

MUNICIPAL BUDGET 2021 DRAFT

ANDRÉ MORIN





TO: Mayor Strathdee and Members of Council

FROM: Brent Kittmer, Chief Administrative Officer

DEPARTMENT: Administration

DATE: November 9, 2020

SUBJECT: 2021 Draft Operating and Capital Budget – CAO Message

Council,

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

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

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

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

The budget also provides for the existing Community Wellbeing plan to be continued and expanded to facilitate supports for the social impacts of the pandemic. New to the budget is a partnership with Family Services Perth Huron directly providing on the ground social supports for the community. The budget allows for Council’s existing COVID-19 financial relief programs for residents and businesses to be continued and augmented as needed. Finally, social-isolation due



to the pandemic remains a real concern. The Town's slate of corporate events provides a further opportunity to help address this issue. Although the Town's corporate events may not necessarily look the same in 2021 as in the past, staff are preparing a 2021 plan that will provide residents options to safely participate virtually and in-person.

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

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

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

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

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

Brent Kittmer
Chief Administrative Officer

2021 Budget Summary

Draft – November 17, 2021

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

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

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

Revenue:

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
REVENUE				
DONATIONS	-43,700	-34,270	-9,430	(21.6%)
FEES, CHARGES & PROGRAM REVENUE	-2,615,837	-1,760,356	-855,481	(32.7%)
GRANTS	-1,185,825	-1,460,122	274,297	23.1%
INTERNAL (REVENUE) EXPENSE	-	-	-	-
INVESTMENT INCOME	-165,000	-141,000	-24,000	(14.5%)
LANDFILL & DIVERSION REVENUE	-393,000	-370,000	-23,000	(5.9%)
RENT ICE	-402,000	-369,000	-33,000	(8.2%)
RENT & LEASES	-131,708	-67,708	-64,000	(48.6%)
REVENUE FROM MUNICIPALITIES	-690,136	-1,535,854	845,718	122.5%
SALE OF LAND & EQUIPMENT	-	-	-	-
SALES	-231,300	-64,000	-167,300	(72.3%)
TAXATION SUPPLEMENTAL REVENUE	-276,125	-271,125	-5,000	(1.8%)
WATER & SEWER REVENUE	-3,544,224	-3,840,330	296,106	8.4%
TOTAL REVENUE	-9,678,855	-9,913,765	234,910	2.4%

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

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

Expenditures

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	87,950	105,400	-17,450	(19.8%)
ASSESSMENT SERVICES (MPAC)	96,000	98,000	-2,000	(2.1%)
COMMUNICATIONS	127,500	118,500	9,000	7.1%
CONFERENCES, SEMINARS & TRAINING	113,100	109,600	3,500	3.1%
CONTRACTED SERVICES	2,456,680	2,609,304	-152,624	(6.2%)
DEBENTURE PAYMENT	1,314,475	1,382,891	-68,416	(5.2%)
FOOD COSTS	199,000	131,000	68,000	34.2%
FUEL/OIL	107,100	105,200	1,900	1.8%
INSURANCE	254,058	282,100	-28,042	(11.0%)
MATERIALS & SERVICES	672,345	812,976	-140,631	(20.9%)
POLICING CONTRACT	1,065,700	1,087,014	-21,314	(2.0%)
OTHER TRANSFERS	1,726,767	1,796,661	-69,894	(4.0%)
PROFESSIONAL FEES	173,200	215,800	-42,600	(24.6%)
PROGRAM EXPENSE	219,113	138,783	80,330	36.7%
RECYCLING CONTRACT	180,000	182,000	-2,000	(1.1%)
REPAIRS & MAINTENANCE	568,912	529,650	39,262	6.9%
SALARIES, WAGES & BENEFITS	7,694,845	7,891,693	-196,848	(2.6%)
SAND & SALT	260,000	128,500	131,500	50.6%
SUPPLIES	156,726	121,821	34,905	22.3%
TAXATION EXPENSE	169,000	174,000	-5,000	(3.0%)
UTILITIES	927,700	935,082	-7,382	(0.8%)
TOTAL EXPENSE	18,570,171	18,955,975	-385,804	(2.1%)

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

Reserve Transfers

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	3,733,338	3,826,500	-93,162	(2.5%)
TOTAL RESERVE TRANSFERS	3,733,338	3,826,500	-93,162	(2.5%)

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

Tax Levy

As shown below, the total 2021 tax levy is expected to increase by **1.93%**; when adjusted for 2020 new assessment growth, the net levy increase is **0.82%**. This relates to an increase to the average residential home in St. Marys of approximately 1%.

It is important to note that 2021 assessment information will not be received until mid December which may impact the estimates below. A full report and analysis will be presented to Council during the budget deliberations once the information is available.

**TOWN OF ST. MARYS
2021 DRAFT BUDGET
Draft - As at November 17, 2020**

	2020	2021	Increase	
Total Tax Levy	12,624,654	12,868,710	1.93%	
¹ Estimated 2020 Growth	140,000			
¹ Adjusted Tax Levy	12,764,654	12,868,710	0.82%	Estimated Net Levy Increase

¹ *Estimates Only - will be confirmed In January 2021*

DRAFT - TOTAL MUNICIPAL BURDEN ON RESIDENTIAL DWELLING

² Avg. Municipal Tax - Residential Dwelling	3,209.00	3,240.00	0.97%
³ Water	425.00	433.50	2.00%
³ Wastewater	447.00	457.75	2.40%
⁴ Wheelle Bin	129.00	129.00	0.00%
Total Municipal Burden	4,210.00	4,260.25	1.19%

² *DRAFT ONLY - 2021 Assessments will be available In December 2020 - Does not Include Education Tax*

³ *Based on average use of 13 cubic meters per month*

⁴ *Based on weighted average of wheelle bin sizes*



***DEPARTMENTAL BUDGETS
2021**

CONSOLIDATED DEPARTMENTS

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
TAX LEVY				
TAX LEVY	-12,624,654	-12,868,710	244,056	1.9%
TOTAL TAX LEVY	-12,624,654	-12,868,710	244,056	1.9%
REVENUE				
DONATIONS	-43,700	-34,270	-9,430	(21.6%)
FEES, CHARGES & PROGRAM REVENUE	-2,615,837	-1,760,356	-855,481	(32.7%)
GRANTS	-1,185,825	-1,460,122	274,297	23.1%
INTERNAL (REVENUE) EXPENSE	-	-	-	-
INVESTMENT INCOME	-165,000	-141,000	-24,000	(14.5%)
LANDFILL & DIVERSION REVENUE	-393,000	-370,000	-23,000	(5.9%)
RENT ICE	-402,000	-369,000	-33,000	(8.2%)
RENT & LEASES	-131,708	-67,708	-64,000	(48.6%)
REVENUE FROM MUNICIPALITIES	-690,136	-1,535,854	845,718	122.5%
SALE OF LAND & EQUIPMENT	-	-	-	-
SALES	-231,300	-64,000	-167,300	(72.3%)
TAXATION SUPPLEMENTAL REVENUE	-276,125	-271,125	-5,000	(1.8%)
WATER & SEWER REVENUE	-3,544,224	-3,840,330	296,106	8.4%
TOTAL REVENUE	-9,678,855	-9,913,765	234,910	2.4%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	87,950	105,400	-17,450	(19.8%)
ASSESSMENT SERVICES (MPAC)	96,000	98,000	-2,000	(2.1%)
COMMUNICATIONS	127,500	118,500	9,000	7.1%
CONFERENCES, SEMINARS & TRAINING	113,100	109,600	3,500	3.1%
CONTRACTED SERVICES	2,456,680	2,609,304	-152,624	(6.2%)
DEBENTURE PAYMENT	1,314,475	1,382,891	-68,416	(5.2%)
FOOD COSTS	199,000	131,000	68,000	34.2%
FUEL/OIL	107,100	105,200	1,900	1.8%
INSURANCE	254,058	282,100	-28,042	(11.0%)
MATERIALS & SERVICES	672,345	812,976	-140,631	(20.9%)
POLICING CONTRACT	1,065,700	1,087,014	-21,314	(2.0%)
OTHER TRANSFERS	1,726,767	1,796,661	-69,894	(4.0%)
PROFESSIONAL FEES	173,200	215,800	-42,600	(24.6%)
PROGRAM EXPENSE	219,113	138,783	80,330	36.7%
RECYCLING CONTRACT	180,000	182,000	-2,000	(1.1%)
REPAIRS & MAINTENANCE	568,912	529,650	39,262	6.9%
SALARIES, WAGES & BENEFITS	7,694,845	7,891,693	-196,848	(2.6%)
SAND & SALT	260,000	128,500	131,500	50.6%
SUPPLIES	156,726	121,821	34,905	22.3%
TAXATION EXPENSE	169,000	174,000	-5,000	(3.0%)
UTILITIES	927,700	935,082	-7,382	(0.8%)
TOTAL EXPENSE	18,570,171	18,955,975	-385,804	(2.1%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	3,733,338	3,826,500	-93,162	(2.5%)
TOTAL RESERVE TRANSFERS	3,733,338	3,826,500	-93,162	(2.5%)
TOTAL	-	-	-	-



***DEPARTMENTAL BUDGETS
2021**

TAX LEVY FUNDED

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
TAX LEVY				
TAX LEVY	-12,624,654	-12,857,019	232,365	1.8%
TOTAL TAX LEVY	-12,624,654	-12,857,019	232,365	1.8%
REVENUE				
DONATIONS	-43,700	-34,270	-9,430	(21.6%)
FEES, CHARGES & PROGRAM REVENUE	-2,233,759	-1,368,976	-864,783	(38.7%)
GRANTS	-1,185,825	-1,460,122	274,297	23.1%
INTERNAL (REVENUE) EXPENSE	-163,018	-145,518	-17,500	(10.7%)
INVESTMENT INCOME	-165,000	-141,000	-24,000	(14.5%)
RENT ICE	-402,000	-369,000	-33,000	(8.2%)
RENT & LEASES	-131,708	-67,708	-64,000	(48.6%)
REVENUE FROM MUNICIPALITIES	-690,136	-1,666,854	976,718	141.5%
SALE OF LAND & EQUIPMENT	-	-	-	#DIV/0!
SALES	-231,300	-64,000	-167,300	(72.3%)
TAXATION SUPPLEMENTAL REVENUE	-276,125	-271,125	-5,000	(1.8%)
TOTAL REVENUE	-5,522,571	-5,588,573	66,002	1.2%
EXPENSE				
ADVERTISING, MARKETING & PROMOTIC	85,450	102,900	-17,450	(20.4%)
ASSESSMENT SERVICES (MPAC)	96,000	98,000	-2,000	(2.1%)
COMMUNICATIONS	127,500	118,500	9,000	7.1%
CONFERENCES, SEMINARS & TRAINING	107,100	103,600	3,500	3.3%
CONTRACTED SERVICES	998,311	1,100,584	-102,273	(10.2%)
DEBENTURE PAYMENT	954,001	1,137,554	-183,553	(19.2%)
FOOD COSTS	199,000	131,000	68,000	34.2%
FUEL/OIL	92,100	88,200	3,900	4.2%
INSURANCE	230,660	258,000	-27,340	(11.9%)
MATERIALS & SERVICES	556,095	697,976	-141,881	(25.5%)
POLICING CONTRACT	1,065,700	1,087,014	-21,314	(2.0%)
OTHER TRANSFERS	1,726,767	1,796,661	-69,894	(4.0%)
PROFESSIONAL FEES	125,200	170,300	-45,100	(36.0%)
PROGRAM EXPENSE	219,113	138,783	80,330	36.7%
REPAIRS & MAINTENANCE	490,912	446,650	44,262	9.0%
SALARIES, WAGES & BENEFITS	7,169,773	7,504,436	-334,663	(4.7%)
SAND & SALT	260,000	220,000	40,000	15.4%
SUPPLIES	154,426	119,521	34,905	22.6%
TAXATION EXPENSE	169,000	174,000	-5,000	(3.0%)
UTILITIES	570,500	572,632	-2,132	(0.4%)
TOTAL EXPENSE	15,397,608	16,066,311	-668,703	(4.3%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	2,677,834	2,379,281	298,553	11.1%
TOTAL RESERVE TRANSFERS	2,677,834	2,379,281	298,553	11.1%
TOTAL	-71,783	-	-71,783	(100.0%)



