



**TOWN OF AMHERSTBURG
AUDIT AND FINANCE ADVISORY COMMITTEE MEETING**

AGENDA

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**Council Chambers
271 Sandwich Street South, Amherstburg, ON, N9V 2A5**

**Wednesday, July 16, 2025
5:00 PM**

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Pages

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

4. LAND ACKNOWLEDGMENT

We will begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations (comprising the Ojibway, the Odawa, and the Potawatomie Peoples), and of the Huron-Wendat and Wyandot Peoples. We recognize the land as an expression of gratitude to those whose traditional territory we reside on, and a way of honouring the Indigenous people who have been living and thriving on the land since time immemorial. We value the significant historical and contemporary contributions of local and regional First Nations and all of the Original Peoples of Turtle Island.

5. ORDER OF BUSINESS

5.1 2025 Asset Management Plan

3

6. ADJOURNMENT

That the Committee meeting **ADJOURN** at _____ p.m.

Asset Management Plan

Town of Amherstburg

Date: June 30, 2025

2025

Acknowledgements

We would like to acknowledge the efforts of all Town staff, who were involved in the development of this Plan and were invaluable in providing both the quantitative and qualitative data required to inform this comprehensive corporate plan.

Without the strategic guidance provided by Council, the oversight of the Asset Management Executive and Steering Committees, and the support of all staff responsible for managing the City's extensive network of assets, this document would not have been possible.

This collaboration highlights the importance of incorporating sound asset management principles into the regular business processes of the Town.

This Asset Management Program was prepared by:

Asset Management Executive Committee

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Asset Management Steering Committee

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Subject Matter Experts

Jesse Daudlin, Sydnee Botham, Ryan Wismer, Rita Chappell, Stephen Hayes, Ron Meloche, Randy Wismer, Rick Wismer, Liberty Fallon, Tiffany Hong, Tony Marra, Nick Renaud, Mike Fregonese, Jennifer Ibrahim, Sarah Van Grinsven

Key Statistics

Replacement cost of
asset portfolio

\$1.7 billion

Replacement cost of
infrastructure per
household (2021 census)

\$184,984 (2021)

Percentage of assets in fair
or better condition

75%

Percentage of assets with
assessed condition data

50%

Annual capital
infrastructure deficit

\$11.3 million

Recommended timeframe
for eliminating annual
infrastructure deficit

10 years

Target reinvestment
rate

1.9%

Actual reinvestment
rate

0.8%

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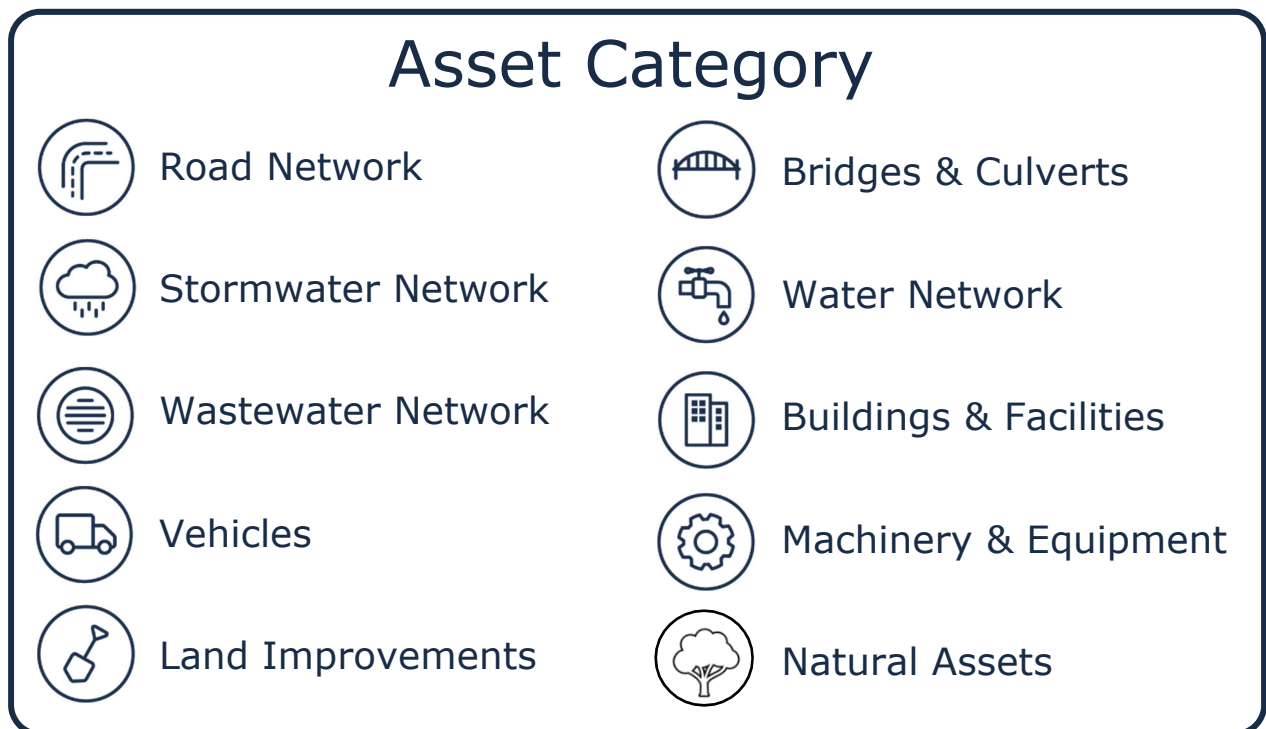
Executive Summary

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

Scope

This AMP identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Town can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This Asset Management Plan (AMP) include the following asset categories:



With the development of this AMP, the Town has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2025. There are continued legislated obligations to update the AMP every 5 years thereafter.

Findings

The overall replacement cost of the asset categories included in this AMP totals \$1.7 billion.

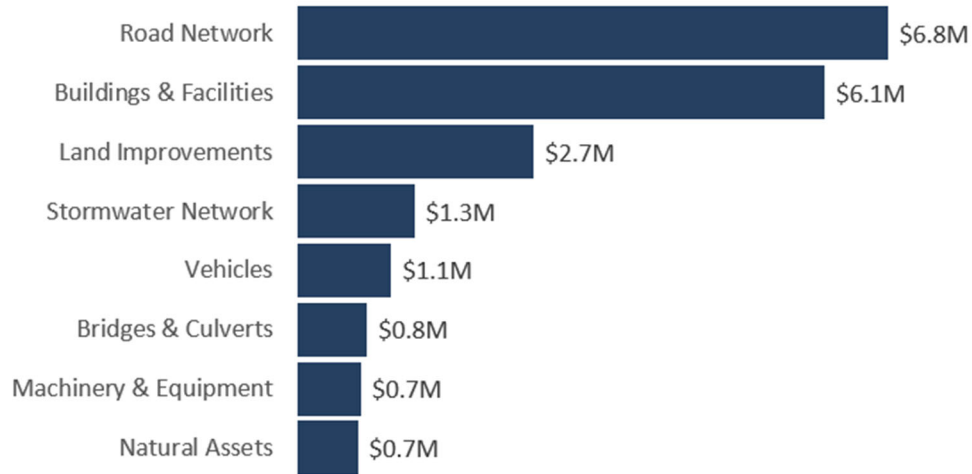
75% of all assets analysed in this AMP are in fair or better condition and assessed condition data was available for 50% of assets. For the remaining 50% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads and storm pipes) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the adopted level of service.

In order to maintain the Level of Service at the same level as the 2022 AMP (Council's adopted LOS), the Town's capital requirements are projected to be \$20.2 million for tax levy assets. Based on the annual average from the 5-year capital plan, the Town is committing approximately \$8.9 million towards capital projects per year. As a result, there is currently an annual funding gap of \$11.3 million.

Annual Capital Required for Adopted LOS

\$20,235,339



It is important to note that this AMP represents a snapshot in time and is based on the best available processes, data, and information at the Town. Any data released prior to or after this document may show differences as information changes.

More specifically, this plan does not take into account any possible replacement cost increases in the future due to recent threat of tariffs from the United States. There is no point in speculating what changes will occur at this time. However, it should be noted that future costing may be greatly affected by these geopolitical forces and will need to be assessed in future asset management updates.

Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.

Annual Deficit
per Household



Recommendations

A financial strategy was developed to address the annual capital funding gap for tax funded assets. The following graphics shows annual tax change required to move towards eliminating the Town's infrastructure deficit based on a 10-year plan:



Tax-Funded
ASSETS

Average Annual Tax
Levy Increase
(added to 1.6% levy)

2.5%

Recommendations to guide continuous refinement of the Town's asset management program. These include:

- Update data consistently to maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule for priority assets.
- Review and update lifecycle management strategies
- Develop and regularly review short- and long-term plans to meet capital requirements
- Continue to measure current levels of service and identify financial strategies to meet adopted levels of service

1 Introduction & Context

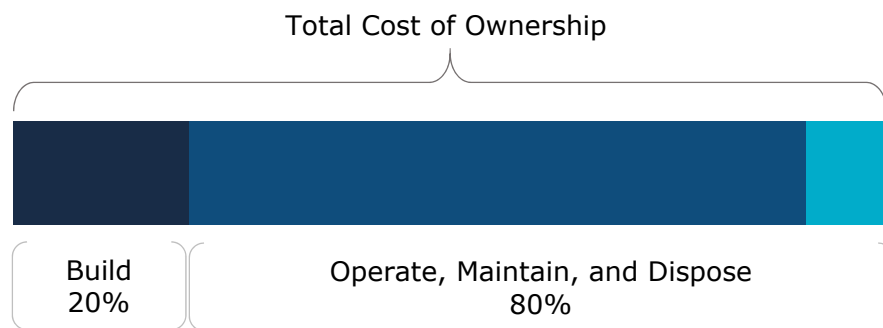
Key Insights

- The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio
- The Town's asset management policy provides clear direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestones and requirements for asset management plans in Ontario up to July 1, 2025 and beyond.

