,000
<b>TOTAL</b>	<b>\$25,000</b>
FUNDING	
Reserve - General Capital	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>



**COMMENTS**

The Public Works Department has been actively working to preserve, maintain and enhance Sparling Bush. The proposed activities will help achieve those goals and further enhance the trail system

**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Church Street Bridge

**DEPARTMENT:** Roads

**LOCATION:**

Church Street South at Trout Creek

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Work includes patching concrete deck and reconstructing masonry parapet walls. Bridge would be closed during construction. Traffic detoured to Wellington St. Bridge.

**JUSTIFICATION**

OSIM bridge inspections since 2011 have identified concrete spalls in the bridge deck as in need of repair. Since the Wellington St. Bridge was replaced in 2017, there is now a viable detour route to allow the Church St. Bridge to be closed for repairs. The parapet walls have rapidly been deteriorating and require restoration. Bridge carries the majority of north-south traffic.

**PRE- BUDGET APPROVAL**

Yes

**ASSEST MANAGEMENT**

**Investment Type**

Repair/Rehabilitation

**Estimated Useful Life**

This is a heritage asset so theoretically will be perpetually maintained. AMP has 58 Years remaining on a 100 year life since major 1978 rehabilitation.

**Lifecycle Costs**

\$960,000 to replace deck and railings and complete abutment and parapet wall repairs in 30 years. Major rehabilitation is likely required at the end of the 100 EUL.

**Impact to Operating Budget**

No adjustment to annual operating costs.

**Impact to Level of Service**

Maintain LOS

**STRATEGIC ALIGNMENT**

Strategic Plan

**BUDGET**

COSTS	
Construction	\$288,000
Engineering	\$39,000
<b>TOTAL</b>	<b>\$327,000</b>
FUNDING	
Reserve - Roads	\$327,000
<b>TOTAL</b>	<b>\$327,000</b>



**COMMENTS**

Parapet walls had guide rail attached during Wellington Bridge construction due to concern over condition of parapet wall and higher risk of vehicle collision from increased traffic volume. Guide rail would be removed after this project to restore heritage aesthetics.



## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Dam Repairs

**DEPARTMENT:** Public Works

**LOCATION:**

Physical location of work/service

### PROJECT DETAILS

**SCOPE OF THE WORK**

Carry over project from 2019. Work includes restoring mortar joints and concrete in the exposed face and crest of the dam.

**JUSTIFICATION**

The dam structure was built in 1908 and requires restoration work to ensure safe continued operation. Voids in the dam weaken the structural integrity and need to be filled. Eroded sections of the crest of the dam concentrate the flow to isolated sections of concrete and mortar which increases rate of erosion as well as the likelihood of catastrophic failure.

**PRE- BUDGET APPROVAL**

Yes

**ASSEST MANAGEMENT**

**Investment Type**

Repair/Rehabilitation

**Estimated Useful Life**

30 years

**Lifecycle Costs**

There are no anticipated lifecycle costs with this work. The dam

**Impact to Operating Budget**

There is no impact to the operating budget associated with this

**Impact to Level of Service**

Maintain LOS

**STRATEGIC ALIGNMENT**

Strategic Plan

### BUDGET

COSTS	
Construction	\$200,000
Engineering	\$33,000
<b>TOTAL</b>	<b>\$233,000</b>
FUNDING	
Reserve - Storm	\$50,000
OCIF	\$183,000
<b>TOTAL</b>	<b>\$233,000</b>



### COMMENTS

Asset has reached the end of its useful life. Proposed work would extend the useful life of the asset. A small test area was repaired in 2019 to ensure that the project could be completed by sandbagging the back of the dam, avoiding the need to lower the mill pond. A tender for the work was then prepared and released in 2019 for 2020 construction. Further Repairs are planned for the Mill Race Island in 2023.

**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - Water Valve Program  
**DEPARTMENT:** Water                      **LOCATION:** Various Locations, 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 deficiencies once they are identified and that the system is in a fit state of repair in the event of unplanned events or emergencies.

**PRE- BUDGET APPROVAL**    No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Repair / Replacement / Rehabilitation
<b>Estimated Useful Life</b>	50 Years (depending on service completed)
<b>Lifecycle Costs</b>	Not Applicable (lifecycling costs are negligible until a replacement is required)
<b>Impact to Operating Budget</b>	Not Applicable
<b>Impact to Level of Service</b>	Maintain Level of Service

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

**BUDGET**

<b>COSTS</b>	
Materials and Supplies	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>
<b>FUNDING</b>	
Reserve - Water	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>



**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 2020 Capital Project

PROJECT # \_\_\_ - Water Tower Inspection & Maintenance  
DEPARTMENT: Water LOCATION: 280 Victoria Street, St. Marys, ON

### PROJECT DETAILS

**SCOPE OF THE WORK**

Project to consist of an internal and external inspection of the elevated water storage tank and its applicable coatings. A Remotely Operated Vehicle (ROV) is proposed to assess the internal condition of the elevated tank as well as any sedimentation levels without the need to take the tank off-line. Inspection to consist of, but not limited to: Fall arrest system and equipment, site works, piping, foundations, vent and screen integrity, concrete condition, etc.