***CONSOLIDATED
2021**

SELF FUNDED

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

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

	2020	2021	2022	2023	2024	2025	2026
Reserve - General Capital (3012)							
Opening Balance	1,724,093	2,246,121	3,152,881	1,979,141	2,287,401	2,522,661	3,093,921
Budget Allocation	1,649,178	1,300,000	1,000,000	940,000	1,100,000	1,100,000	1,100,000
Trf to Capital	-1,127,150	-393,240	-2,173,740	-631,740	-864,740	-528,740	-500,740
Ending Balance	2,246,121	3,152,881	1,979,141	2,287,401	2,522,661	3,093,921	3,693,181
PW Equipment Reserve (3015)							
Opening Balance	846,223	753,223	956,223	482,223	187,223	-59,777	58,223
Budget Allocation	217,000	238,000	238,000	238,000	238,000	238,000	238,000
Trf to Capital	-310,000	-35,000	-712,000	-533,000	-485,000	-120,000	-375,000
Ending Balance	753,223	956,223	482,223	187,223	-59,777	58,223	-78,777
Fire Equip (3020)							
Opening Balance	-126,287	-10,287	-553,287	-419,287	-335,287	-281,287	-228,287
Budget Allocation	278,000	278,000	278,000	278,000	278,000	278,000	278,000
Trf to Operating	-133,000	-140,000	-139,000	-136,000	-135,000	-132,000	-131,000
Trf to Capital	-29,000	-681,000	-5,000	-58,000	-89,000	-93,000	-30,000
Ending Balance	-10,287	-553,287	-419,287	-335,287	-281,287	-228,287	-111,287
Reserve - Landfill (3040)							
Opening Balance	44,092	135,734	-81,266	58,734	230,734	154,734	330,734
Budget Allocation	166,642	168,000	170,000	172,000	174,000	176,000	178,000
Trf to Capital	-75,000	-385,000	-30,000	0	-250,000	0	0
Ending Balance	135,734	-81,266	58,734	230,734	154,734	330,734	508,734

**TOWN OF ST. MARYS
2021 BUDGET**

CAPITAL RESERVE CONTINUITY - 2021 - 2026

	2020	2021	2022	2023	2024	2025	2026
Reserve - Roads (3026)							
Opening	1,253,410	398,410	172,410	870,410	1,494,410	1,503,410	1,809,410
Budget Allocation	500,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Trf to Capital	-1,355,000	-976,000	-302,000	-376,000	-991,000	-694,000	-1,118,000
Ending Balance	398,410	172,410	870,410	1,494,410	1,503,410	1,809,410	1,691,410
Reserve - Storm (3027)							
Opening Balance	22,549	-27,451	22,549	122,549	2,549	2,549	2,549
Budget Allocation		50,000	100,000	160,000			
Trf to Capital	-50,000	0	0	-280,000	0	0	0
Ending Balance	-27,451	22,549	122,549	2,549	2,549	2,549	2,549

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

PUC RESERVE FUND - FUND 51

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

INFRASTRUCTURE ONTARIO

Ref	No.	Name		2021	2022	2023	2024	2025	2026	2027	2028				
I	PRINCIPAL	MOC BUILDING (November 15 61-2007)		<u>142,962.52</u>	<u>150,331.92</u>	<u>158,081.18</u>	<u>166,229.90</u>	<u>174,798.67</u>	<u>183,809.14</u>	<u>193,284.00</u>					
		23% Water	01-4330-8110	32,881.38	34,576.34	36,358.67	38,232.88	40,203.69	42,276.10	44,455.32					
		15% Sanitary	01-4100-8110	21,444.38	22,549.79	23,712.18	24,934.49	26,219.80	27,571.37	28,992.60					
		9% Landfill	01-4600-8110	12,866.63	13,529.87	14,227.31	14,960.69	15,731.88	16,542.82	17,395.56					
		9% Building	01-2410-8110	12,866.63	13,529.87	14,227.31	14,960.69	15,731.88	16,542.82	17,395.56					
		21% Roads	01-3100-8110	30,022.13	31,569.70	33,197.05	34,908.28	36,707.72	38,599.92	40,589.64					
		23% Parks & Rec	01-7110-8110	32,881.37	34,576.35	36,358.66	38,232.87	40,203.70	42,276.11	44,455.32					
		INTEREST		<u>57,731.08</u>	<u>50,361.68</u>	<u>42,612.42</u>	<u>34,463.70</u>	<u>25,894.93</u>	<u>16,884.46</u>	<u>7,409.52</u>					
		23% Water	01-4330-8100	13,278.15	11,583.19	9,800.86	7,926.65	5,955.83	3,883.43	1,704.19					
		15% Sanitary	01-4100-8100	8,659.66	7,554.25	6,391.86	5,169.56	3,884.24	2,532.67	1,111.43					
	9% Landfill	01-4600-8100	5,195.80	4,532.55	3,835.12	3,101.73	2,330.54	1,519.60	666.86						
	9% Building	01-2410-8100	5,195.80	4,532.55	3,835.12	3,101.73	2,330.54	1,519.60	666.86						
	21% Roads	01-3100-8100	12,123.53	10,575.95	8,948.61	7,237.38	5,437.94	3,545.74	1,556.00						
	23% Parks & Rec	01-7110-8100	13,278.14	11,583.19	9,800.85	7,926.65	5,955.84	3,883.42	1,704.18						
	TOTAL DEB. P & I	(payment May 15 & Nov 15)		200,693.60	200,693.60	200,693.60	200,693.60	200,693.60	200,693.60	200,693.52					
K	PRINCIPAL	PRC \$7.0M	01-7329-8110	389,251.19	408,478.39	428,655.33	449,828.91	472,048.38	495,365.37	519,834.12	269,468.59				
	INTEREST	<i>December 15 (65-2007)</i>	01-7329-8100	<u>162,835.37</u>	<u>143,608.17</u>	<u>123,431.23</u>	<u>102,257.65</u>	<u>80,038.18</u>	<u>56,721.19</u>	<u>32,252.44</u>	<u>6,575.03</u>				
	TOTAL DEB. P & I	(payment May 15 & Nov 15)		552,086.56	552,086.56	552,086.56	552,086.56	552,086.56	552,086.56	552,086.56	276,043.62				
L	PRINCIPAL	PRC \$2.5M	01-7329-8110	136,225.57	143,597.12	151,367.58	159,558.52	168,192.69	177,294.08	186,887.97	197,000.99				
	INTEREST	<i>November 3 (75-2008)</i>	01-7329-8100	<u>68,699.99</u>	<u>61,328.44</u>	<u>53,557.98</u>	<u>45,367.04</u>	<u>36,732.87</u>	<u>27,631.48</u>	<u>18,037.59</u>	<u>7,924.54</u>				
	TOTAL DEB. P & I	(payment May 3 & Nov 3)		204,925.56	204,925.56	204,925.56	204,925.56	204,925.56	204,925.56	204,925.56	204,925.53				
M	PRINCIPAL	WWTP \$1.9M	01-4100-8110	112,982.87											
	INTEREST	<i>May 16 (18-2011)</i>	01-4100-8100	<u>2,152.32</u>											
	TOTAL DEB. P & I	(payment May 15 & Nov 15)		115,135.19											
M	PRINCIPAL	Wellington St Bridge	01-3100-8110	63,134.27	65,106.60	67,140.54	69,238.03	71,401.04	73,631.63	75,931.90	78,304.03	80,750.26	83,272.92	85,874.39	88,557.08
	INTEREST	<i>May 16 (18-2011)</i>	01-3100-8100	<u>27,487.09</u>	<u>25,514.76</u>	<u>23,480.82</u>	<u>21,383.33</u>	<u>19,220.32</u>	<u>16,989.73</u>	<u>14,689.46</u>	<u>12,317.33</u>	<u>9,871.10</u>	<u>7,348.44</u>	<u>4,746.97</u>	<u>2,064.22</u>
	TOTAL DEB. P & I	(payment May 15 & Nov 15)		90,621.36	90,621.36	90,621.36	90,621.36	90,621.36	90,621.36	90,621.36	90,621.36	90,621.36	90,621.36	90,621.36	90,621.30
	PRINCIPAL	Fire Hall Renovation - \$3M	01-3100-8110	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00
	INTEREST	<i>02-Nov-20</i>	01-3100-8100	<u>63,552.72</u>	60,984.73	58,416.72	56,003.51	53,280.73	50,712.72	48,144.72	45,703.36	43,008.72	40,440.73	37,872.72	35,403.22
	TOTAL DEB. P & I	Payment May 2 and Nov. 2		183,552.72	180,984.73	178,416.72	176,003.51	173,280.73	170,712.72	168,144.72	165,703.36	163,008.72	160,440.73	157,872.72	155,403.22
GRAND TOTAL - INFRASTRUCTURE ONTARIO:				964,556.42	887,514.03	925,244.63	964,855.36	1,006,440.78	1,050,100.22	1,095,937.99	664,773.61	200,750.26	203,272.92	205,874.39	208,557.08
				<u>382,458.57</u>	<u>341,797.78</u>	<u>301,499.17</u>	<u>259,475.23</u>	<u>215,167.03</u>	<u>168,939.58</u>	<u>120,533.73</u>	<u>72,520.26</u>	<u>52,879.82</u>	<u>47,789.17</u>	<u>42,619.69</u>	<u>37,467.44</u>
				1,347,014.99	1,229,311.81	1,226,743.80	1,224,330.59	1,221,607.81	1,219,039.80	1,216,471.72	737,293.87	253,630.08	251,062.09	248,494.08	246,024.52

NEW DEBT - ESTIMATED

	Wastewater Treatment Plant - 2021 budget	4,900,000.00			306,654.57	306,654.57	306,654.57	306,654.57	306,654.57	306,654.57	306,654.57	306,654.57	306,654.57	306,654.57	306,654.57
GRAND TOTALS - ANNUAL DEBT PAYMENTS				1,347,014.99	1,535,966.38	1,533,398.37	1,530,985.16	1,528,262.38	1,525,694.37	1,523,126.29	1,043,948.44	560,284.65	557,716.66	555,148.65	552,679.09

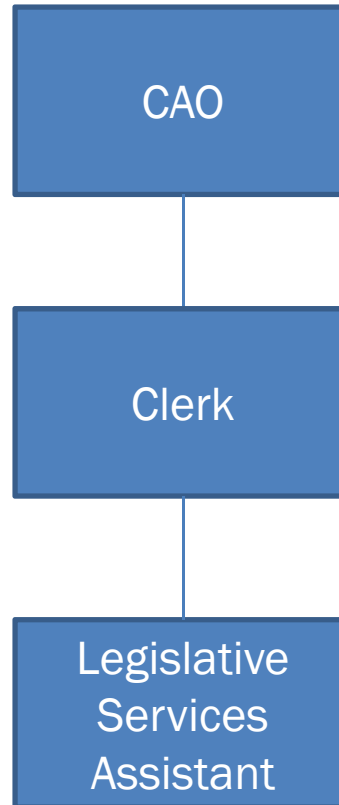
The background of the slide is a faded, grayscale photograph of a large, historic building with a prominent clock tower. The building has multiple stories, arched windows, and a decorative facade. The clock tower is the central focus, featuring a clock face and a small cupola on top. The overall tone is professional and historical.

Town of St. Marys

2021 Operating Budget Overview

Administration Department

Administration



Service Delivery



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

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

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

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

Service Delivery



CAO

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

Clerks

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

2020 Success Stories



- Pandemic Response
 - Successfully implemented an emergency response that protected public safety and the fiscal interests of taxpayers.
 - Community Safety Wellbeing Plan and associated financial relief programs.
 - Shift of programs, services, and meetings to virtual platforms.
 - Adopted a Pandemic Response Plan, and associated key documents (Municipal Operations Recovery Framework, PRC Reopening Plan, etc.).
 - Successful reopening of almost all services at a “new normal” level.
- Despite the pandemic, several key projects were completed:
 - Completion of the KPMG Modernization Review.
 - Launch of two Community Transportation Projects.
 - Service delivery review and modernization of Animal Services.
 - Substantial development of the Community Safety and Wellbeing Plan.
 - Preliminary partnership with Family Services Perth-Huron for a local social worker.
 - Implementation of a seasonal park patrol.