1.1 An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

The acquisition of capital assets accounts for only 10-20% of their total cost of ownership. The remaining 80-90% derives from operations and maintenance. This AMP focuses its analysis on the capital costs to maintain, rehabilitate and replace existing municipal infrastructure assets.



These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

1.1.1 Asset Management Policy

An asset management policy represents a statement of the principles guiding the Town's approach to asset management activities. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

The Town adopted their Asset Management Policy on February 13th, 2013, in accordance with Ontario Regulation 588/17. The most recent revision was approved on July 8, 2024, meeting the legislated requirement to update the policy at least every 5 years.

1.1.2 Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the Town plans to achieve asset management objectives through planned activities and decision-making criteria.

Approved by the Asset Management Executive committee, the Asset Management Steering Committee has developed a 4-year asset management strategy to improve asset management activities throughout the corporation.

1.1.3 Asset Management Plan

The asset management plan (AMP) presents the outcomes of the Town's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow the Town to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

1.2 Key Concepts in Asset Management

Effective asset management integrates several key components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

1.2.1 Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation and replacement. The following table provides a description of each type of activity and the general difference in cost.

Lifecycle Activity	Description	Example (Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-Surface	\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

The Town's approach to lifecycle management is described within each asset category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

1.2.2 Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, the failure of an asset that affects health & safety of the community poses a higher risk than an asset that fulfils a recreational need. These high-value assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

This AMP includes a high-level evaluation of asset risk and criticality. Council approved the risk measurement criteria on July 8th, 2024. The risk assessment tool sets out consistent measurement criteria to be used across the corporation for the likelihood and consequence of failure of the asset.

Measurement Criteria for the Risk Assessment Tool - July 8, 2024

Probability						
Rating - Descriptor		1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain
Description - Frequency or approximate probability		May only occur in certain conditions. Every 10 + years or 0% to 10%	Could occur some time. Every 5 to 10 years or 10% to 40%	Might occur at some time. Every 3 to 5 years or 40% to 60%	Will probably occur in most circumstances. Every 2 to 3 years or 60% to 90%	Almost certain to occur. Annually or more frequently or 90% to 100%
Consequence						
Rating - Descriptor		1 - Minimal	2 - Minor	3 - Moderate	4 - Major	5 - Severe
H&S	Health & Safety - injuries to staff, public or vendors	No treatment required	Minor injury requiring medical treatment	Serious injury requiring medical treatment	Permanent disability or widespread illness	Death
Damages & Liability	Legal Liability - incur \$ (claims, lawsuits etc)	< \$25K	\$25K-100K	\$100K-250K	\$250K-1M	> \$1M
	Physical Assets - replacement of	Replaceable worth < \$25k	Replaceable worth \$25k-100k	Replaceable worth \$100k-250k	Replaceable worth \$250k-1M	Replaceable worth over \$1M or significant asset is irreplaceable
	Environment - damage to	Negligible event, non-permanent impact requiring no clean-up measures	Minor event, non-permanent impact requiring very little clean up effort @ \$25K-100K	Major event, some permanent impact requiring moderate clean-up effort @ \$100K-250K	Major event, some permanent impact requiring extensive clean-up effort @ \$250K-1M	Severe event, permanent impact requiring significant clean-up @ > \$1M
Operational Impact	Quality - Impact or disruptions to overall quality of service delivered **	Limited impact to quality of discretionary service	Moderate or localized impact to quality of discretionary service OR Limited impact to quality of <u>essential</u> service or a <u>major</u> project	Serious disruption to quality of discretionary service OR Moderate or localized impact to quality of <u>essential</u> service or a <u>major</u> project	Inability to provide an <u>discretionary</u> service OR Significant, sustained impact to quality of <u>essential</u> service or a <u>major</u> project	Inability to provide an <u>essential</u> service or complete a <u>major</u> project.
	Budget - cost overruns for service or project	< \$25K	\$25K-100K	\$100K-250K	\$250K-1M	> \$1M
	Funding - loss of <u>external</u> funding (eg grants, leasing revenue, user fees)	< \$25K	\$25K-100K	\$100K-250K	\$250K-1M	> \$1M
Regulation & Reputational Impacts	Public Trust / Media Attention - negative attention	Limited attention by media	Local media coverage, department official fielding media questions	Regional media coverage, significant impact on public confidence that damages Town's image	National or Provincial media coverage, external agency inquiry, major impact on public confidence that is difficult to regain	Significant National or Provincial media coverage, external agency criminal investigation, sustained serious loss of confidence in management of Town
	Governance - management oversight	Some unfavourable comments by governing body (I.e. Management or Council)	Criticism by governing body (I.e. Management or Council)	Request for change recommendations by governing body (I.e. Management or Council)	Senior governing body demanding immediate changes to status quo (I.e. Federal or Provincial)	Senior governing body imposing temporary leadership (I.e. Federal or Provincial)
	Legislative - violation of legislation	Infraction of legislation with limited penalties (under \$25k)	Minor infraction of legislation (\$25K-100K)	Moderate infraction of legislation (\$100K-250K)	Major violation of legislation with significant penalties (\$500k-\$1M), high profile trial	Multiple major violations of legislation with significant penalties (over \$1M), public inquiry & high profile trial

**Note: Evaluate small & med. project risks based on impact to affected discretionary or essential service.

Each asset type was evaluated using the council approved risk assessment tool to assign a consequence of failure score. The probability of failure score was based on available asset condition/age data. The risk score was determined based on these two factors. These risk scores can be used to prioritize maintenance, rehabilitation and replacement strategies for critical assets.

1.2.3 Levels of Service

A level of service (LOS) is a measure of what the Town is providing to the community and the nature and quality of that service. Within each asset category in this AMP, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the Town as worth measuring and evaluating. The Town measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Town has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the Town's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP. For non-core asset categories, the Town has determined the technical metrics that will be used to determine the technical level of service provided. These metrics can be found in the Levels of Service subsection within each asset category.

Current and Proposed Levels of Service (LOS)

As per O. Reg. 588/17, the town was required to establish proposed levels of service for the 2025 AMP. On July 8th, 2024, council approved that Level of Service targets would remain as defined in the 2022 AMP. This will now be referred to as the adopted LOS.

This AMP will measure the current level of service provided to the community and model the adopted levels of service at various funding strategies. The Town will identify a lifecycle management and financial strategy which allows this target to be achieved.

1.3 Ontario Regulation 588/17

As part of the *Infrastructure for Jobs and Prosperity Act, 2015*, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17). Along with creating better performing organizations, more liveable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

The diagram below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

2019

Strategic Asset Management Policy

2024

Asset Management Plan for Core and Non-Core Assets (same components as 2022) and Asset Management Policy Update

2022

Asset Management Plan for Core Assets with the following components:

1. Current levels of service
2. Inventory analysis
3. Lifecycle activities to sustain LOS
4. Cost of lifecycle activities
5. Population and employment forecasts
6. Discussion of growth impacts

2025

Asset Management Plan for All Assets with the following additional components:

1. Proposed levels of service for next 10 years
2. Updated inventory analysis
3. Lifecycle management strategy
4. Financial strategy and addressing shortfalls
5. Discussion of how growth assumptions impacted lifecycle and financial strategies

O. Reg. 588/17 Compliance Review

The following table identifies the requirements outlined in Ontario Regulation 588/17 for municipalities to meet by July 1, 2025. Next to each requirement a page or section reference is included in addition to any necessary commentary.

Requirement	O. Reg. Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1 - 11.1, 12-13	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1 - 11.1, Appendix E 2	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.2 - 13.2	Complete
Condition of core assets in each category	S.5(2), 3(iv)	4.2 - 11.2, Appendix E 3.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.2.1 - 11.2.1, App E 3.1	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4.5 - 13.5	Complete
Current performance measures in each category	S.5(2), 2	4.5 - 13.5	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4.3 - 13.3	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix A	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	14.1-14.2	Complete
Proposed levels of service for the next 10 years	S.6(1), 1	3.5	Complete
Explanation of why levels of service are appropriate	S.6(1), 2	3.5	Complete
Proposed performance levels for the next 10 years	S.6(1), 3	4.3 - 11.3 Appendix E 4.2	Complete
Lifecycle management & financial strategy for proposed levels of service for next 10 years.	S.6(1), 4 (i-v)	15.3.3 Appendix D 4-6	Complete
Lifecycle activities for proposed levels of service	S.6(1), 4 (i)	4.3-13.3	Complete
Estimate of annual costs of lifecycle activities for each of the 10 years	S.6(1), 4 (ii)	4.3 - 11.3 Appendix D	Complete

Annual funding available for lifecycle activities	S.6(1), 4 (iii)	Appendix C Appendix D	Complete
If funding shortfall for lifecycle activities, which activities will be done and how to manage risk for those that are not	S.6(1), 4 (iv)	15.3.4	Complete
How growth informed the preparation of lifecycle management and financial strategy	S.6(1), 5	14.2	Complete

2 Scope and Methodology

Key Insights

- This asset management plan includes 10 asset categories and is divided between tax-funded and rate-funded categories
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life

2.1 Asset Categories Included in this AMP

This asset management plan for the Town of Amherstburg is produced in compliance with Ontario Regulation 588/17. The July 2025 deadline under the regulation—the third of three AMPs—requires analysis of core assets (roads, bridges and culverts, water, wastewater, and stormwater) and non-core assets.