**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.

**PRE- BUDGET APPROVAL** No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Rehabilitation (Inspection)
<b>Estimated Useful Life</b>	Five (5) Years
<b>Lifecycle Costs</b>	\$5,000.00 for inspections (Note: this project is a lifecycle cost for the water tower)
<b>Impact to Operating Budget</b>	Not Applicable
<b>Impact to Level of Service</b>	Maintain existing level of service

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

### BUDGET

COSTS	
Engineering	\$5,000
Construction	\$20,000
<b>TOTAL</b>	<b>\$25,000</b>
FUNDING	
Reserve - Water	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>



### COMMENTS

Initial inspection projected to cost approximately \$5,000.00. the remainder is a contingency balance to address known or potential defects.

## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Sanitary Inflow & Infiltration Program  
**DEPARTMENT:** Wastewater **LOCATION:** Various - Wastewater System

### PROJECT DETAILS

**SCOPE OF THE WORK**

This project is to consist of a variety of activities aimed at identifying and reducing Inflow and Infiltration into the sanitary collection system. Investigative works such as flow monitoring, structure inspections, dye testing, etc. are to be considered and deployed along with restoration efforts, as may be required.

**JUSTIFICATION**

The Water Pollution Control Plant (WPCP) has been operating at or near 80% of approved capacity for the prior 3-years. As the Town continues to develop and grow, capacity constraints will be encountered. An Inflow and Infiltration program works to remove grey water (i.e. storm water) from the sanitary sewer system to potentially delay any future expansion of the WPCP. Currently, the WPCP treats up to 20% more water than the town processes through the municipal drinking water system indicating I&I contributions.

**PRE- BUDGET APPROVAL** Yes

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Repair / Rehabilitations
<b>Estimated Useful Life</b>	5 Years (Studies), 10-20 years on repairs or rehabilitations
<b>Lifecycle Costs</b>	Not applicable. This project is a lifecycle cost of the sanitary collection system
<b>Impact to Operating Budget</b>	Not Applicable
<b>Impact to Level of Service</b>	Improve / Maintain

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

### BUDGET

COSTS	
Engineering	\$40,000
Construction	\$40,000
Materials and Supplies	\$20,000
<b>TOTAL</b>	<b>\$100,000</b>
FUNDING	
Reserve - Wastewater	\$66,000
Reserve Fd. - Dev. Charges	\$34,000
<b>TOTAL</b>	<b>\$100,000</b>



### COMMENTS

This project is to build off a strong Inflow and Infiltration program developed and implemented by the town through 2013 - 2015 where numerous investigative works and rehabilitations were undertaken. Pre-Budget approval is sought for this project to ensure investigative works can be coordinated and scheduled to capture the spring melt period where I&I contributors can be more readily identified.



## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Water Pollution Control Plant, Waste Activated Sludge Splitter Box Replacement  
**DEPARTMENT:** Wastewater **LOCATION:** 309 Thomas Street, St. Marys, ON

### PROJECT DETAILS

#### SCOPE OF THE WORK

This project would see the existing Waste Activated Sludge splitter box at the Water Pollution Control Plant (WPCP) replaced with a stainless steel like model. Project would be completed under the WPCP's Limited Operational Flexibility clause of the Environmental Compliance Approval.

#### JUSTIFICATION

The existing splitter box at the WPCP has experienced leaks in recent years and is further deteriorating. The unit is also open to the atmosphere while also being exposed to harsh liquids from the sewage treatment plant process.

**PRE- BUDGET APPROVAL** No

#### ASSEST MANAGEMENT

<b>Investment Type</b>	Replacement
<b>Estimated Useful Life</b>	Thirty (30) Years
<b>Lifecycle Costs</b>	None - system has no moving or functioning parts that would require ongoing maintenance
<b>Impact to Operating Budget</b>	Not Applicable
<b>Impact to Level of Service</b>	Maintain level of Service

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

### BUDGET

COSTS	
Engineering	\$2,500
Construction	\$27,500
<b>TOTAL</b>	<b>\$30,000</b>
FUNDING	
Reserve - Wastewater	\$30,000
<b>TOTAL</b>	<b>\$30,000</b>



### COMMENTS





**TOWN OF ST. MARYS  
2020 Capital Project**

**PROJECT #** \_\_\_ - General Sanitary Sewer Funds  
**DEPARTMENT:** Wastewater      **LOCATION:** Easement A5 - East Side of Thames River

**PROJECT DETAILS**

**SCOPE OF THE WORK**

Significant deterioration has occurred along the A5 sanitary easement from Victoria Street to James Street. Project to be phased based on available annual funds to include new ladder rungs, frames and lids on all sanitary manhole structures.