2020 Challenges



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

2021 Opportunities



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



***DEPARTMENTAL BUDGETS
2021**

ADMINISTRATION

			\$	%
	2020	2021	Levy Impact	Levy Impact
	Budget	Budget	Fav (Unfav)	Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	-29,550	-16,450	-13,100	(44.3%)
GRANTS	-7,000	-7,000	-	-
INTERNAL (REVENUE) EXPENSE	24,475	25,400	-925	(3.8%)
TOTAL REVENUE	-12,075	1,950	-14,025	(116.1%)
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	3,000	1,000	2,000	66.7%
COMMUNICATIONS	2,500	2,500	-	-
CONFERENCES, SEMINARS & TRAINING	25,500	15,500	10,000	39.2%
CONTRACTED SERVICES	5,400	57,000	-51,600	(955.6%)
MATERIALS & SERVICES	19,900	14,200	5,700	28.6%
POLICING CONTRACT	1,065,700	1,087,014	-21,314	(2.0%)
PROFESSIONAL FEES	57,500	47,500	10,000	17.4%
SALARIES, WAGES & BENEFITS	587,302	466,742	120,560	20.5%
SUPPLIES	14,000	7,500	6,500	46.4%
TOTAL EXPENSE	1,780,802	1,698,956	81,846	4.6%
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	85,000	63,000	22,000	25.9%
TOTAL RESERVE TRANSFERS	85,000	63,000	22,000	25.9%
TOTAL	1,853,727	1,763,906	89,821	4.8%



***DEPARTMENTAL BUDGETS
2021**

CORPORATE ADMINISTRATION

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



***DEPARTMENTAL BUDGETS
2021**

COUNCIL

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



***DEPARTMENTAL BUDGETS
2021**

POLICE

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
REVENUE				
FEEs, CHARGES & PROGRAM REVENUE	-7,000	-3,000	-4,000	(57.1%)
GRANTS	-7,000	-7,000	-	-
TOTAL REVENUE	-14,000	-10,000	-4,000	(28.6%)
EXPENSE				
CONFERENCES, SEMINARS & TRAINING	500	500	-	-
CONTRACTED SERVICES	400	47,000	-46,600	(11,650.0%)
MATERIALS & SERVICES	1,000	1,500	-500	(50.0%)
POLICING CONTRACT	1,065,700	1,087,014	-21,314	(2.0%)
SALARIES, WAGES & BENEFITS	7,000	-	7,000	100.0%
SUPPLIES	2,000	1,000	1,000	50.0%
TOTAL EXPENSE	1,076,600	1,137,014	-60,414	(5.6%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	85,000	63,000	22,000	25.9%
TOTAL RESERVE TRANSFERS	85,000	63,000	22,000	25.9%
TOTAL	1,147,600	1,190,014	-42,414	(3.7%)

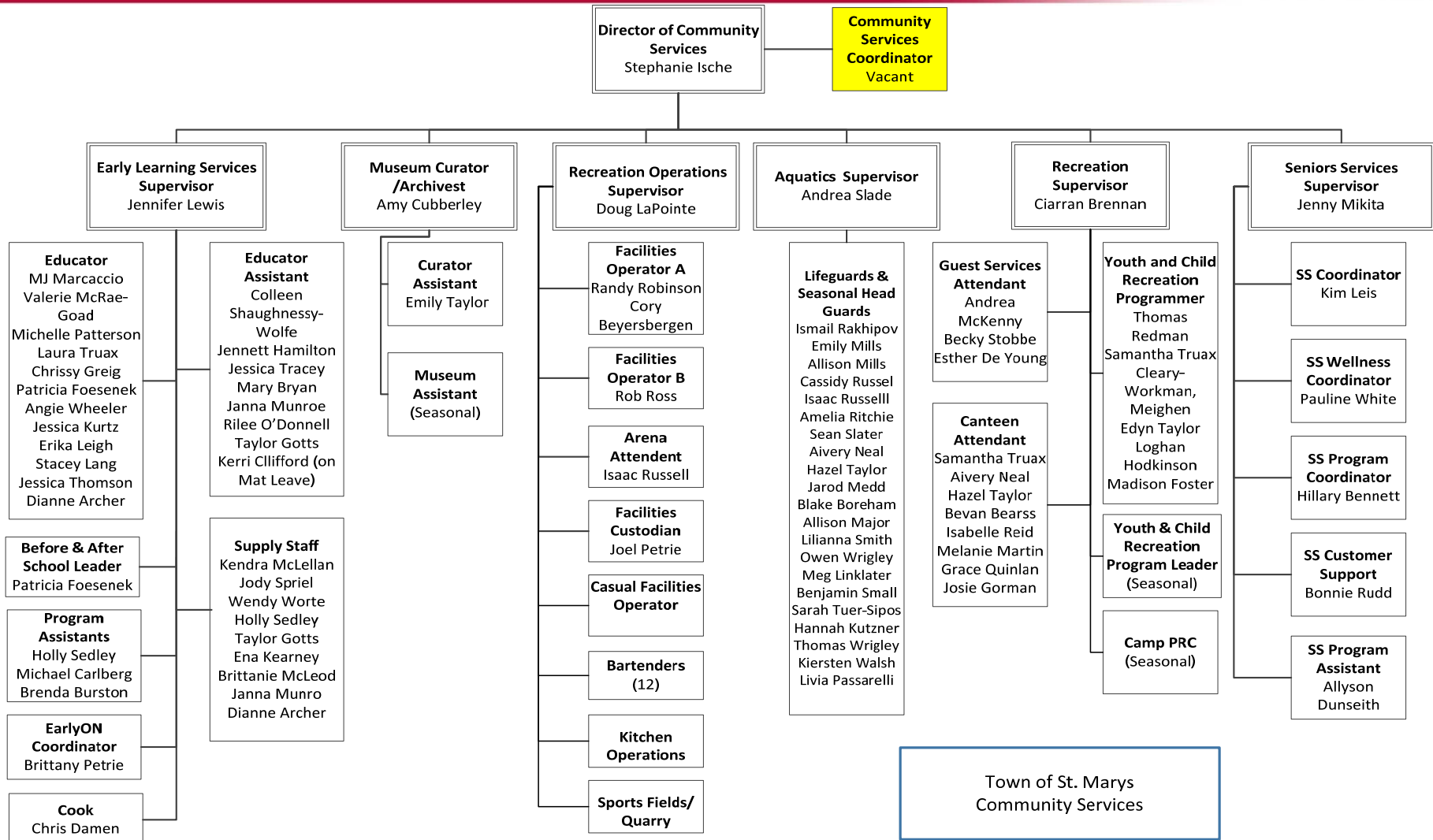
A faded, grayscale photograph of a large, ornate building with a prominent clock tower, likely the Town of St. Marys. The building features multiple stories with arched windows and a decorative facade. The image is semi-transparent, allowing the text to be overlaid clearly.

Town of St. Marys

2021 Operating Budget Overview

Community Services

Community Services



Service Delivery – Aquatics Services



Aquatics programs include:

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

Service Delivery – Early Learning Services



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

Programs include:

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

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

*During COVID not all programs are being offered.

Service Delivery – Youth Services



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

Two program areas:

- Youth Centre – United Way funding is received for this program. Programs include drop in Hang Time, Dodge Ball, cooking for kids, Red Cross courses, crafts and special events (ex: New Years Eve).
- Youth Retention/Council – Youth retention achieved through Perth4Youth projects and the Municipal Youth Engagement initiative. The Youth Council is designed to help give youth a voice in the community and help push it towards obtaining the 'Youth Friendly Community' designation from Parks and Recreation Ontario.

Service Delivery - Recreation



- Recreation programs include:

- Ball Hockey
- 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 – Cultural Services



Museum and Archives

Research Services

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

Exhibits

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

On-Site Programs and Events

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

Outreach Programs

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

Collections Management

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

Heritage

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

Filming:

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

Service Delivery – Senior Services



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

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

- **The Friendship Centre** – The Friendship Centre’s programs are funded in part by the Seniors Active Living Grant, annual membership fees, program fees, fundraising and donations. Everyone 50 years or older is welcome to take part in the membership advantage program, however anyone 18 + is welcome to attend programs
- **St. Marys Home Support Services** is the Community Support Services provider for St. Marys and Area. The Services’ major funders are the South West Local Health Integration Network, client and program fees, fundraising, donations and municipal support. Programs and services support older adults, people recovering from illness or injury and community members with varying abilities to live independently. St. Marys Home Support Services is a member of the Huron Perth & Area Ontario Health Team as well as the Community Support Services Network.

2020 Success Stories



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

2020 Success Stories Continued



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

2021 Challenges



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

2021 Opportunities



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



***DEPARTMENTAL BUDGETS
2021**

COMMUNITY SERVICES

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



***DEPARTMENTAL BUDGETS
2021**

RECREATION

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



***DEPARTMENTAL BUDGETS
2021**

CHILDCARE

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



***DEPARTMENTAL BUDGETS
2021**

HOME SUPPORT

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



***DEPARTMENTAL BUDGETS
2021**

MUSEUM

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

FACILITIES - MUSEUM

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

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

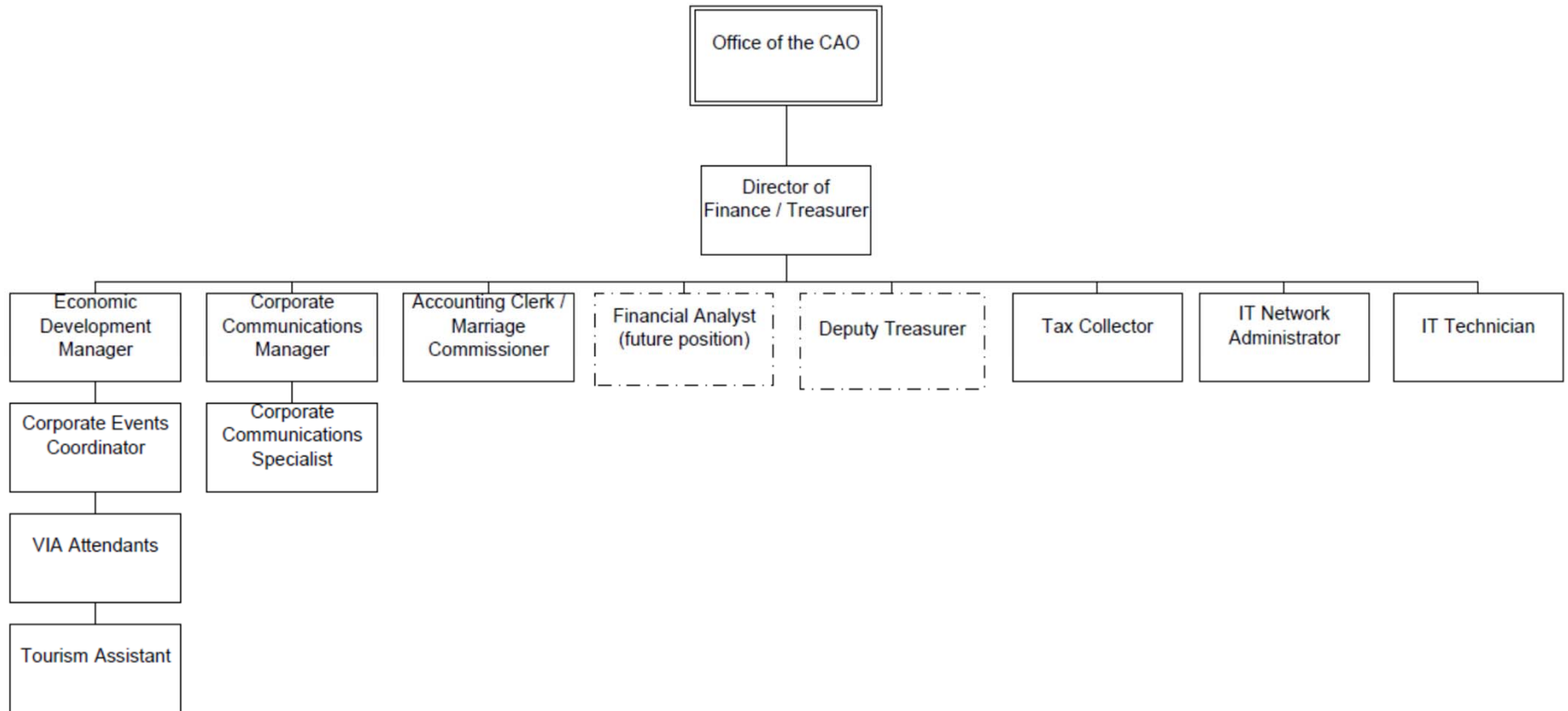


Town of St. Marys

2021 Operating Budget Overview

Corporate Services Department

Corporate Services



Service Delivery



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

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

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

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

Service Delivery



Finance:

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

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

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

Service Delivery



Information Technology (IT):

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

Responsible for the following:

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

Service Delivery



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, local engagement and visitor attraction.

Responsibilities Include:

- Participate as a key partner with the St. Marys BIA, Perth County, Invest Stratford, Chamber of Commerce, Destination Stratford, Regional Tourism Organization Four (RT04), Stratford Festival, Tourism Ontario, Destination Ontario, Canadian Baseball Hall of Fame & Museum and Four County Labour Board.
- Execute marketing strategies to promote St. Marys as a destination for all seasons.
- Develop programs and initiatives to boost St. Marys assets and profile.
- Partner on events that benefit local businesses and support promoting St. Marys.
- VIA operations including staff management, office needs and accounting.
- Business retention & workforce attraction, development of entrepreneurship, and a business community network.
- Ensuring the Town is a welcoming community to visitors and newcomers to the area, and overall vitality of our downtown.

2020 Success Stories



Finance & IT:

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

2020 Success Stories



Corporate Communications

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

2020 Success Stories



Economic Development & Tourism

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

2020 Success Stories



Economic Development & Tourism (cont'd)

Re-development of the tourism strategy to represent all sectors

- Developed the Strong As Stone campaign to create a sense of civic pride and unity.
- Launched the Strong As Stone video on social media reaching over 29,000 people on Twitter, Instagram and Facebook
- Utilized the words Resilient, Restorative and Resourceful to describe what we are.
- Promoted local first
- Developed messages of safety and where to go for information on stickers that were distributed creatively around the downtown.
- Purchased 8 portable, refillable hand sanitizer units for the downtown and partnered with local businesses to ensure they are safely stored each day and filled when needed.
- Assisted the Farmers Market in locating a space that they could safely operate for the 2020 summer season.
- Supported the opening of a new Greek Bakery in the downtown and welcomed new owners to two anchor businesses, Towne & Country Cheese Shoppe and Snapping Turtle Coffee Roasters; also welcomed the arrival of Pizza Hut to St. Marys.