The AMP summarizes the state of the infrastructure for the Town’s asset portfolio, establishes current levels of service and the associated technical and customer oriented key performance indicators (KPIs), outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach proposed levels of service in the asset categories listed below.

Asset Category	Source of Funding
Road Network Bridges & Culverts Stormwater Network Buildings & Facilities Vehicles Machinery & Equipment Land Improvements Natural Assets	Tax Levy
Water Network Wastewater Network	User Rates

2.2 Deriving Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

- **User-Defined Cost and Cost/Unit:** Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience
- **Cost Inflation/CPI Tables:** Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Town incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

When performing projections for future funding requirements, a 3% CPI was used. This conservative estimate forms a balance between the federal target inflation rate of 2% and recent higher inflation rates of 3-6%.

2.3 Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Town expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service data and its EUL, the Town can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the Town can more accurately forecast when it will require replacement. The SLR is calculated as follows:

$$\text{Service Life Remaining (SLR)} = \text{In Service Date} + \text{Estimated Useful Life (EUL)} - \text{Current Year}$$

2.4 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the Town can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

$$\text{Target Reinvestment Rate} = \frac{\text{Adopted LOS Annual Requirement}}{\text{Total Replacement Cost}}$$

$$\text{Actual Reinvestment Rate} = \frac{\text{Annual Capital Funding}}{\text{Total Replacement Cost}}$$

2.5 Deriving Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Town's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	60-79
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40-59
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20-39
Very Poor	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	0-19

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition.

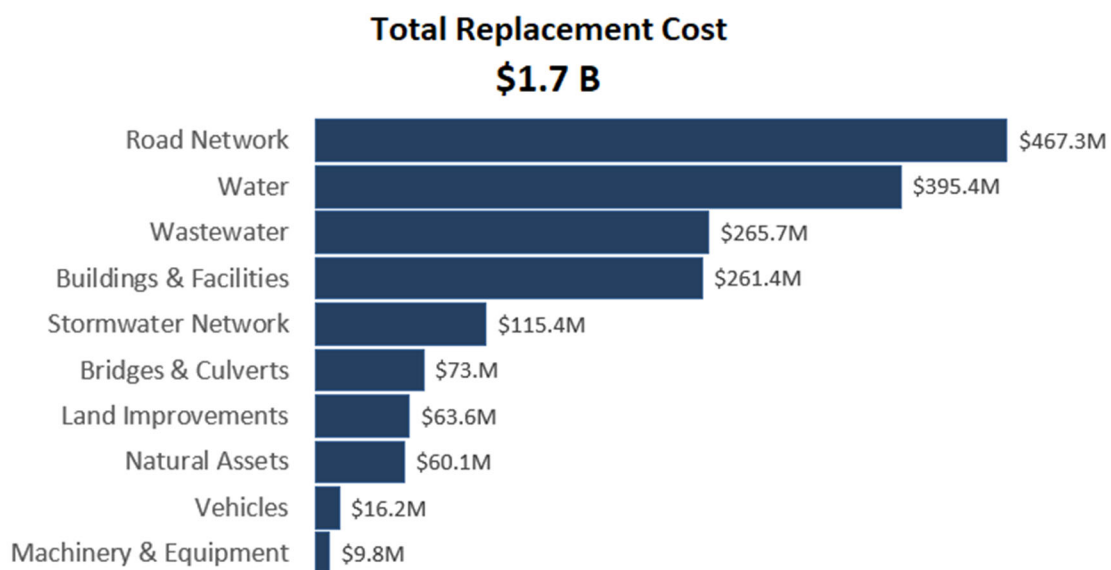
3 Portfolio Overview

Key Insights

- The total replacement cost of the Town's asset portfolio is \$1.7 billion
- The Town's target re-investment rate is 1.9%, and the actual re-investment rate is 0.8%, contributing to an expanding infrastructure deficit
- 75% of all assets are in fair or better condition
- 13% of assets are projected to require replacement in the next 10 years
- Annual funding required to sustain the adopted Level of Service (LOS) total \$20.2 million per year across all tax levy assets

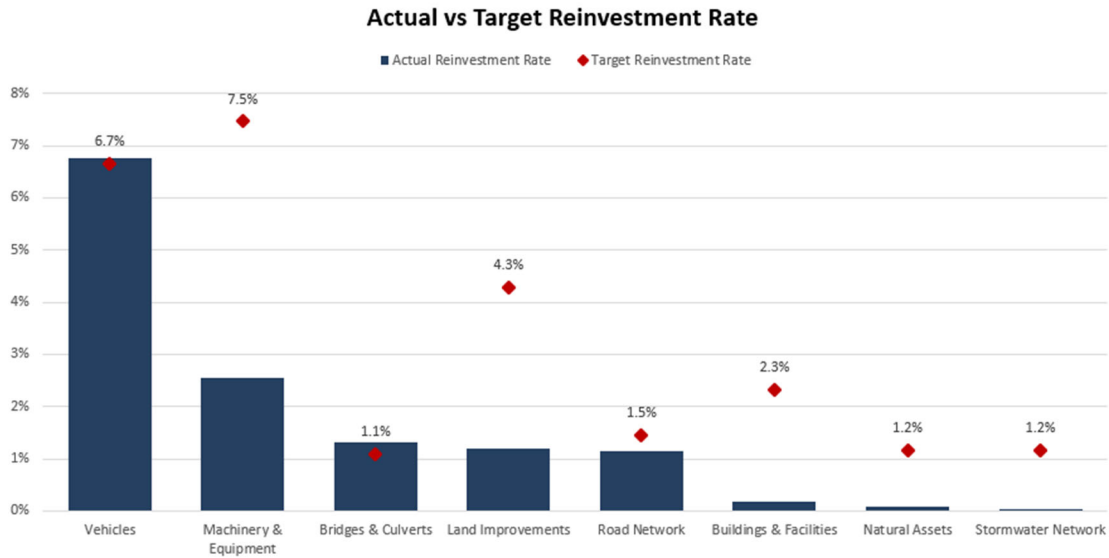
3.1 Total Replacement Cost of Asset Portfolio

The asset categories analyzed in this AMP have a total replacement cost of \$1.7 billion based on inventory data from 2024. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



3.2 Target vs. Actual Reinvestment Rate

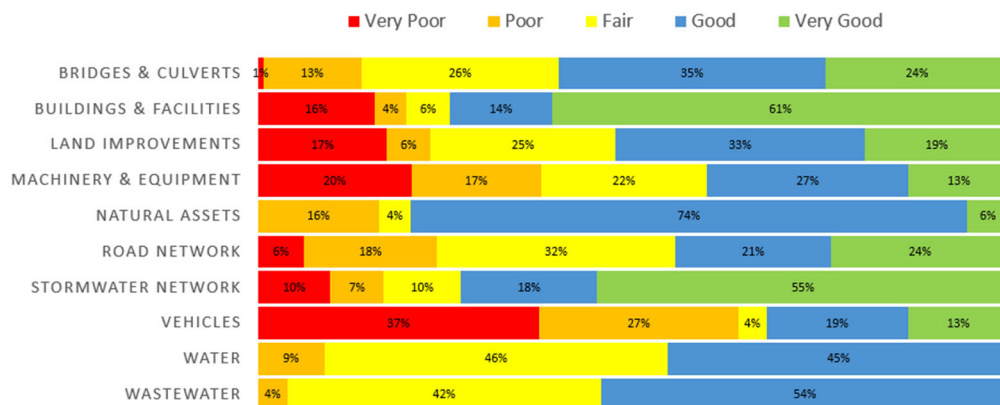
The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To sustain the adopted Levels of Service (LOS), from the 2022 AMP LOS, the Town should be allocating approximately \$20.2 million annually for tax levy assets, for a target reinvestment rate of 1.9 %. Actual funding on infrastructure, based on average annual spend from the 5-year capital plan totals approximately \$8.9 mil for an actual reinvestment rate of 0.8%



The target reinvestment rate shows the required funding to sustain the adopted Level of Service. The actual reinvestment rate shows the average annual funding from the current 5-year capital plan. It should be noted that these funding levels may be adjusted between asset categories from year to year depending on the asset replacement needs.

3.3 Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 75% of tax levy assets in Amherstburg are in fair or better condition. The average condition of tax levy assets is 64%(Good). This estimate relies on both age-based and field condition data.



This AMP relies on assessed condition data for 50% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions.

Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Road Surfaces	100%	2021 Road Needs Study, plus recent rehabilitation & replacements
	Sidewalks, Signalized Crossings	100%	Staff Assessments
	All other	0%	Age-based
Bridges & Culverts	All	100%	2024 OSIM Report
Storm Water Network	Stormwater Pipes	0%	Age-based
	Stormwater Ponds	100%	Staff Assessments
	Municipal Drains	0%	Age-based
	All other	0%	Age-based
Buildings	Buildings	49%	2020 Building Condition Assessment of 19 out of 39 buildings; augmented by staff input
	Municipal Parking Lots	100%	Staff Assessments
Vehicles	All	0%	Age-based
Machinery & Equipment	All	0%	Age-based
Natural Assets	Trees	100%	Staff Assessments
	All	0%	Age-based
Water Network	All	100%	Good/Fair/Poor - OWCA AMP
Wastewater Network	All	100%	Good/Fair/Poor - OCWA AMP

3.4 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 13% of the Town's assets will require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix A.