**JUSTIFICATION**

The sanitary manholes along easement A5 service the James Street South industrial lands, south end residential developments and the landfill leachate collection system. The structures run along the Riverview walkway which has frequent pedestrian traffic. This project will ensure that the frames and lids remain safe given the high traffic area, and ladder rungs replaced for safe egress, when required.

**PRE- BUDGET APPROVAL**      No

**ASSEST MANAGEMENT**

<b>Investment Type</b>	Repair / Rehabilitation
<b>Estimated Useful Life</b>	25 Years
<b>Lifecycle Costs</b>	This project is a lifecycle cost of the manhole structure.
 <b>Impact to Operating Budget</b>	Not Applicable
<b>Impact to Level of Service</b>	Maintain level of Service

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

**BUDGET**

<b>COSTS</b>	
Construction	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>
<b>FUNDING</b>	
Reserve - Wastewater	\$25,000
<b>TOTAL</b>	<b>\$25,000</b>



**COMMENTS**

Project viewed as a multi-year repair / replacement program while working within approved budget for the project year.  
 Project originally approved in 2019 but was deferred due to higher priority sewer repairs



## TOWN OF ST. MARYS 2020 Capital Project

**PROJECT #** \_\_\_ - Landfill 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. 5 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.

**PRE- BUDGET APPROVAL**      No

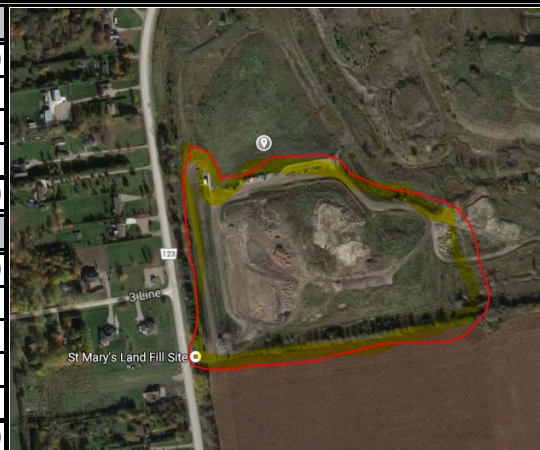
**ASSEST MANAGEMENT**

<b>Investment Type</b>	Study
<b>Estimated Useful Life</b>	Forty (40) Years (EA Planning period)
<b>Lifecycle Costs</b>	\$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.
<b>Impact to Operating Budget</b>	\$2,500.00 for leachate flushing
<b>Impact to Level of Service</b>	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	\$200,000
<b>TOTAL</b>	<b>\$200,000</b>
FUNDING	
Reserve - Landfill	\$200,000
<b>TOTAL</b>	<b>\$200,000</b>



### 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 2020 is probable for next phase efforts.

## TOWN OF ST. MARYS 2020 Capital Project

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

### PROJECT DETAILS

**SCOPE OF THE WORK**

Work with the Ministry approval agency, consultants and interested parties to finalize the work plan based on received comments and prepare EA for final submission for approval

**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, consultant and approval agency in 2018 to finalize scope of work needed for final submission for approval

**PRE- BUDGET APPROVAL**                      No - Work in Progress from 2019

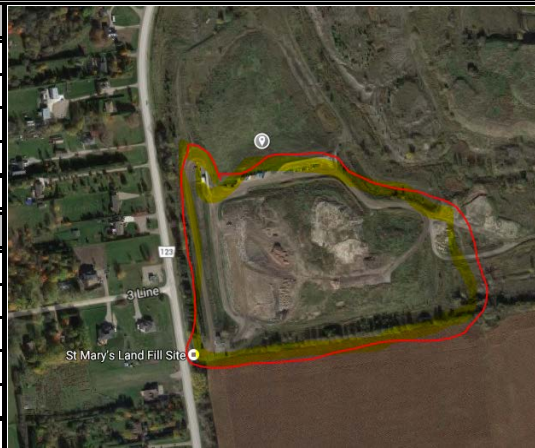
**ASSEST MANAGEMENT**

<b>Investment Type</b>	Study
<b>Estimated Useful Life</b>	Forty (40) Years (EA Planning period)
<b>Lifecycle Costs</b>	\$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.
<b>Impact to Operating Budget</b>	\$2,500.00 for leachate flushing
<b>Impact to Level of Service</b>	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	\$220,000
<b>TOTAL</b>	<b>\$220,000</b>
FUNDING	
Reserve - Landfill	\$220,000
<b>TOTAL</b>	<b>\$220,000</b>



### COMMENTS

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