2020 Success Stories



Events

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

2021 Challenges



- Many strategic projects and initiatives for 2020 had to be deferred while refocusing our efforts on the pandemic response. In 2021, we must continue to move those strategic initiatives forward; while continuing to manage the COVID-19 pandemic
- Being a newly merged department, it will take a little time to begin to create synergies between the work groups and align our strategic direction
- During 2020, we quickly were able to react and change the way the Town conducts its work – In 2021, it will be important to review those changes made and make sure proper training, system integration, and policies are in place as we make these changes permanent

2021 Opportunities



Finance and IT:

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

2021 Opportunities



Communications

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

Events

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

2021 Opportunities



Economic Development & Tourism

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



***DEPARTMENTAL BUDGETS
2021**

CORPORATE SERVICES

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
TAX LEVY				
TAX LEVY	-12,624,654	-12,868,710	244,056	1.9%
TOTAL TAX LEVY	-12,624,654	-12,868,710	244,056	1.9%
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	-136,600	-122,300	-14,300	(10.5%)
GRANTS	-532,600	-795,100	262,500	49.3%
INTERNAL (REVENUE) EXPENSE	-258,129	-329,628	71,499	27.7%
INVESTMENT INCOME	-154,000	-130,000	-24,000	(15.6%)
RENT & LEASES	-17,208	-17,208	-	-
REVENUE FROM MUNICIPALITIES	-20,000	-20,000	-	-
SALE OF LAND & EQUIPMENT	-	-	-	#DIV/0!
TAXATION SUPPLEMENTAL REVENUE	-276,125	-271,125	-5,000	(1.8%)
TOTAL REVENUE	-1,394,662	-1,685,361	290,699	20.8%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	59,250	77,050	-17,800	(30.0%)
ASSESSMENT SERVICES (MPAC)	96,000	98,000	-2,000	(2.1%)
COMMUNICATIONS	122,600	115,000	7,600	6.2%
CONFERENCES, SEMINARS & TRAINING	3,900	8,500	-4,600	(117.9%)
CONTRACTED SERVICES	117,850	125,000	-7,150	(6.1%)
DEBENTURE PAYMENT	954,001	1,137,554	-183,553	(19.2%)
INSURANCE	83,595	88,000	-4,405	(5.3%)
MATERIALS & SERVICES	160,124	290,799	-130,675	(81.6%)
OTHER TRANSFERS	1,726,767	1,796,661	-69,894	(4.0%)
PROFESSIONAL FEES	25,500	67,000	-41,500	(162.7%)
PROGRAM EXPENSE	84,500	34,500	50,000	59.2%
REPAIRS & MAINTENANCE	13,000	13,000	-	-
SALARIES, WAGES & BENEFITS	808,176	973,211	-165,035	(20.4%)
SUPPLIES	7,000	6,500	500	7.1%
TAXATION EXPENSE	169,000	174,000	-5,000	(3.0%)
TOTAL EXPENSE	4,431,263	5,004,775	-573,512	(12.9%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	2,019,147	1,748,625	270,522	13.4%
TOTAL RESERVE TRANSFERS	2,019,147	1,748,625	270,522	13.4%
TOTAL	-7,568,906	-7,800,671	231,765	3.1%



***DEPARTMENTAL BUDGETS
2021**

TAXATION

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
TAX LEVY				
TAX LEVY	-12,624,654	-12,868,710	244,056	1.9%
TOTAL TAX LEVY	-12,624,654	-12,868,710	244,056	1.9%
REVENUE				
TAXATION SUPPLEMENTAL REVENUE	-276,125	-271,125	-5,000	(1.8%)
TOTAL REVENUE	-276,125	-271,125	-5,000	(1.8%)
EXPENSE				
TAXATION EXPENSE	169,000	174,000	-5,000	(3.0%)
TOTAL EXPENSE	169,000	174,000	-5,000	(3.0%)
TOTAL	-12,731,779	-12,965,835	234,056	1.8%



***DEPARTMENTAL BUDGETS
2021**

EXTERNAL TRANSFERS

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
EXPENSE				
OTHER TRANSFERS	1,726,767	1,796,661	-69,894	(4.0%)
TOTAL EXPENSE	1,726,767	1,796,661	-69,894	(4.0%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	-69,031	-126,000	56,969	82.5%
TOTAL RESERVE TRANSFERS	-69,031	-126,000	56,969	82.5%
TOTAL	1,657,736	1,670,661	-12,925	(0.8%)



***DEPARTMENTAL BUDGETS
2021**

TREASURY

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
REVENUE				
FEES, CHARGES & PROGRAM REVENUE	-105,200	-94,900	-10,300	(9.8%)
GRANTS	-529,600	-792,100	262,500	49.6%
INTERNAL (REVENUE) EXPENSE	-95,819	-125,819	30,000	31.3%
INVESTMENT INCOME	-154,000	-130,000	-24,000	(15.6%)
REVENUE FROM MUNICIPALITIES	-20,000	-20,000	-	-
TOTAL REVENUE	-904,619	-1,162,819	258,200	28.5%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	750	750	-	-
ASSESSMENT SERVICES (MPAC)	96,000	98,000	-2,000	(2.1%)
CONFERENCES, SEMINARS & TRAINING	3,900	5,000	-1,100	(28.2%)
CONTRACTED SERVICES	65,850	59,000	6,850	10.4%
DEBENTURE PAYMENT	954,001	1,137,554	-183,553	(19.2%)
INSURANCE	83,595	88,000	-4,405	(5.3%)
MATERIALS & SERVICES	15,425	117,425	-102,000	(661.3%)
PROFESSIONAL FEES	25,500	67,000	-41,500	(162.7%)
SALARIES, WAGES & BENEFITS	360,037	466,280	-106,243	(29.5%)
SUPPLIES	7,000	6,500	500	7.1%
TOTAL EXPENSE	1,612,058	2,045,509	-433,451	(26.9%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	2,138,178	1,874,625	263,553	12.3%
TOTAL RESERVE TRANSFERS	2,138,178	1,874,625	263,553	12.3%
TOTAL	2,845,617	2,757,315	88,302	3.1%



DEPARTMENTAL BUDGET
2021

INFORMATION TECHNOLOGY

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



***DEPARTMENTAL BUDGETS
2021**

COMMUNICATION, HERITAGE, ECONOMIC DEVELOPMENT

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

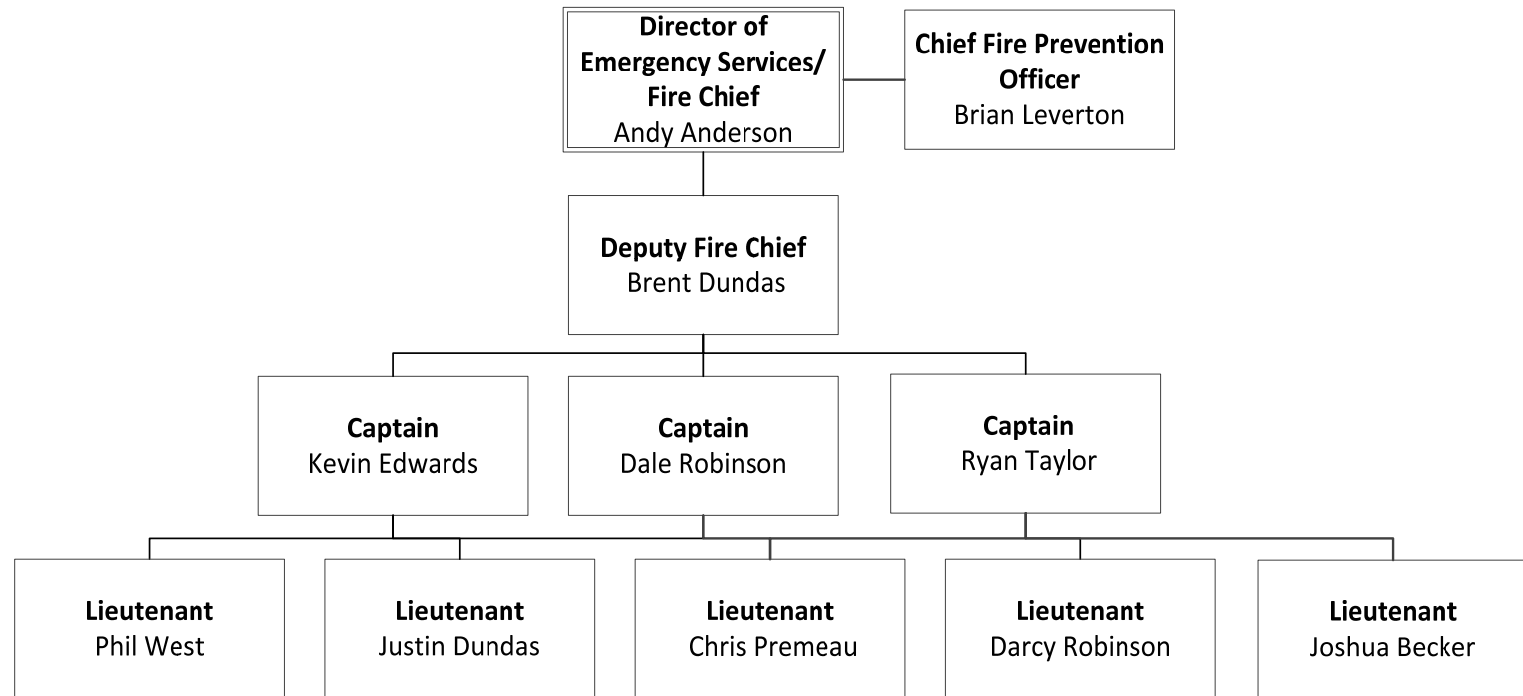
A faded, grayscale photograph of a large, multi-story building with a prominent central tower and arched windows, likely a town hall or government building. The image is semi-transparent, allowing the text to be overlaid.

Town of St. Marys

2021 Operating Budget Overview

Fire Department

Fire Department



Volunteer Fire Fighters
Sarah Black, Jim Burlingham, Curtis Downham, Brandon Dundas, Ian Edwards, Ryan Hartsel, Lucas Jeffrey, Rick Martin, Mark McEwan, Josh McKay, Shawn McNaughton, Sam Parkinson, Chad Petrie, Jess Sass, Matthew Smale, Todd Thibodeau

Town of St. Marys
Fire Services

Service Delivery



Service Area:

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

Firefighting:

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

Administrative Functions for Fire Department Services

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

Fire Cause Determination and Investigations

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

Service Delivery



Hazardous Material Incidents:

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

Extrication Services:

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

Fire Prevention Services:

The major goals of fire inspections include the following:

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

2020 Success Stories



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

Donations

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

2020 Success Stories



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

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

2020 Success Stories



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

2021 Challenges



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

2021 Opportunities



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



***DEPARTMENTAL BUDGETS
2021**

FIRE

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
REVENUE				
DONATIONS	-2,500	-5,000	2,500	100.0%
FEES, CHARGES & PROGRAM REVENUE	-6,500	-9,000	2,500	38.5%
INTERNAL (REVENUE) EXPENSE	5,004	6,983	-1,979	(39.5%)
REVENUE FROM MUNICIPALITIES	-160,000	-183,000	23,000	14.4%
TOTAL REVENUE	-163,996	-190,017	26,021	15.9%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	1,000	-	-
CONFERENCES, SEMINARS & TRAINING	7,500	7,000	500	6.7%
CONTRACTED SERVICES	13,930	13,930	-	-
FUEL/OIL	4,000	3,500	500	12.5%
INSURANCE	7,322	11,000	-3,678	(50.2%)
MATERIALS & SERVICES	13,700	34,500	-20,800	(151.8%)
REPAIRS & MAINTENANCE	35,000	32,000	3,000	8.6%
SALARIES, WAGES & BENEFITS	367,945	379,911	-11,966	(3.3%)
SUPPLIES	1,850	1,350	500	27.0%
TOTAL EXPENSE	452,247	484,191	-31,944	(7.1%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	278,000	278,000	-	-
TOTAL RESERVE TRANSFERS	278,000	278,000	-	-
TOTAL	566,251	572,174	-5,923	(1.0%)



***DEPARTMENTAL BUDGETS
2021**

FIRE OPERATIONS

	2020	2021	\$	%
	Budget	Budget	Levy Impact	Levy Impact
			Fav (Unfav)	Fav (Unfav)
REVENUE				
DONATIONS	-2,500	-5,000	2,500	100.0%
FEES, CHARGES & PROGRAM REVENUE	-6,500	-9,000	2,500	38.5%
INTERNAL (REVENUE) EXPENSE	5,004	6,983	-1,979	(39.5%)
REVENUE FROM MUNICIPALITIES	-160,000	-183,000	23,000	14.4%
TOTAL REVENUE	-163,996	-190,017	26,021	15.9%
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	1,000	-	-
CONFERENCES, SEMINARS & TRAINING	7,500	7,000	500	6.7%
CONTRACTED SERVICES	13,930	13,930	-	-
FUEL/OIL	4,000	3,500	500	12.5%
INSURANCE	7,322	11,000	-3,678	(50.2%)
MATERIALS & SERVICES	12,700	23,500	-10,800	(85.0%)
REPAIRS & MAINTENANCE	35,000	32,000	3,000	8.6%
SALARIES, WAGES & BENEFITS	367,945	379,911	-11,966	(3.3%)
SUPPLIES	1,850	1,350	500	27.0%
TOTAL EXPENSE	451,247	473,191	-21,944	(4.9%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	278,000	278,000	-	-
TOTAL RESERVE TRANSFERS	278,000	278,000	-	-
TOTAL	565,251	561,174	4,077	0.7%