3.5 Proposed Level of Service (LOS) – Adopted by Council

As per O. Reg. 588/17, the Town is required to establish proposed levels of service for the 2025 AMP.

On July 8th, 2024, Council received the "2024 Asset Management Update" which sought Council's direction on proposed Levels of Service for the 2025 Asset Management Plan. Council had the option to consider setting a higher, or lower, level of service on some or all assets or to affirm the current LOS targets remain as our target for the 2025 AMP.

As per Council Resolution 20240708-010, Council approved that Level of Service targets for the 2025 AMP would remain as defined in the 2022 AMP. Sustaining the condition allocation from the 2022 AMP is a valid target for the municipality particularly since it will be some time before the Town has eliminated its funding gap. Therefore, proposed levels of service are to remain consistent with 2022 levels of service. Since Council has already made the decision for the proposed level of service, it will be referred to as the Adopted Level of Service within this Asset Management Plan.

In addition, this decision was appropriate based on the level of asset management data maturity. The organization needed to focus on inventory of assets and did not have the ability to provide data to support the effects of changes to the LOS. The Town of Amherstburg has updated the data in the centralized asset management software and is implementing a maintenance system to capture maintenance work against the assets. Moving forward, data will be consistently updated to make better use of the available tools

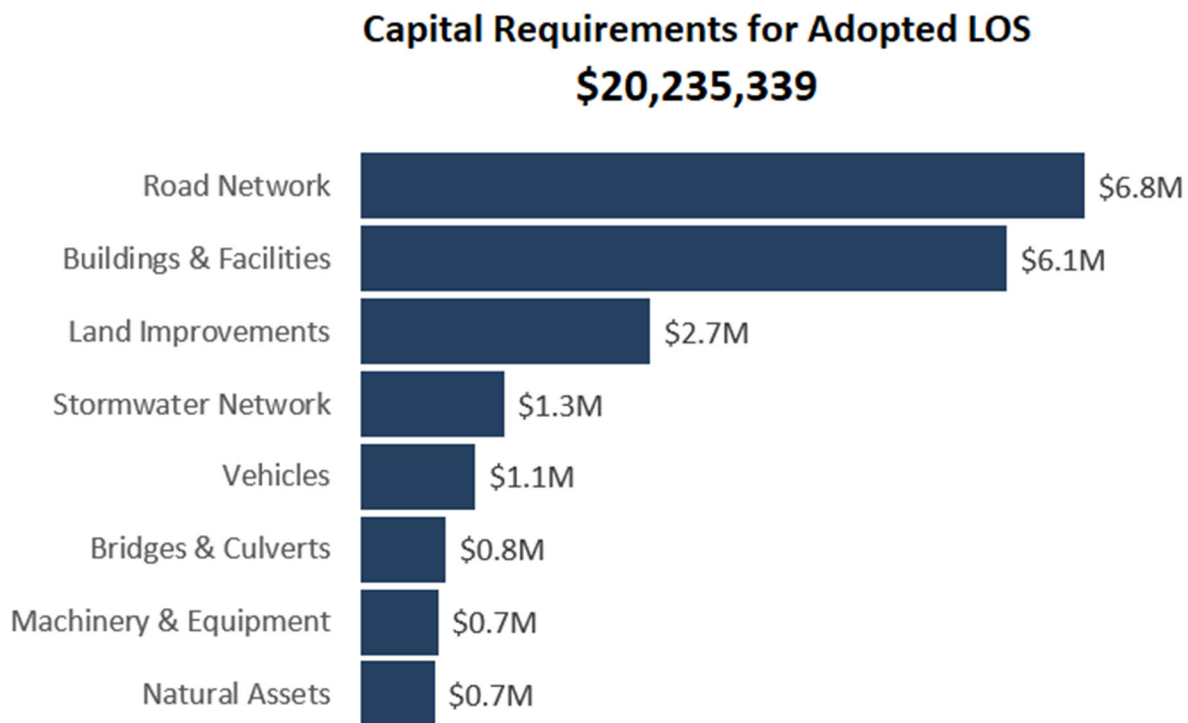
In many areas, maintaining the proposed/adopted LOS is not immediately achievable without additional funding. The municipality should continue the financial strategy of annually increasing the funding for asset reserves.

Each asset section contains the level of funding, condition and risk of the assets associated with the council adopted levels of service. In addition, the adopted levels of service from the 2022 AMP are listed in order to compare to current levels of service, as detailed in sections 4.2-13.2.

Appendix C shows the condition levels over the next 10 years that are predicted with no changes to the current level of funding as defined by the 5 Year Capital Plan - Average Annual spending.

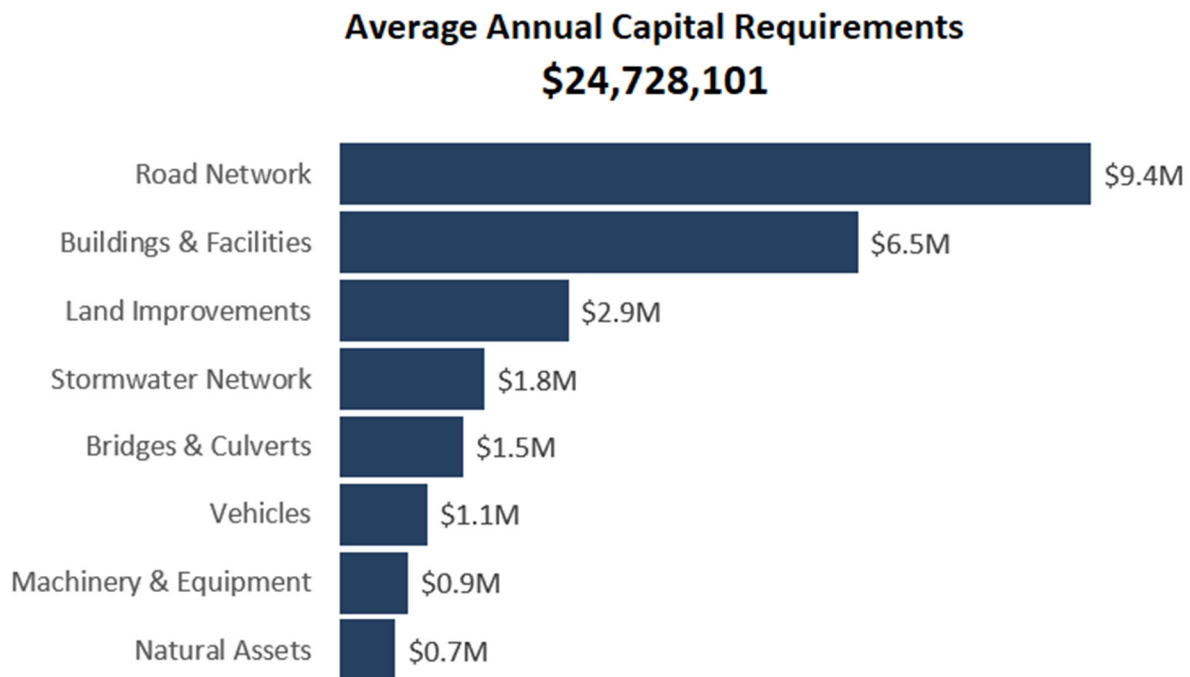
3.6 Adopted LOS Capital Requirements

The funding required to address the adopted Level of Service in order to maintain the 2022 AMP levels of service of condition and levels of risk has been projected. This is a lower level of service than Average Annual Requirements since some assets will need to be kept past the end of their useful life or have delayed replacement. The Town would need to allocate approximately \$20.2 million annually to maintain the adopted LOS.

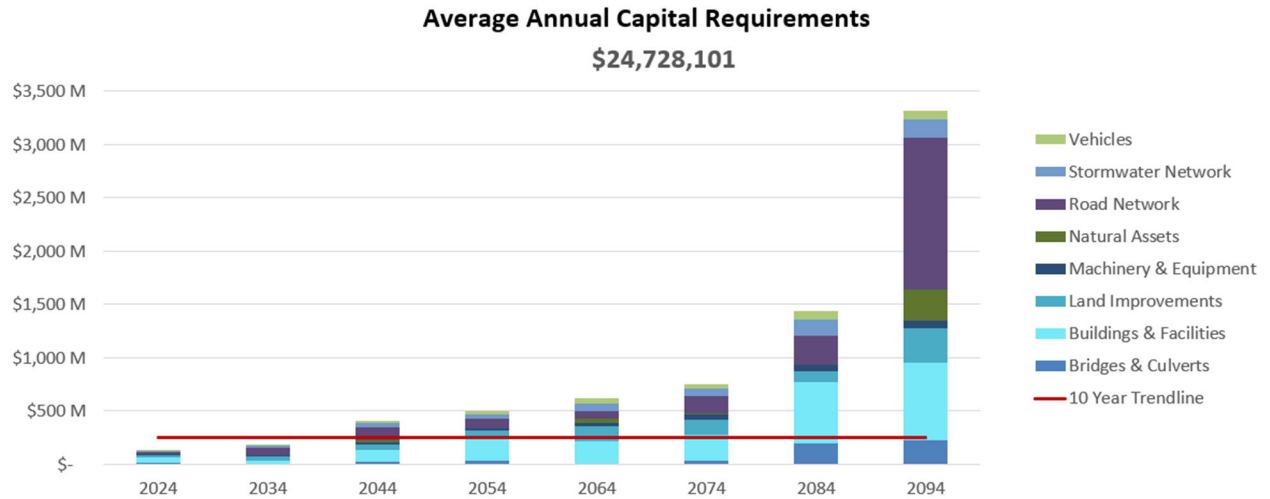


3.7 Average Annual Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. The annual average requirement needed to meet the funding level to replace the assets when they have reached the end of their useful life has been projected. Note that this represents a higher level of service than the adopted LOS and requires higher funding levels in order to meet this higher level of service.



With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Town can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 80 years in order to fund asset replacement at end of life. The forecasted requirements are aggregated into 10-year bins.



4 Road Network

The road network is a critical component of the provision of safe and efficient transportation services. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks, streetlights, signalized crossings, right-of-way (ROW) structures & right-of-way (ROW) trails.

The state of the infrastructure for the road network is summarized in the following table.

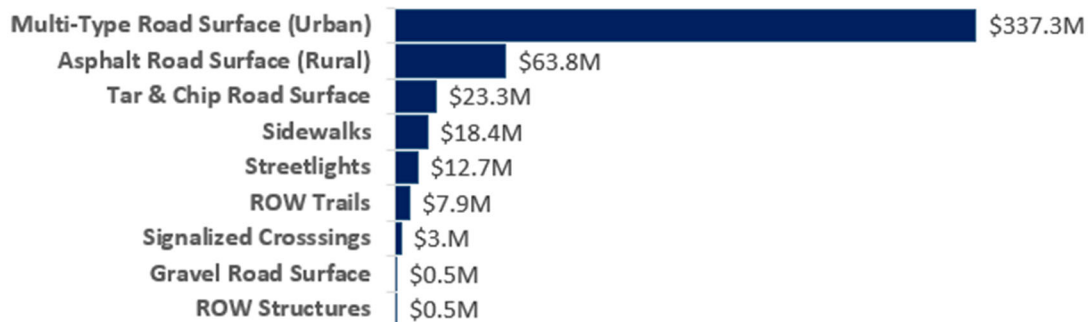
Replacement Cost	Condition	Adopted LOS Annual Requirement
\$467 million	Fair (59 %)	\$6.8 million

4.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Town's road network inventory. The average annual requirement projects the necessary funding to replace the asset when it is due for replacement at the end of its useful life. This is different than the Adopted LOS Annual Requirement, which is the required amount to meet the LOS adopted by Council and is found later in this chapter.

Asset Segment	Quantity	Replacement Cost	Average Annual Requirement (end of life)
Asphalt Road Surface (Rural)	75.1 km	\$ 63,829,880	\$ 1,759,821
Gravel Road Surface	33.6 km	\$ 482,362	\$ 24,118
Multi-Type Road Surface (Urban)	103.7 km	\$ 337,286,399	\$ 5,916,991
ROW Structures	12	\$ 460,000	\$ 9,600
ROW Trails	20	\$ 7,941,089	\$ 132,351
Sidewalks	68.9 km	\$ 18,372,359	\$ 612,412
Signalized Crossings	8	\$ 2,950,000	\$ 73,556
Streetlights	2,157	\$ 12,677,500	\$ 422,583
Tar & Chip Road Surface	31.8 km	\$ 23,329,833	\$ 445,575
Total		\$ 67,329,422	\$ 9,397,008

Total Replacement Cost \$467.3 M



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$66,682,152
Replacement \$ Increase	\$177,616,271
Total	\$244,298,422

It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs of existing assets.

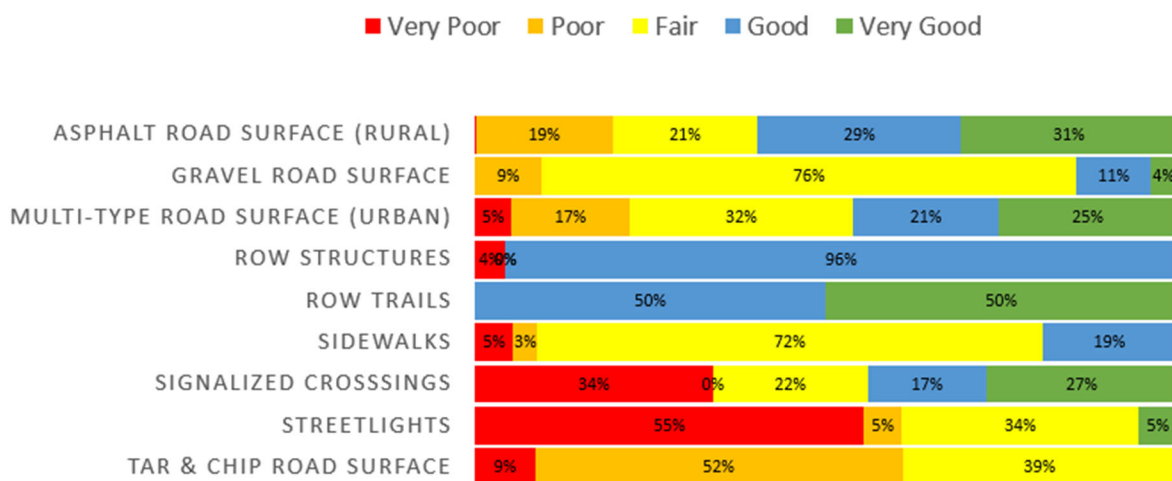
4.2 Asset Condition & Age

The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Estimated Useful Life (Yrs)	Average Age (Years)	Average Condition
Asphalt Road Surface (Rural)	25-75	29.1	Good (63%)
Gravel Road Surface	N/A	N/A	Fair (49%)
Multi-Type Road Surface (Urban)	25-75	20.0	Fair (59%)
ROW Structures	50	15.3	Good (68%)
ROW Trails	60	10.4	Very Good (82%)
Sidewalks	30	N/A	Good (74%)
Signalized Crossings	25-45	33.9	Good (60%)
Streetlights	30	39.5	Poor (22%)
Tar & Chip Road Surface	15-54	26.8	Poor (37%)
AVERAGE		41.0	Fair (59%)

Note: Gravel roads typically do not have an estimated useful life since they are reconditioned rather than replaced. Sidewalk data is based on assessed condition and does not currently have data on the age of the asset. There is no install date for 30% of streetlight data.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



To ensure that the Town's road network continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the roads.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town's current approach:

- A Road Needs Study was completed in 2021 that included a detailed assessment of the condition of each road segment. Road rehabilitations and replacements that were completed after 2021 have been updated in the data to reflect current condition. The next Road Needs Study is planned for 2026. The Town is currently determining a suitable frequency going forward, to complete future Road Needs Studies.
- A new sidewalk condition assessment program was developed in 2024. This allows condition assessments to be determined in conjunction with the summer sidewalk inspection for cracks and trip hazards.
- Signalized crossings, including traffic lights and pedestrian crossings, have been assessed for condition by staff.
- The Road Network is assessed by internal staff on an as-needed basis, primarily to identify maintenance requirements.
- Streetlights, ROW trails & ROW structures do not currently have an inspection process in place. They are assessed on an as-needed basis.


In this AMP the following rating criteria is used to determine the current condition of road segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-79
Fair	40-59
Poor	20-39
Very Poor	0-19

This scale has been adjusted from the previous 2022 Asset Management Plan to align with the assessment scale used by the third party consultant who completed the condition assessment and most other scales within the asset management plan. The previous 2022 AMP scale had an inflated range for the Very Poor, Poor and Fair as (0-40), (40-50), (50-70) respectively. The previous scale would have unduly characterized the roads segments as being in a poorer condition than warranted. The mischaracterization has been remedied in this iteration of the AMP.

4.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
54%	59%	

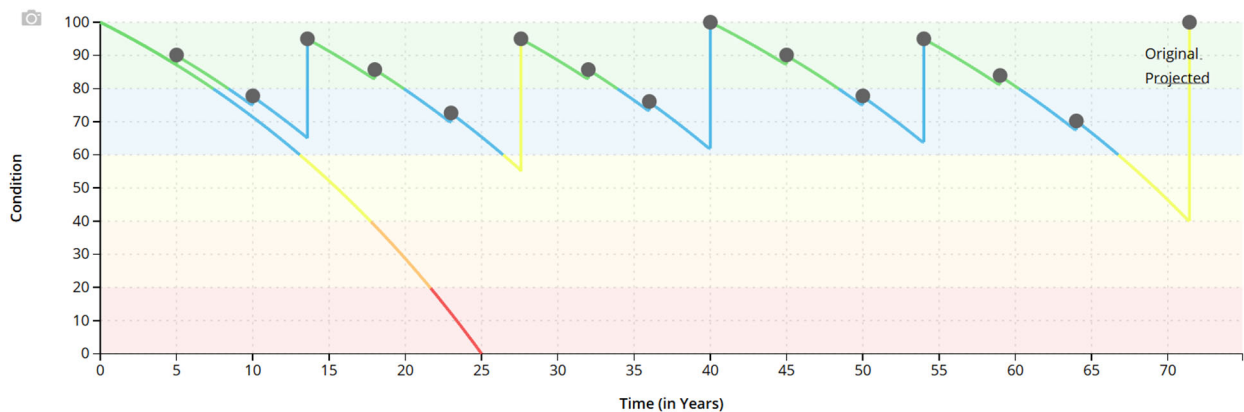
The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