***DEPARTMENTAL BUDGETS
2021**

EMERGENCY MEASURE 9

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

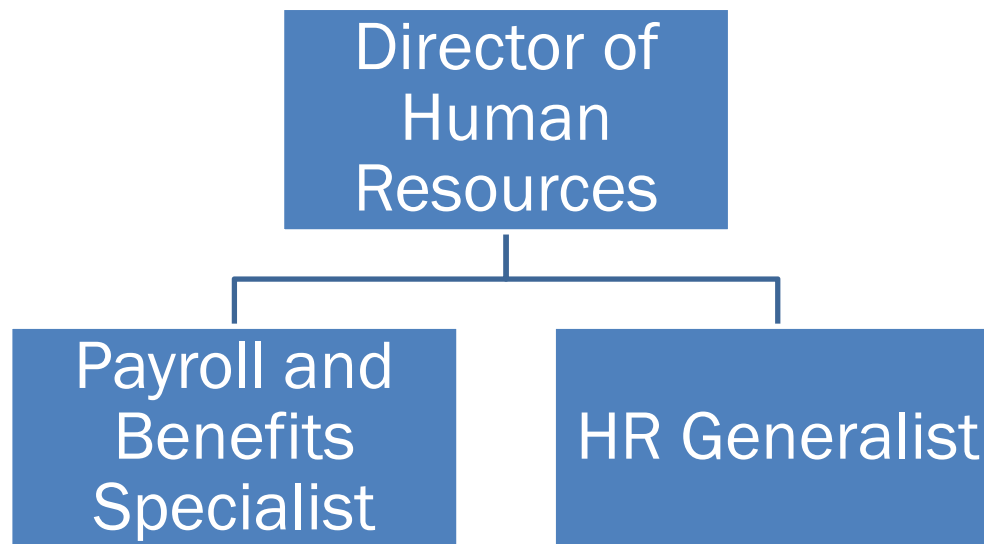
A faded, grayscale photograph of a large, ornate building with a prominent clock tower, likely the Town of St. Marys. The building features multiple stories with arched windows and a decorative facade. The image is semi-transparent, allowing the text to be overlaid.

Town of St. Marys

2021 Operating Budget Overview

Human Resources

Human Resources



Service Delivery



Corporate Health, Safety and Wellness

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

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

Performance Management

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

- Annual Performance Appraisals
- Mid-Year Check-ins

Service Delivery



Human Resources Planning

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

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

Team Member Engagement and Retention

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

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

Service Delivery



Training and Development

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

- Tuition and Reimbursement program
- Corporate directed training

Compensation Administration

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

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

2020 Success Stories



Staff Engagement

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

Recruitment

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

Policy Creation and Training

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

Legislative Compliance

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

2021 Challenges



Payroll

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

2021 Opportunities



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



DEPARTMENTAL BUDGET
2021

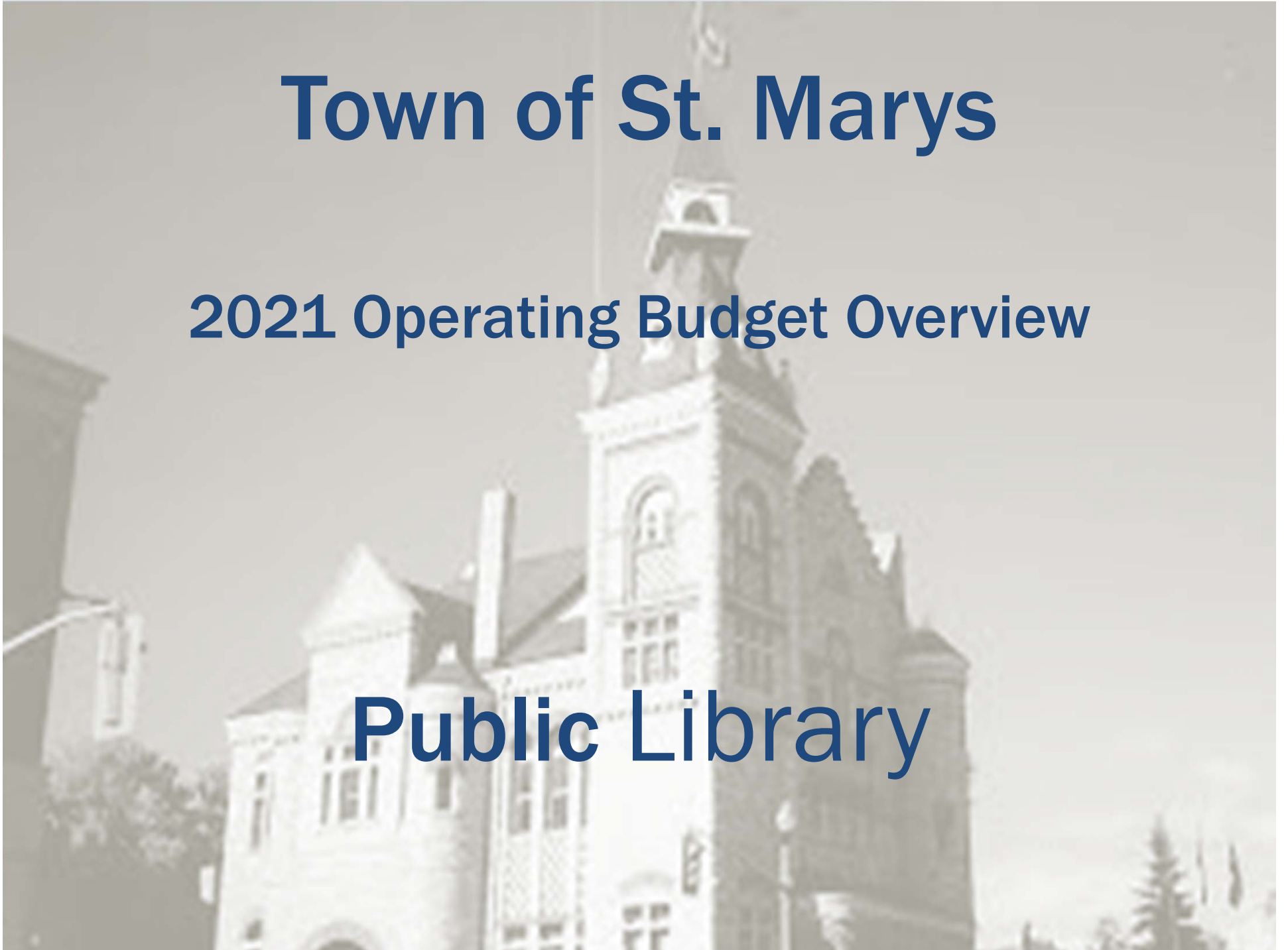
HR & BENEFIT ADMIN

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

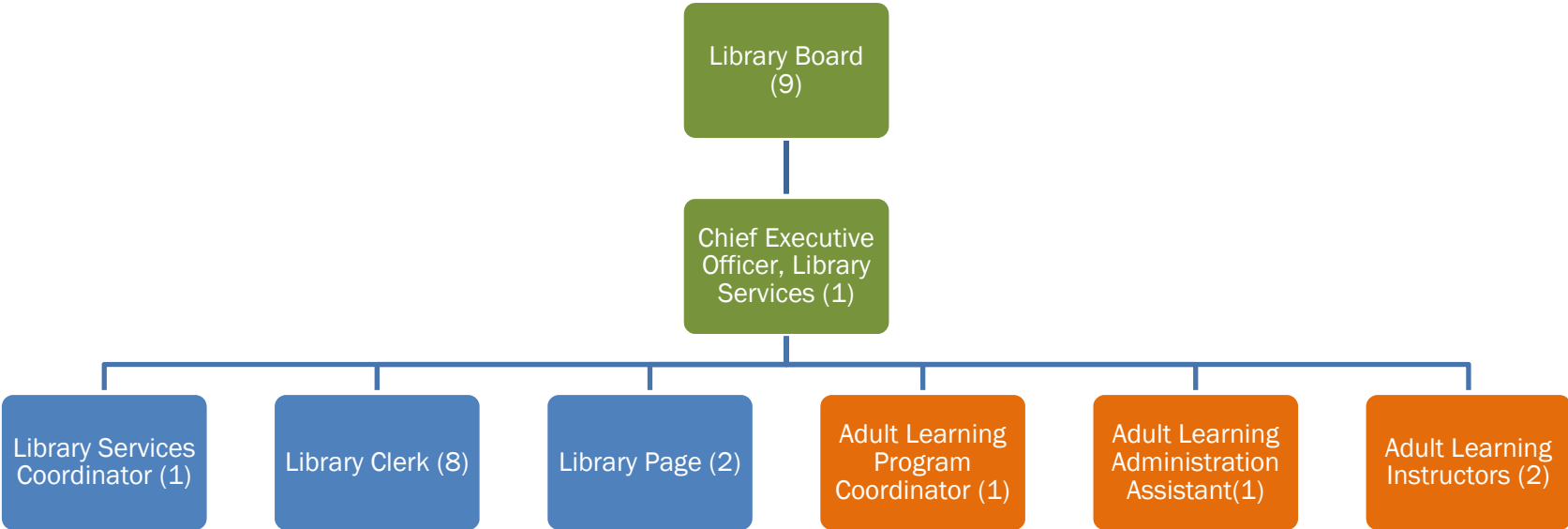
Town of St. Marys

2021 Operating Budget Overview

Public Library



Library and Adult Learning



Library and Adult Learning



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



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



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

Library Achievements of 2020



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

2021 Library Opportunities



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

Challenges leading into 2021 Library Budget



- COVID-19 closure ramifications still being felt, strict adherence to HPPH protocols and orders
- Increases due to WSIB and staffing costs
 - Costs for WSIB increased drastically for the Library budget
 - Staff increases due to COLA, Step increases and enrollment in OMERS
- Difficulty estimating accurate projected revenue generations for 2020 & 2021
- Inflationary costs

Adult Learning Statistics



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

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

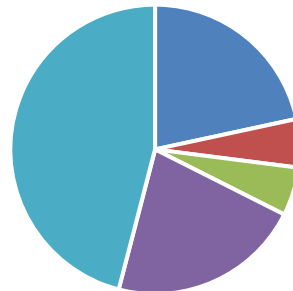


Adult Learning at a Glance



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

Goal Paths



- Post Secondary – 8%
- Independence – 8%
- Secondary School Credit – 2%
- Apprenticeship – 2%
- Employment

Adult Learning Cont'd



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

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



Achievements of 2020



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



2021 Opportunities



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



Challenges leading into 2021 Budget



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



Adult Learning Budget Breakdown 2021



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





***DEPARTMENTAL BUDGETS
2021**

LIBRARY & ADULT LEARNING

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



***DEPARTMENTAL BUDGETS
2021**

LIBRARY

			\$	%
	2020	2021	Levy Impact	Levy Impact
	Budget	Budget	Fav (Unfav)	Fav (Unfav)
REVENUE				
DONATIONS	-1,200	-1,920	720	60.0%
FEES, CHARGES & PROGRAM REVENUE	-10,400	-8,400	-2,000	(19.2%)
GRANTS	-15,830	-15,830	-	-
INTERNAL (REVENUE) EXPENSE	11,294	16,642	-5,348	(47.4%)
REVENUE FROM MUNICIPALITIES	-63,736	-65,650	1,914	3.0%
TOTAL REVENUE	-79,872	-75,158	-4,714	(5.9%)
EXPENSE				
ADVERTISING, MARKETING & PROMOTION	1,000	1,000	-	-
CONFERENCES, SEMINARS & TRAINING	5,500	5,500	-	-
CONTRACTED SERVICES	17,250	17,423	-173	(1.0%)
MATERIALS & SERVICES	51,422	51,389	33	0.1%
PROFESSIONAL FEES	600	600	-	-
PROGRAM EXPENSE	3,000	3,000	-	-
REPAIRS & MAINTENANCE	3,000	3,000	-	-
SALARIES, WAGES & BENEFITS	421,001	438,226	-17,225	(4.1%)
SUPPLIES	4,500	4,500	-	-
TOTAL EXPENSE	507,273	524,638	-17,365	(3.4%)
RESERVE TRANSFERS				
TRANSFER TO (FROM) RESERVES	2,687	2,656	31	1.2%
TOTAL RESERVE TRANSFERS	2,687	2,656	31	1.2%
TOTAL	430,088	452,136	-22,048	(5.1%)
FACILITIES - LIBRARY				
			\$	%
	2020	2021	Levy Impact	Levy Impact
	Budget	Budget	Fav (Unfav)	Fav (Unfav)
EXPENSE				
CONTRACTED SERVICES	17,000	8,100	8,900	52.4%
INSURANCE	1,597	-	1,597	100.0%
MATERIALS & SERVICES	1,000	5,800	-4,800	(480.0%)
REPAIRS & MAINTENANCE	4,100	8,250	-4,150	(101.2%)
SALARIES, WAGES & BENEFITS	15,429	20,554	-5,125	(33.2%)
UTILITIES	17,200	17,400	-200	(1.2%)
TOTAL EXPENSE	56,326	60,104	-3,778	(6.7%)
TOTAL	56,326	60,104	-3,778	(6.7%)