4.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

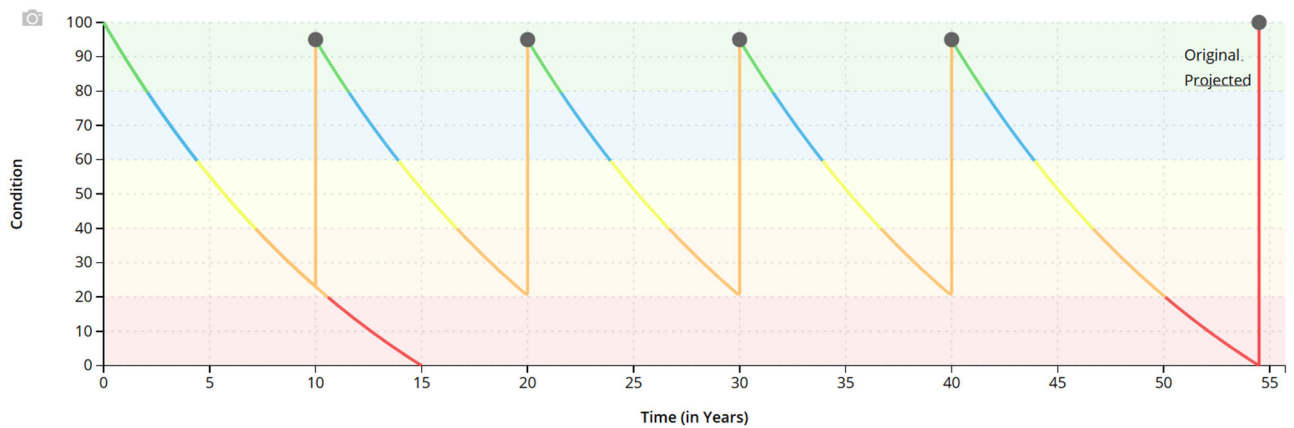
The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of Rural-Collector Roads, Tar & Chip Roads, and Urban-Semi Urban Roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Rural-Collector Roads		
Event Name	Event Class	Event Trigger
Crack Sealing	Maintenance	5 Years (Repeated while in good condition)
Single Lift Mill and Pave	Rehabilitation	65 Condition
Double Lift Mill and Pave	Rehabilitation	55 Condition
Cold in Place and Overlay	Rehabilitation	40 Years
Single Lift Mill and Pave 2	Replacement	54 Years



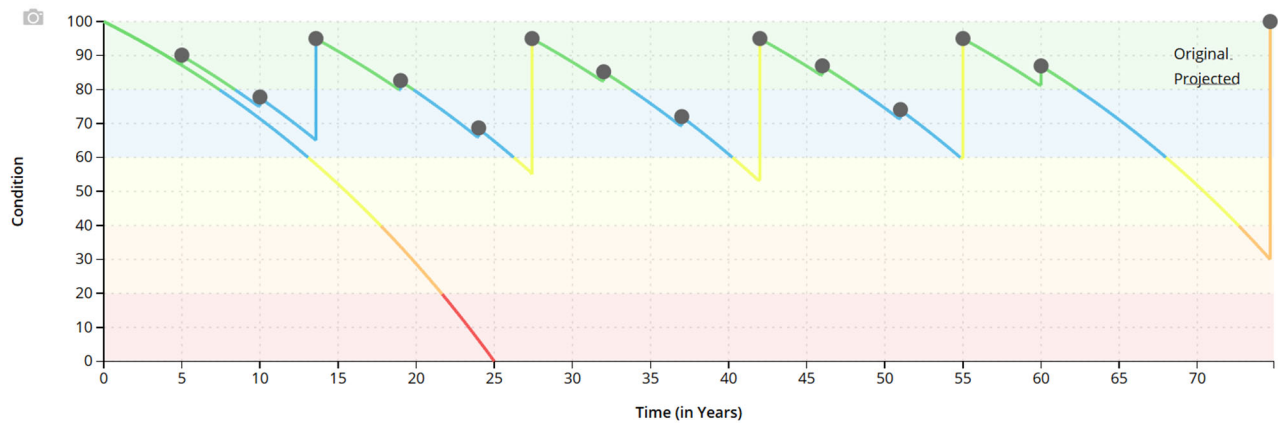
Tar & Chip Roads

Event Name	Event Class	Event Trigger
Single Surface Treatment 1	Maintenance	10 Years
Double Surface Treatment 1	Maintenance	20 Years
Single Surface Treatment 2	Maintenance	30 Years
Double Surface Treatment 2	Maintenance	40 Years
Full Reconstruction	Replacement	0 Condition



Urban – Semi Urban Roads

Event Name	Event Class	Event Trigger
Crack Sealing	Maintenance	5 Years (Repeated while in good condition)
Single Lift Mill and Pave 1	Rehabilitation	65 Condition
Double Lift Mill and Pave	Rehabilitation	55 Condition
Full Depth Asphalt Removal and Overlay	Rehabilitation	42 Years
Single Lift Mill and Pave 2	Rehabilitation	55 Years
Full Reconstruction	Replacement	30 Condition



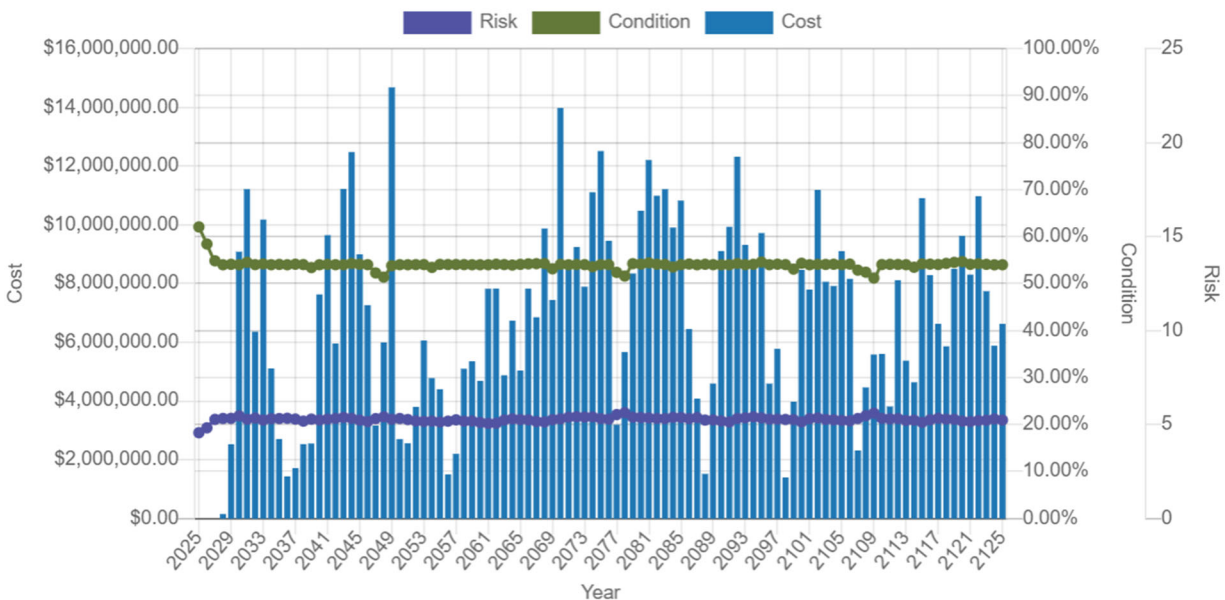
The projected cost of lifecycle activities that would need to be undertaken over the next 10 years to maintain the current assets can be found in Appendix A.

4.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	54%
Adopted LOS Annual Requirement	\$6,797,518

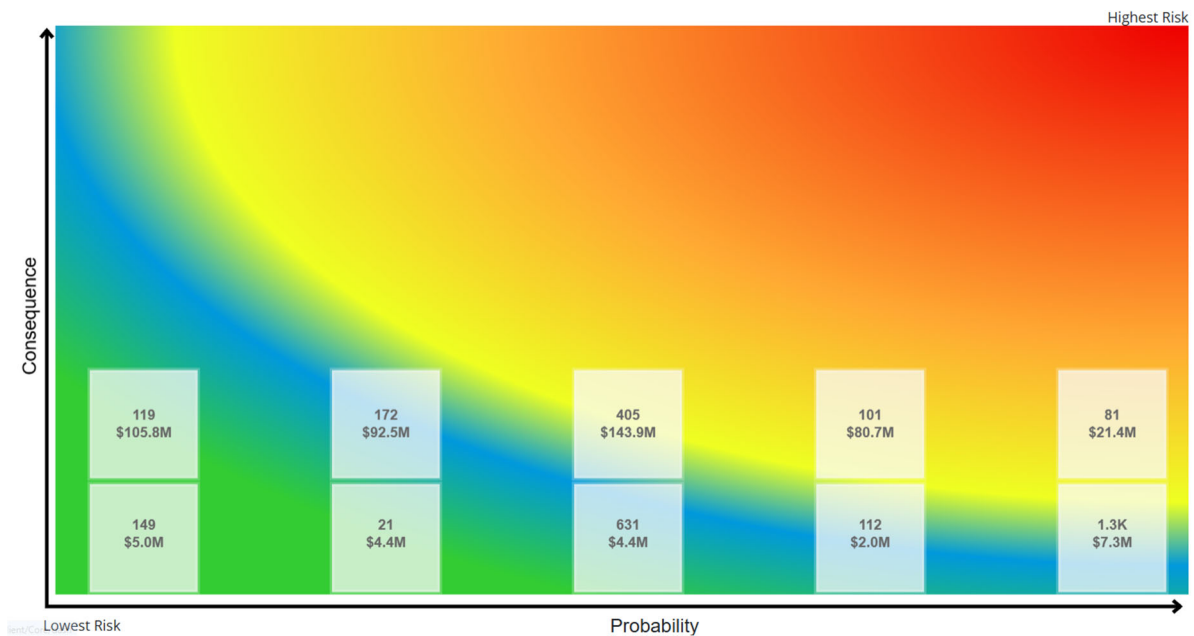
The graph below contains the level of funding and forecast condition and risk of the assets associated with the proposed levels of service for the next 100 years. In instances where the condition is less than the proposed LOS, the assets have not reached the end of their useful life and are not due for replacement.



4.4 Risk & Criticality

4.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



This is a high-level model developed for the purposes of this AMP and Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

4.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Aging Infrastructure

Aging infrastructure is the most significant risk Amherstburg faces, as many sections of road are approaching their useful life. This requires timely renewal programs to ensure that roads are in a suitable condition to accommodate traffic loading. Historically, Amherstburg has managed roads reactively, and is now currently developing proactive maintenance and renewal programs. A proactive lifecycle strategy will extend the life of roads and reduce the risk of unexpected failures.

4.5 Levels of Service

The following tables identify the Town's current level of service for the road network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected.

4.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the road network.

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix B
Safe & Regulatory	Description of minimum maintenance standards for road network (road surfaces and sidewalks) and Winter Maintenance Level of Service Policy	The Town complies with the Minimum Maintenance Standards at a minimum, and goes above the minimum maintenance standards in many cases for the road network.
Quality	Description or images that illustrate the different levels of road class pavement condition	The Town completed a Road Management Study in 2021 in coordination with Golder Associates Ltd. Every road section received a surface condition rating (0-100) based on the types, severities and densities of the distress observed. The PCI is rated on a scale from 0 to 100, with 0 being very poor and 100 being excellent. The PCI aligns with the AMP condition levels.

4.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the road network.

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0.01 km/ km ²
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	00.97 km/ km ²
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	1.64 km/km ²
	# of O&M FTEs per 10km of road network	0.29 FTE per 10km
Safe & Regulatory	% of signs inspected for reflectivity	100%
Affordable	Winter control costs / lane-km	\$412/lane-km
	Annual capital reinvestment rate	1.1%
Quality	Average pavement condition index for paved roads in the municipality	54%
	Average surface condition for unpaved roads in the municipality (e.g. excellent, good, fair, poor)	Fair

4.6 Recommendations

Condition Assessment Strategies

- Although many of the streetlight bulbs have been replaced, the majority of poles are still original assets. The Town should proactively assess street lights to understand the true life remaining of the poles.

Lifecycle Management Strategies

- Implement the identified lifecycle management strategies for HCB and LCB roads to realize potential cost avoidance and maintain a high quality of road pavement condition.
- Evaluate the efficacy of the Town's lifecycle management strategies at regular intervals to determine the impact cost, condition and risk.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- The roads capital renewal backlog should be resourced and prioritized using the risk frameworks developed.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Town believes to provide meaningful and reliable inputs into asset management planning.
- Identify the strategies that are required to close any gaps between current and adopted levels of service.

5 Bridges & Culverts

Bridges and culverts represent a critical portion of the transportation services provided to the community.

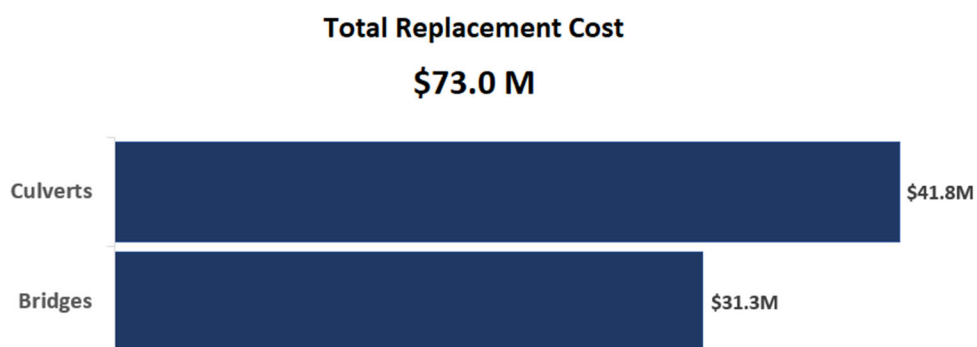
The state of the infrastructure for bridges and culverts is summarized in the following table.

Replacement Cost	Condition	Adopted LOS Annual Requirement
\$73.0 million	Good (72%)	\$0.8 million

5.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Town's bridges and culverts inventory. The average annual requirement projects the necessary funding to replace the asset when it is due for replacement at the end of its useful life. This is different than the Adopted LOS Annual Requirement, which is the required amount to meet the LOS adopted by Council and is found later in this chapter.

Asset Segment	Quantity	Replacement Cost	Average Annual Requirement (end of life)
Bridges	25	\$31,260,000	\$ 471,451
Culverts	83	\$41,766,000	\$ 1,071,802
Total		\$73,026,000	\$ 1,543,253



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$4,658,820
Replacement \$ Increase	\$7,749,180
Total	\$12,408,000

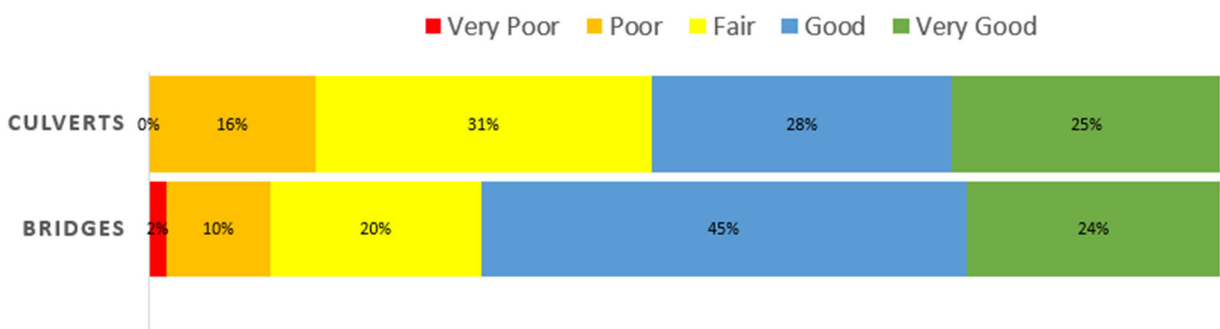
It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs.

5.2 Asset Condition & Age

The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost, utilizing the bridge condition index (BCI) scores from the 2024 OSIM report.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)	Average Condition
Bridges	75-80	47.1	Good (75%)
Culverts	25-80	35.5	Good (74%)
Average		38.3	Good (74%)

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



Note: Very poor condition bridge has been taken out of service.

To ensure that the Town’s Bridges & Culverts continue to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the bridges and culverts.

Each asset’s Estimated Useful Life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

5.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town's current approach:


- Condition assessments of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM)

In this AMP, the following rating criteria is used to determine the current condition of bridges and culverts and forecast future capital requirements:

Condition	Rating
Very Good	85-100
Good	70-84
Fair	60-69
Poor	30-59
Very Poor	0-29

5.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
67%	74%	

The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

5.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

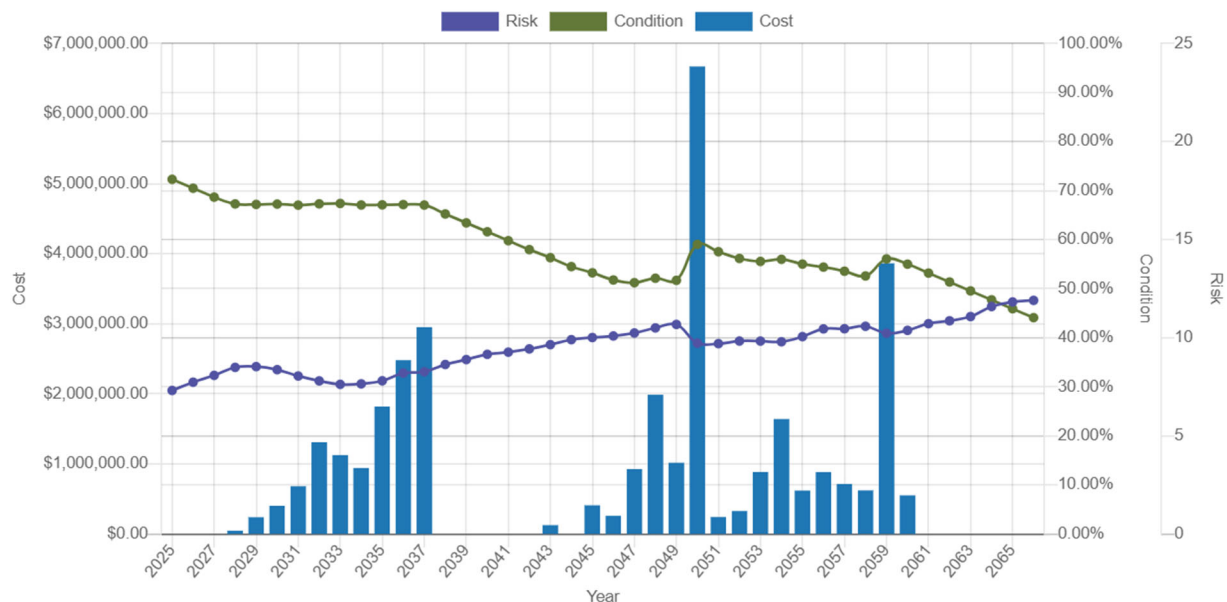
Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM)

5.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	67%
Adopted LOS Annual Requirement	\$801,482

The graph below contains the level of funding and forecast condition and risk of the assets associated with the proposed levels of service for the next 40 years. In instances where the condition is less than the proposed LOS, the assets have not reached the end of their useful life and are not due for replacement.