***DEPARTMENTAL BUDGETS
2021**

ADULT LEARNING

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

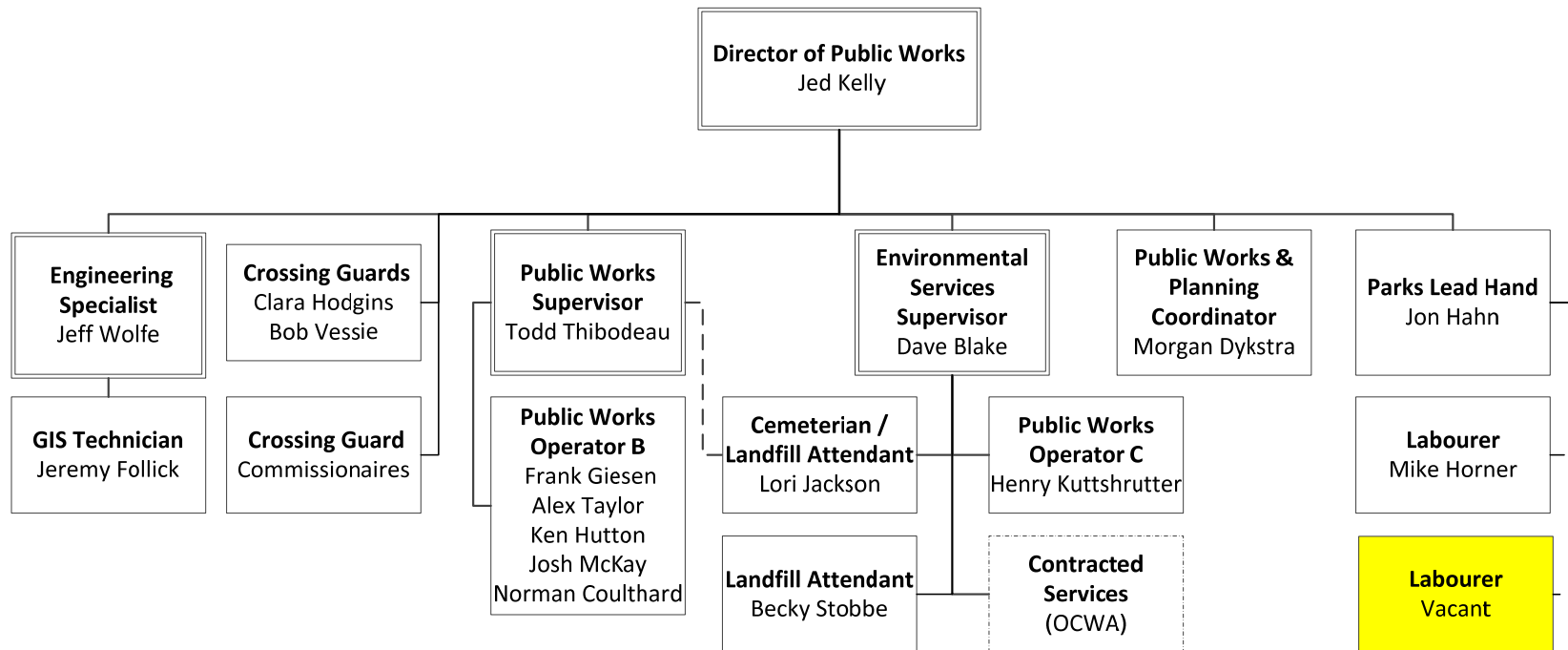
A faded, grayscale photograph of a large, multi-story building with a prominent central tower and arched windows, likely a town hall or government building. The image is semi-transparent, allowing the text to be overlaid.

Town of St. Marys

2021 Operating Budget Overview

PUBLIC WORKS

Public Works



Town of St. Marys
Public Works

Public Works Service Delivery

Environmental Services - Overview



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

Wastewater Collection and Treatment (WWTP)

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

Potable Water Treatment and Distribution

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

Storm Water Management

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

Solid Waste Collection, Management & Landfill

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

Public Works Service Delivery

Environmental Services – Water & Waste Water



Water and Wastewater and Treatment:

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

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

Public Works Service Delivery

Environmental Services – Landfill



Landfill Operations:

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

Public Works Service Delivery

Environmental Services – Storm Water



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

Public Works Service Delivery

Roads & Sidewalks



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

Public Works Service Delivery

Roads & Sidewalks



Roads and Sidewalks – Minimum Maintenance Standards

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

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

Highlights:

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

Public Works Service Delivery

Parks, Trails, Cemetery and Forestry



Parks, Forestry and Cemetery:

The Parks Department maintains:

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

Public Works Service Delivery Engineering , AMP & Capital Projects



Engineering:

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

Public Works - 2020 Success Stories



Capital Replacements & Works completed (CP – Council Priority)

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

Public Works - 2020 Success Stories



Green Committee researched and recommended new waste diversion programs

Cemetery Funding & Budget

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

Sparling Bush Management

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

Service Delivery review operational changes completed in 2019/2020:

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

Public Works - 2021 Challenges



Availability of Contracted Snow Removal Services

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

Landfill

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

Park Street Bridge repairs

- Sidewalk and Deck repairs

Wellington St. Reconstruction

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

Asset Management Plan

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

Public Works - 2021 Challenges



Downtown Parking – Municipal Lots

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

Solid Waste Management & Waste Diversion Initiatives – Producer Pay Model

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

Wastewater Treatment Plant (WWTP)

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

Active Transportation Network Plan Development – Carry Over from 2020

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

Public Works - 2021 Opportunities



Wastewater Treatment Plant (WWTP)

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

Waterloo & Elizabeth – (CP)

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

Continued work toward towns approved sidewalk strategy – (CP)

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

2020 Road Assessment - Data harvest – (CP)

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



***DEPARTMENTAL BUDGETS
2021**

PUBLIC WORKS

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



***DEPARTMENTAL BUDGETS
2021**

PUBLIC WORKS OPERATIONS

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



***DEPARTMENTAL BUDGETS
2021**

FLEET

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

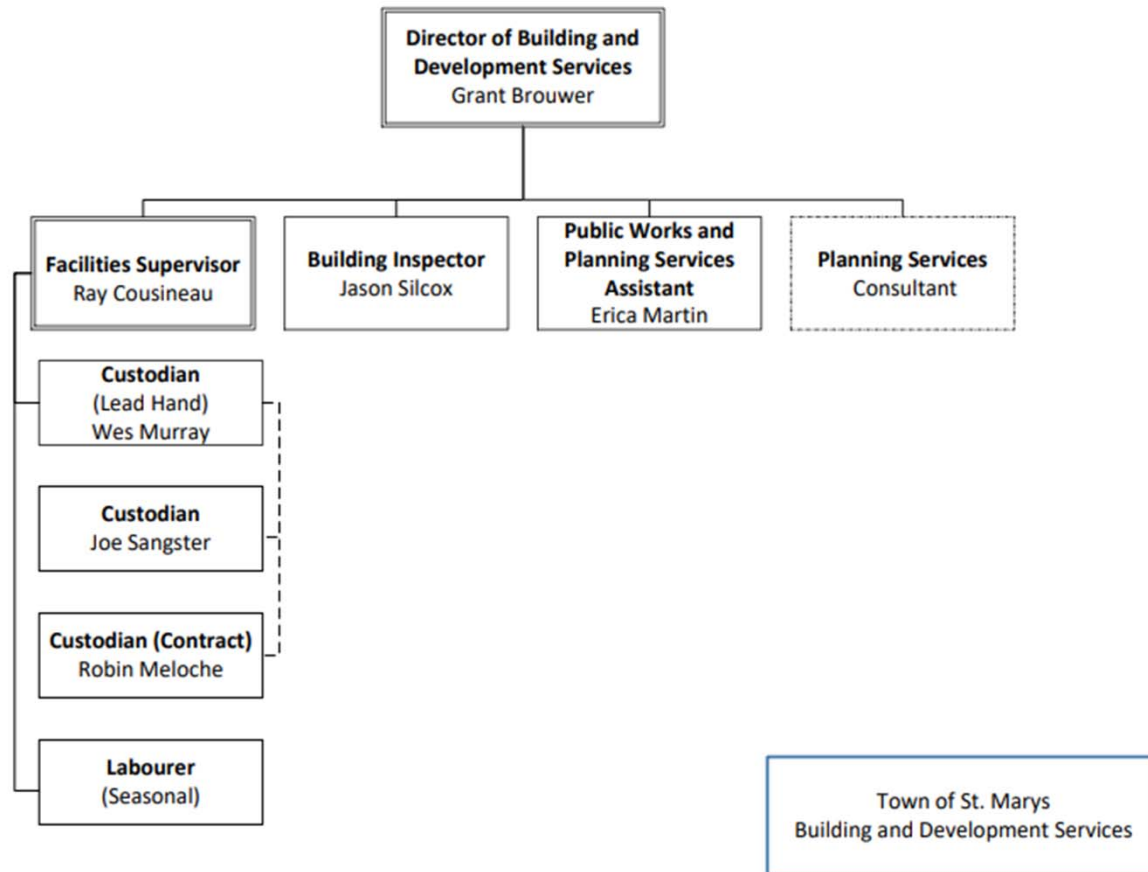
A faded, grayscale photograph of a large, ornate building with a prominent clock tower, likely the Town of St. Marys building. The building features multiple stories with arched windows and a decorative facade. The text is overlaid on this image.

Town of St. Marys

2021 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.

Planning / Development

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

Facilities

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

2020 Success Stories



Building

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

Property Standards

- Most compliance achieved by initial contact with property owner

Facilities

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

2020 Success Stories



Planning / Development

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

2020 Success Stories



Planning / Development cont

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

2020 Challenges



Building

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

Property Standards

- Expectations of neighboring property owners
- Secondary focus

Planning / Development

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

2020 Challenges



Planning / Development:

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

Facilities

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

2021 Opportunities



Building

- E-permitting, E-plans review

Property Standards

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

Planning / Development

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

Facilities

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



***DEPARTMENTAL BUDGETS
2021**

DEVELOPMENT

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



***DEPARTMENTAL BUDGETS
2021**

BUILDING & PROPERTY STANDARDS

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



DEPARTMENTAL BUDGET
2021

FACILITIES

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



**DEPARTMENTAL - SELF FUNDED
2021**

LANDFILL

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



ST. MARY'S

**DEPARTMENTAL - SELF FUNDED
2021**

WASTEWATER

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



ST. MARYS

**DEPARTMENTAL - SELF FUNDED
2021**

WATER

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

2021 Capital Budget Summary

	Project	Department	Pre - Budget Approval	2020 Budget	2021 Budget	REVENUE SOURCE												
						RESERVES								Development Charges	Other	Long Term Debt	Grant - Provincial	Grant - Federal
						Reserve - Gen Capital	Reserve - Roads	Reserve - Water	Reserve - Wastewater	Reserve - Storm	Reserve - Landfill	Reserve - Fire	Reserve Equipment					
2021 Capital Projects																		
1	Tourism Website and Business Directory	Ec Dev	Y		\$35,000	\$17,500									\$17,500			
2	Facility Energy Upgrades - Annual	Facilities			\$50,000	\$50,000												
3	Cemetery Window Replacement	Facilities			\$10,000	\$10,000												
4	Lind Sportsplex HVAC Replacement	Facilities			\$10,000	\$10,000												
5	MOC Exterior Stone Masonry Pointing	Facilities			\$7,000	\$7,000												
6	Museum Façade Refurbishment	Facilities			\$110,000	\$110,000												
7	Salt Shed Ramp Renovation	Facilities			\$15,000	\$15,000												
8	Landfill Exterior Building Renovation	Facilities			\$14,500	\$14,500												
9	PRC Baseball Backstop Repairs	Facilities			\$10,000	\$10,000												
10	Fire - Small Capital and Hose	Fire			\$6,000							\$6,000						
11	Fire - New Pumper (approve in 2021 for 2022)	Fire			\$675,000							\$675,000						
12	Computer Equipment Replacement - Annual	IT			\$15,000	\$15,000												
13	PRC Security Camera Replacements	IT			\$35,000	\$35,000												
14	Annual Circulating Collection	Library			\$59,740	\$54,740								\$5,000				
15	L-30 2011 Chev Pickup replacement	Fleet			\$35,000							\$35,000						
16	Annual Resurfacing	Roads	Y		\$176,000		\$176,000											
17	Annual Sidewalk & Concrete Program	Roads			\$40,000		\$40,000											
18	Waterloo St. S Road Reconstruction	Roads	Y		\$705,000			\$32,000								\$395,008	\$277,992	
19	Elizabeth St. Road Reconstrction	Roads	Y		\$417,000		\$359,000	\$58,000										
20	Wellington St. S Road Reconstruction (Grant Dependent)	Roads			\$2,018,000		\$96,000	\$34,000	\$25,000				\$69,000			\$1,370,000	\$424,000	
21	Park Street Bridge	Roads			\$275,000		\$275,000											
22	Municipal Tree Inventory	Public Works			\$5,000		\$5,000											
23	Sparling Bush Rehabilitation	Public Works			\$15,000	\$15,000												
24	Stormwater Management	Public Works			\$25,000		\$25,000											
25	Water Valve Program	Water			\$15,000		\$15,000											
26	Water Tower Inspection & Maintenance Victoria Street	Water			\$25,000		\$25,000											
27	SCADA PLC Upgrades	Water			\$82,000		\$82,000											
28	Water Well Rehabilitation Program	Water			\$25,000		\$25,000											
29	Water Pollution Control Plant Clarifier Rake Painting	Wastewater			\$25,000			\$25,000										
30	WWTP Inlet Works, Grit Removal & Admin Building	Wastewater	Y		\$4,900,000								\$524,000		\$4,376,000			
31	WWTP Pump Station Rehabilitations	Wastewater			\$30,000			\$30,000										
32	RAS Pump Replacement	Wastewater			\$25,000			\$25,000										
33	Clarifier Weir Maintenance Improvements	Wastewater			\$10,000			\$10,000										
34	Landfill Expansion Approvals	Landfill			\$295,000					\$295,000								
35	Interim Approval Earthworks	Landfill			\$30,000					\$30,000								
36	Scale House Building Improvements	Landfill			\$10,000					\$10,000								
37	Landfill Environmental Assessment	Landfill			\$50,000					\$50,000								
38	Canadian Baseball Hall of Fame - Town Contribution to Capital Project approved Oct. 27, 2020	Admin			\$29,500	\$29,500												
2021 Capital Projects - Sub Total					\$10,314,740	\$393,240	\$976,000	\$271,000	\$115,000	\$0	\$385,000	\$681,000	\$35,000	\$598,000	\$17,500	\$4,376,000	\$1,765,008	\$701,992
2020 Carryforward Projects																		
	Lind Park Retaining Wall Pointing - 33 Church St S	Facilities		\$20,000	\$168,050	\$123,050									\$45,000			
	Building Assessment - Town Hall	Facilities		\$6,000	\$6,000	\$6,000												
	Barn Window Repairs - Museum Barn	Facilities		\$5,000	\$5,000	\$5,000												
	Exterior Walls Parging - Museum Woodshop	Facilities		\$8,000	\$8,000	\$8,000												
	Foundation Pointing - Museum Woodshop	Facilities		\$10,000	\$10,000	\$10,000												
	Donor Sign - Cadzow Pavillion	Facilities		\$10,000	\$10,000	\$10,000												
	PRC Upgrades	Facilities		\$2,285,000	\$410,000	\$410,000												
	Grand Trunk Trail Staircase	PW		\$110,000	\$89,000	\$73,000									\$16,000			

2021 Capital Budget Summary

	Project	Department	Pre - Budget Approval	2020 Budget	2021 Budget	REVENUE SOURCE												
						RESERVES								Development Charges	Other	Long Term Debt	Grant - Provincial	Grant - Federal
						Reserve - Gen Capital	Reserve - Roads	Reserve - Water	Reserve - Wastewater	Reserve - Storm	Reserve - Landfill	Reserve - Fire	Reserve Equipment					
	James North Watermain Upgrade	Water		\$145,040	\$145,040			\$47,040						\$98,000				
	Sanitary Inflow & Infiltration Program	Wastewater		\$100,000	\$100,000				\$66,000					\$34,000				
	Road Assessment Study	Roads		\$60,000	\$15,000		\$15,000											
	Elizabeth and Waterloo Street Reconstruction Design	Roads		\$50,000	\$50,000		\$50,000											
	Annual Resurfacing	Roads		\$160,000	\$160,000		\$160,000											
	Church Street South Railing	Roads		\$25,000	\$25,000	\$25,000												
	Municipal Tree Inventory	Roads		\$8,000	\$8,000	\$8,000												
	General Sanitary Sewer Funds	Wastewater		\$25,000	\$25,000				\$25,000									
	2020 Carryforward Projects Sub Total				\$1,234,090	\$678,050	\$225,000	\$47,040	\$91,000	\$0	\$0	\$0	\$0	\$132,000	\$61,000	\$0	\$0	\$0
	GRAND TOTAL				\$11,548,830	\$1,071,290	\$1,201,000	\$318,040	\$206,000	\$0	\$385,000	\$681,000	\$35,000	\$730,000	\$78,500	\$4,376,000	\$1,765,008	\$701,992

TOWN OF ST. MARYS - EXTENDED CAPITAL PLAN

CAPITAL EXPENDITURES BY DIVISION

Department	2021	2022	2023	2024	2025	2026
Administration	64,500	0	56,000	0	0	0
IT	50,000	47,000	43,000	71,000	41,000	116,000
Fire	681,000	5,000	58,000	89,000	93,000	30,000
Facilities	226,500	2,035,000	463,000	764,000	448,000	330,000
Planning	0	44,000	55,000	0	0	0
Library	59,740	59,740	59,740	59,740	59,740	59,740
Public Works	15,000	0	280,000	0	0	0
Fleet	35,000	712,000	533,000	485,000	120,000	375,000
Roads	3,443,000	430,000	666,000	1,601,000	1,187,000	2,331,000
Water	340,000	40,000	40,000	86,000	255,000	95,000
Wastewater	5,015,000	30,000	795,000	45,000	0	0
Landfill	385,000	30,000	0	250,000	0	0
	10,314,740	3,432,740	3,048,740	3,450,740	2,203,740	3,336,740

FUNDING SOURCES

Funding Source	2021	2022	2023	2024	2025	2026
Reserve - General Capital	393,240	2,173,740	631,740	864,740	528,740	500,740
Roads Reserve	976,000	302,000	376,000	991,000	694,000	1,118,000
Water Rates	271,000	40,000	40,000	126,000	295,000	95,000
Waste Water Rates	85,000	30,000	706,000	45,000	0	0
Ontario Community						
Infrastructure Grant	395,008	0	0	0	0	0
Other Grants	1,377,500	0	0	0	0	0
Federal Gas Tax	701,992	128,000	290,000	595,000	468,000	629,000
Development Charges	598,000	12,000	134,000	5,000	5,000	589,000
Developer/Owner/Other	10,000	0	0	0	0	0
Storm Water Reserve	0	0	280,000	0	0	0
PW Equipment Reserve	35,000	712,000	533,000	485,000	120,000	375,000
Landfill Reserve	385,000	30,000	0	250,000	0	0
Fire Capital Reserve	681,000	5,000	58,000	89,000	93,000	30,000
Debenture	4,406,000	0	0	0	0	0
	10,314,740	3,432,740	3,048,740	3,450,740	2,203,740	3,336,740

TOWN OF ST. MARYS

2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

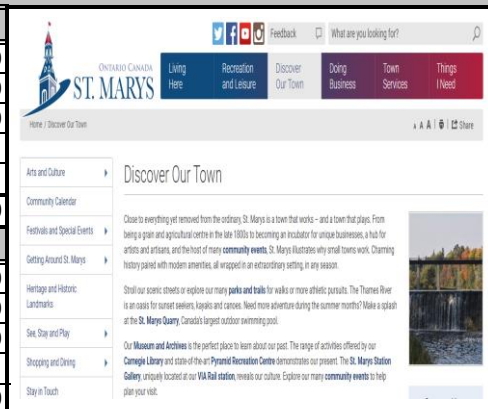
Investment Type	Enhancement and refresh of current website
Estimated Useful Life	5 - 10 Years
Lifecycle Costs	Annual support \$1,500; content updates performed with internal resources
Impact to Operating Budget	\$1,500 annual support
Impact to Funding Deficit	n/a
Impact to Level of Service	Improved Tourism/Business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

STRATEGIC ALIGNMENT

#5 Economic Development and Tourism
 Business Recovery

BUDGET

COSTS: MICROSITE	
Toursim Microsite	\$17,500
Tourism Business Directory with Google Places Integration	\$9,500
	\$8,000
TOTAL	\$35,000
COSTS: DIRECTORY	
RTO4 Grant	\$7,500
Business Economic Task Force	\$10,000
Reserve - General Capital	\$17,500
TOTAL	\$35,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$0
Construction	\$50,000
TOTAL	\$50,000
FUNDING	
Reserve - General Capital	\$50,000
TOTAL	\$50,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Work includes removal of 2 existing single pane windows and installation of the 2 double pane windows.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$0
Construction	\$10,000
TOTAL	\$10,000
FUNDING	
Reserve - General Capital	\$10,000
TOTAL	\$10,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

The removal of the existing HVAC unit and the installation of a new more efficient HVAC unit.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$0
Construction	\$10,000
TOTAL	\$10,000
FUNDING	
Reserve - General Capital	\$10,000
TOTAL	\$10,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Work includes localized repairs and repointing to prevent moisture infiltrating the building envelope.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$0
Construction	\$7,000
TOTAL	\$7,000
FUNDING	
Reserve - General Capital	\$7,000
TOTAL	\$7,000



COMMENTS

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

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

PRE- BUDGET APPROVAL No

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

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

BUDGET

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



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

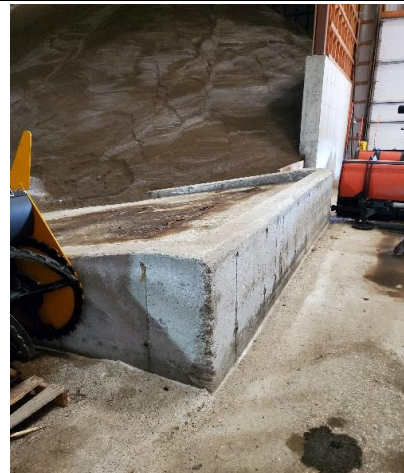
Investment Type	Upgrade
Estimated Useful Life	15 years
 Lifecycle Costs	 N/A
 Impact to Operating Budget	 N/A
Impact to Funding Deficit	N/A
Impact to Level of Service	Upgrade

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$0
Construction	\$15,000
TOTAL	\$15,000
FUNDING	
Reserve - General Capital	\$15,000
TOTAL	\$15,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Work includes replacement of the roofing shingles, replacement of the gutters and downspouts and repairs to siding on the building.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

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

BUDGET

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



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Work includes removal of the existing backstop and replacing it with a fifteen foot high chainlink backstop.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$0
Construction	\$10,000
TOTAL	\$10,000
FUNDING	
Reserve - General Capital	\$10,000
TOTAL	\$10,000



COMMENTS

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

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

PROJECT DETAILS

SCOPE OF THE WORK

Purchase CASE COMMANDER™ INCIDENT COMMAND SYSTEM Passport Edition Accountability Board

JUSTIFICATION

The purchase of this Incident Command System Accountability Board is to replace the existing Accountability board that was hand made by the department. A mobile incident command post with the ability to collect Passports as well as track the locations and tasks of all of our crews on the fire-ground.

Features

Black Weatherproof Polymer Case - 40" long x 16.5" wide x 9" high

- Heavy-duty in-line wheels
- Two double layered, soft grip handles
- 6 press and pull latches for secure lockable closure
- Nickel-plated steel lid stays hold case in open position
- Permanently attached automatically adjusting air valve that won't let in water
- Permanently attached folding and locking powder coated steel legs
- Lower work surface is 34.5" from the ground with legs opened
- 1,175 cubic inches of storage below bottom worksheet in case

Two tactical worksheet white boards

- 34" x 12" Upper board permanently mounted inside lid with Velcro to receive passports
- 35" x 12.5" Lower removable board on base
- Coated steel with subsurface printing
- Surface compatible with dry erase markers

PRE- BUDGET APPROVAL No

ASSEST MANAGEMENT

Investment Type Replacement
Estimated Useful Life 20 years or until it becomes unserviceable
Lifecycle Costs None: Monthly inspection and maintenance is completed. Annual testing is 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.

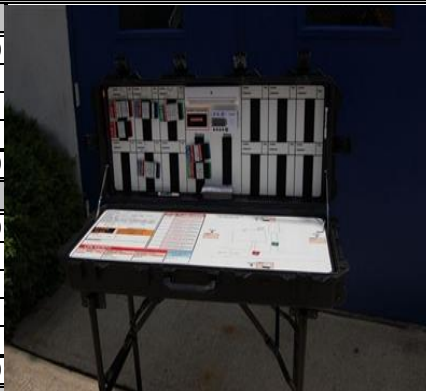
BUDGET

COSTS

Equipment	\$3,000
TOTAL	\$3,000

FUNDING

Reserve - Fire Department	\$3,000
TOTAL	\$3,000



COMMENTS

Cost Per Unit \$ 2750.00
 $\$2750.00 = 2750.00 + \text{HST} = \$3,107.50$

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

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

PROJECT DETAILS

SCOPE OF THE WORK

Purchase new hose. This DuraFlow Red hose with aluminium rocker lug couplings .

JUSTIFICATION

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

PRE- BUDGET APPROVAL No

ASSEST MANAGEMENT

Investment Type Replacement
Estimated Useful Life 10 years or until it becomes unserviceable
Lifecycle Costs None: Monthly inspection and maintenance is completed. Annual testing is condcuted by members of the Fire Department.

Impact to Operating Budget None
Impact to Level of Service Maintain

STRATEGIC ALIGNMENT None
 Any necessary supporting detail from supported plans.

BUDGET

COSTS	
Equipment	\$3,000
TOTAL	\$3,000
FUNDING	
Reserve - Fire Department	\$3,000
TOTAL	\$3,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Replacement of Desktop Peripherals, Including Monitors, Webcams and Desktop Phones.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

BUDGET

COSTS	
Desktop Phones	\$7,500
Monitors w/ Webcam	\$7,500
TOTAL	\$15,000
FUNDING	
Reserve - General Capital	\$15,000
TOTAL	\$15,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

Investment Type	Replacement
Estimated Useful Life	12
Lifecycle Costs	Nil
Impact to Operating Budget	None
Impact to Funding Deficit	None
Impact to Level of Service	None

STRATEGIC ALIGNMENT

BUDGET

COSTS	
Cameras	\$15,000
Installation of New cabling	\$20,000
TOTAL	\$35,000
FUNDING	
Reserve - General Capital	\$35,000
TOTAL	\$35,000



COMMENTS

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

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

PROJECT DETAILS

SCOPE OF THE WORK

Purchase of paperbacks, hardcovers, eBooks, eAudiobooks, and digital media.

JUSTIFICATION

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

PRE- BUDGET APPROVAL No

ASSEST MANAGEMENT

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

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

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

BUDGET

COSTS	
Energy Projects	\$59,740
TOTAL	\$59,740
FUNDING	
Reserve - General Capital	\$54,740
Development Charges	\$5,000
TOTAL	\$59,740



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Replacement of existing pickup truck with an equivalent new pickup truck. The truck is primarily designated for facilities related functions.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

BUDGET

COSTS	
Vehicle purchase	\$35,000
TOTAL	\$35,000
FUNDING	
PW Equipment Reserve	\$35,000
TOTAL	\$35,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

Investment Type Rehabilitation
Estimated Useful Life 15

Lifecycle Costs This is a maintenance activity to an existing asset. There are no lifecycle costs associated with this maintenance work. The original assets will continue to incur lifecycle costs.

Impact to Operating Budget N/A
Impact to Funding Deficit None
Impact to Level of Service Maintain LOS

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Construction	\$176,000
TOTAL	\$176,000
FUNDING	
Reserve - Roads	\$176,000
TOTAL	\$176,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Installation of 300m of new sidewalk as outlined in the Towns Sidewalk Network Plan.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT 2020 Sidewalk Network Plan

BUDGET

COSTS	
New Construction	\$40,000
TOTAL	\$40,000
FUNDING	
Roads - Reserve	\$40,000
TOTAL	\$40,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

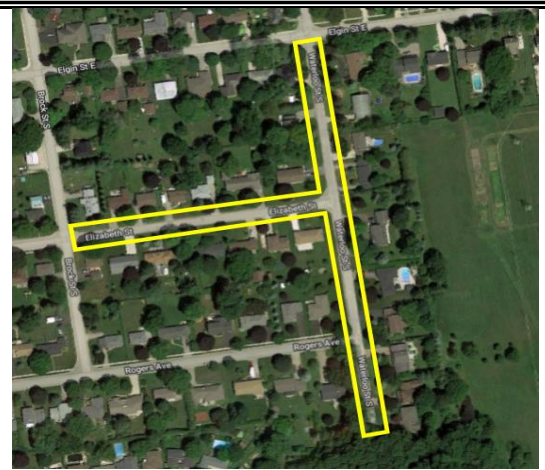
Investment Type	Replacement & New Acquisition
Estimated Useful Life	Road Base: 100 yrs, asphalt: 45 yrs, curb & sidewalk: 40 yrs, storm sewer: 100 yrs, water services: 60 yrs.
Lifecycle Costs	Road Base: \$262,000, asphalt: \$263,000, curb & gutter: \$47,000, sidewalk: \$25,000, storm sewer: \$270,000,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

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$100,000
Construction	\$1,022,000
TOTAL	\$1,122,000
FUNDING	
Res Fd - Fed Gas Tax	\$277,992
Res Fd - OCIF	\$395,008
Roads Reserve	\$359,000
Water Reserve	\$90,000
TOTAL	\$1,122,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

Strategic Plan - Pillar No. 1 - Infrastructure

Developing a comprehensive and progressive infrastructure plan.

BUDGET

COSTS	
Engineering, material testing	\$134,000
Construction	\$1,884,000
TOTAL	\$2,018,000
FUNDING	
Unknown Grant	\$1,370,000
Res Fd - Dev Charges	\$69,000
Res Fd - Fed Gas Tax	\$424,000
Reserve - Roads	\$96,000
Reserve - Water	\$34,000
Reserve - Wastewater	\$25,000
TOTAL	\$2,018,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

Waterproofing and repaving of the bridge deck as well as repairs to the curbface sidewalk along the north side of the bridge.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Construction	\$239,000
Engineering	\$36,000
TOTAL	\$275,000
FUNDING	
Roads Reserve	\$275,000
TOTAL	\$275,000



COMMENTS

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

TOWN OF ST. MARYS
2021 Capital Project

PROJECT # 23 Sparling Bush Rehabilitation
Public Works (Forestry)

DEPARTMENT: LOCATION: Sparling Bush

PROJECT DETAILS

SCOPE OF THE WORK

Perform rehabilitation activities in Sparling Bush, to maintain the overall health of the Bush.

JUSTIFICATION

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

ASSEST MANAGEMENT

Investment Type Rehabilitation

Estimated Useful Life

Lifecycle Costs

Impact to Operating Budget Minimal impact to employee time spent watering new trees

Impact to Funding Deficit Not Applicable

Impact to Level of Service Improve

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Contracted Services (Invasive Species)	\$6,000
Materials & Supplies (Native Species)	\$7,000
TOTAL	\$13,000
FUNDING	
Reserve - General Capital	\$15,000
TOTAL	\$15,000



COMMENTS

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

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

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

PROJECT DETAILS

SCOPE OF THE WORK

Installation of new or replacement catch basins, private drain connections or storm outlet infrastructure.

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Construction	\$25,000
TOTAL	\$25,000
FUNDING	
Roads Reserve	\$25,000
TOTAL	\$25,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Materials and Supplies	\$15,000
TOTAL	\$15,000
FUNDING	
Reserve - Water	\$15,000
TOTAL	\$15,000



COMMENTS

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

TOWN OF ST. MARYS
2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

Investment Type	Rehabilitation
Estimated Useful Life	Five (5) Years
Lifecycle Costs	\$5,000.00 for inspections (Note: this project is a lifecycle cost for the water tower)
Impact to Operating Budget	Not Applicable
Impact to Funding Deficit	None
Impact to Level of Service	Maintain existing service level

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

BUDGET

COSTS	
Construction	\$25,000
TOTAL	\$25,000
FUNDING	
Reserve - Water	\$25,000
TOTAL	\$25,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Construction	\$82,000
TOTAL	\$82,000
FUNDING	
Reserve - Water	\$82,000
TOTAL	\$82,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

Strategic Plan - Pillar No. 1 - Infrastructure

Developing a comprehensive and progressive infrastructure plan.

BUDGET

COSTS	
Construction	\$75,000
TOTAL	\$75,000
FUNDING	
Reserve - Water	\$75,000
TOTAL	\$75,000



COMMENTS

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

Annual costing to be approx. \$25,000.00

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

Strategic Plan - Pillar No. 1 - Infrastructure

Developing a comprehensive and progressive infrastructure plan.

BUDGET

COSTS	
Construction	\$25,000
TOTAL	\$25,000
FUNDING	
Reserve - Wastewater	\$25,000
TOTAL	\$25,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

Investment Type Replacement
Estimated Useful Life Sixty (60) Years

Lifecycle Costs

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

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Construction	\$4,550,000
Contract Administration	\$350,000
TOTAL	\$4,900,000
FUNDING	
Debenture - Wastewater Reserve	\$4,376,000
Reserve Fd. - Dev Charges	\$524,000
TOTAL	\$4,900,000



COMMENTS

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

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

STRATEGIC ALIGNMENT

Strategic Plan - Pillar No. 1 - Infrastructure

Developing a comprehensive and progressive infrastructure plan.

BUDGET

COSTS	
Design Engineering	\$30,000
TOTAL	\$30,000
FUNDING	
Reserve - Wastewater	\$30,000
TOTAL	\$30,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Construction	\$25,000
TOTAL	\$25,000
FUNDING	
Reserve - Wastewater	\$25,000
TOTAL	\$25,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Construction	\$10,000
TOTAL	\$10,000
FUNDING	
Reserve - Wastewater	\$10,000
TOTAL	\$10,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

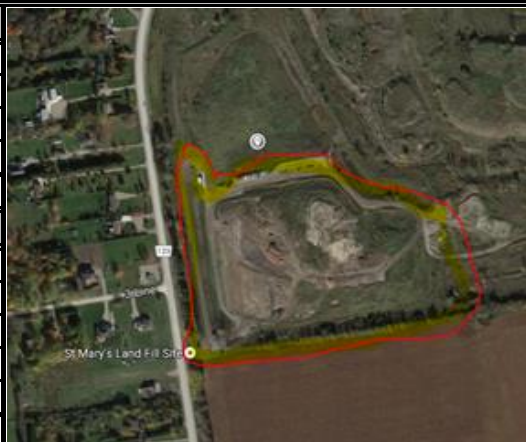
STRATEGIC ALIGNMENT

Strategic Plan - Pillar No. 1 - Waste Management Plan

Build a waste management program for community needs

BUDGET

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



COMMENTS

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

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Construction	\$30,000
TOTAL	\$30,000
FUNDING	
Reserve - Landfill	\$30,000
TOTAL	\$30,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

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

BUDGET

COSTS	
Construction	\$10,000
TOTAL	\$10,000
FUNDING	
Reserve - Landfill	\$10,000
TOTAL	\$10,000



COMMENTS

TOWN OF ST. MARYS 2021 Capital Project

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

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

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

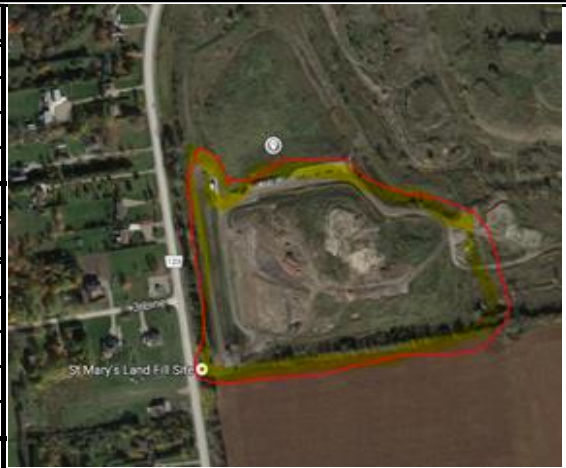
STRATEGIC ALIGNMENT

Strategic Plan - Pillar No. 1 - Waste Management Plan

Build a waste management program for community needs

BUDGET

COSTS	
Engineering and Approvals	\$50,000
TOTAL	\$50,000
FUNDING	
Reserve - Landfill	\$50,000
TOTAL	\$50,000



COMMENTS

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

TOWN OF ST. MARYS 2021 Capital Project

PROJECT # ___ - Lind Park Retaining Wall Pointing

DEPARTMENT: Facilities **LOCATION:** Lind Park Church Street South

PROJECT DETAILS

SCOPE OF THE WORK

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

JUSTIFICATION

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

ASSEST MANAGEMENT

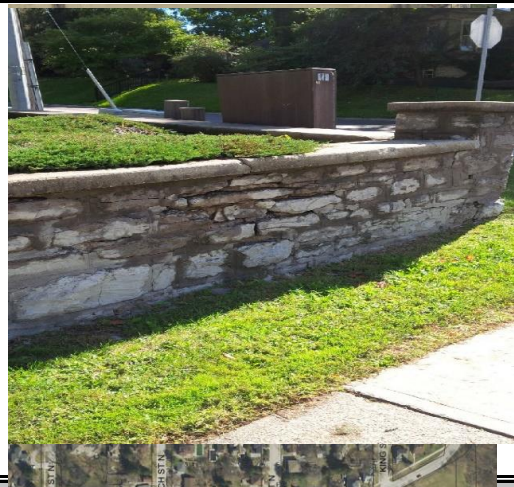
Investment Type	Repair
Estimated Useful Life	10 years
Lifecycle Costs	N/A
Impact to Operating Budget	None
Impact to Funding Deficit	N/A
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT

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

BUDGET

COSTS	
Engineering	\$0
Construction	\$168,050
TOTAL	\$168,050
FUNDING	
Reserve - General Capital	\$168,050
TOTAL	\$168,050



COMMENTS