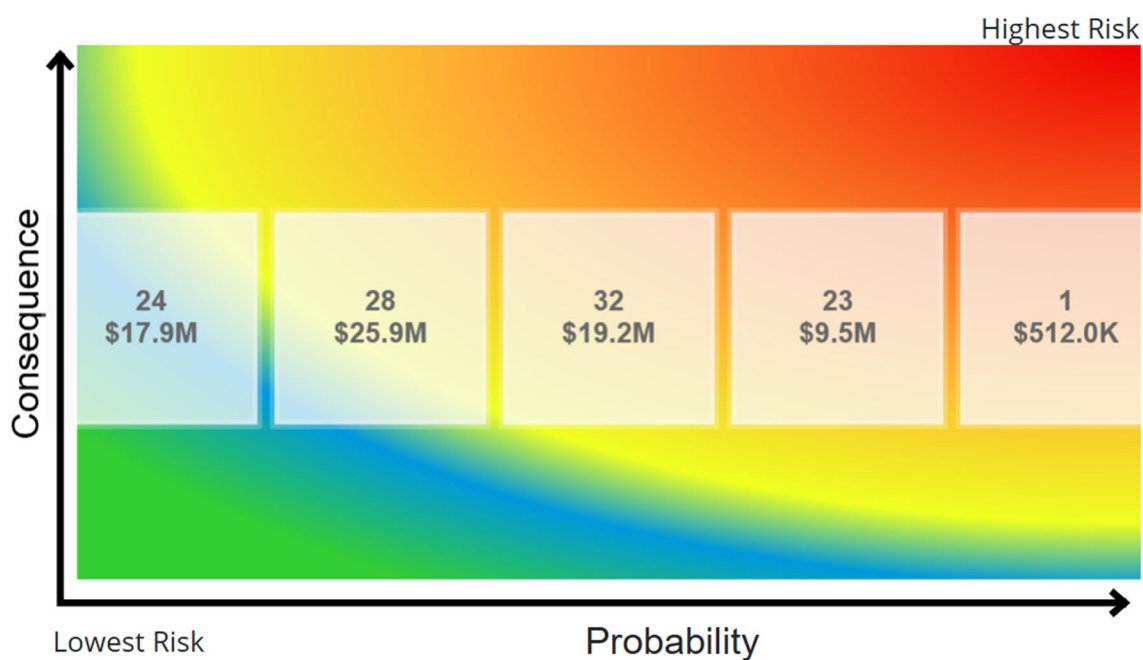


Note: This does not take into account required maintenance activities that will be required as part of future OCIM inspections.

5.4 Risk & Criticality

5.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



This is a high-level model developed for the purposes of this AMP and Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

5.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Aging Infrastructure & Capital Funding Strategies

Amherstburg owns and maintains a significant number of structural bridges and culverts, which many are approaching the end of their service life. Rehabilitating these structures are costly, often requiring external grant funding, such as the Ontario Community Infrastructure Fund (OCIF). Uncertainty with senior government could pose a risk of deferring critical repairs. Prioritizing bridges that are higher risk can optimize the limited funding available.

5.5 Levels of Service

The following tables identify the Town's current level of service for bridges and culverts. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

5.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by bridges and culverts.

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges and structural culverts are a key component of the municipal transportation network. None of the Town's structures have loading or dimensional restrictions meaning that most types of vehicles, including heavy transport, emergency vehicles, and cyclists can cross them without restriction.
Quality	Description or images of the condition of bridges and culverts and how this would affect use of the bridges and culverts	See Appendix B (One bridge in very poor condition has been removed from service)

5.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by bridges and culverts.

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of bridges in the Town with loading or dimensional restrictions	0
	# of FTEs per 10 structures	0.65
Safe & Regulatory	% of bridges and structural culverts inspected every two years	100%
Affordable	Annual capital reinvestment rate	1.3%
Quality	Average bridge condition index value for bridges in the Town	70
	Average bridge condition index value for structural culverts in the Town	72

5.6 Recommendations

Data Review/Validation

- Continue to review and validate inventory data, assessed condition data and replacement costs for all bridges and structural culverts upon the completion of OSIM inspections every 2 years.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- This AMP assumes that the Town will undertake the reconstruction and renewal activities specified in the 2024 OSIM report, during the recommended timelines. The Town should update these projections to account for coordination opportunities, resourcing, and true project costs.
- The Town should develop a projection of lifecycle costs associated with bridges and culverts to include in the analysis of future funding requirements

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Town believe to provide meaningful and reliable inputs into asset management planning.
- Identify the strategies that are required to close any gaps between current and adopted levels of service.

6 Stormwater Network

The Town is responsible for owning and maintaining a stormwater network of storm mains, catch basins, municipal drain (MD) pumping stations and other supporting infrastructure.

The state of the infrastructure for the stormwater network is summarized in the following table.

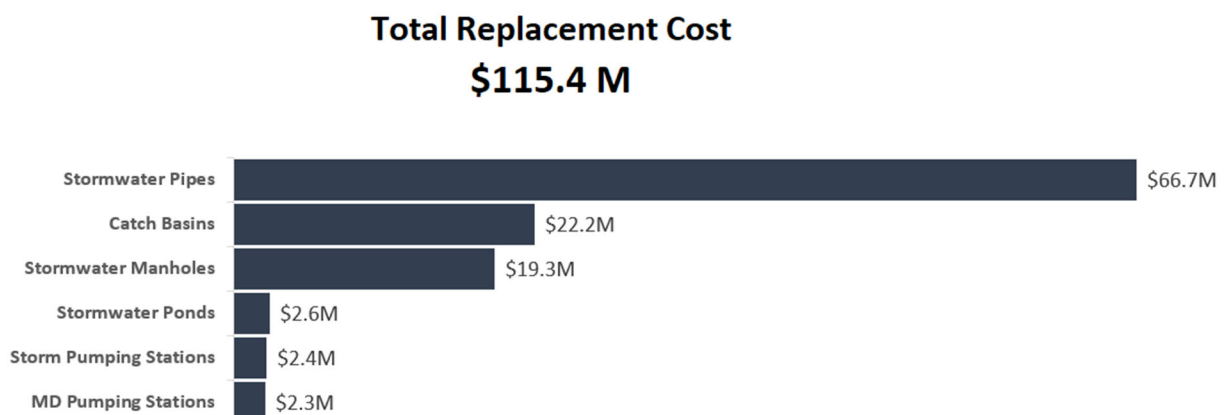
Replacement Cost	Condition	Adopted LOS Annual Requirement
\$115 million	Good (72%)	\$1.3 million

6.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Town's stormwater network inventory. The average annual requirement projects the necessary funding to replace the asset when it is due for replacement at the end of its useful life. This is different than the Adopted LOS Annual Requirement, which is the required amount to meet the LOS adopted by Council and is found later in this chapter.

Asset Segment	Quantity	Replacement Cost	Average Annual Requirement (end of life)
Catch Basins	2,959	\$ 22,192,500	\$ 443,850
MD Pumping Stations	8	\$ 2,272,680	\$ 56,654
Storm Pumping Stations	2	\$ 2,400,000	\$ 50,800
Stormwater Manholes	1,283	\$ 19,260,000	\$ 256,800
Stormwater Pipes	107.3 km	\$ 66,696,534	\$ 872,783
Stormwater Ponds	13	\$ 2,600,000	\$ 130,000
TOTAL		\$ 115,421,714	\$ 1,810,887

Note: Municipal drain (MD) pumping station costs reflect only the Town of Amherstburg's financial obligation for the municipal drain.



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$10,799,701
Replacement \$ Increase	\$46,828,013
Total	\$57,627,714

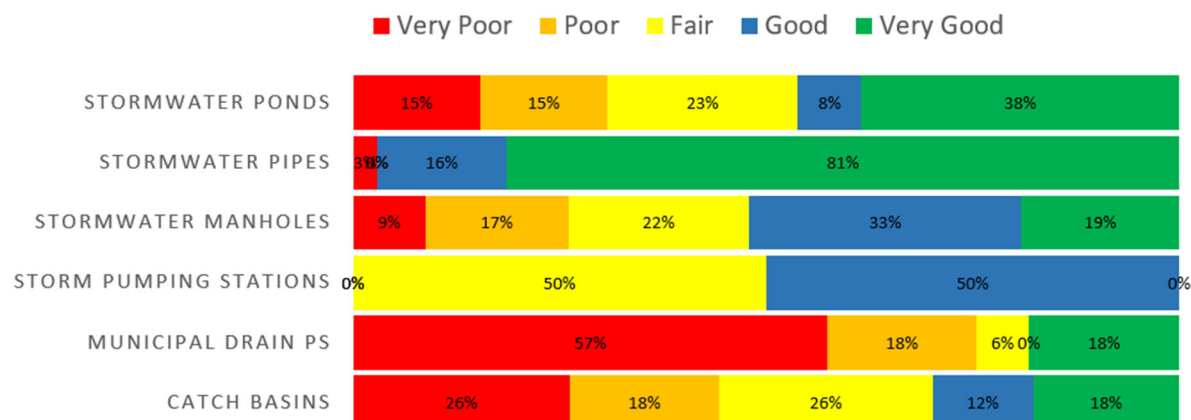
It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs

6.2 Asset Condition & Age

The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost. All stormwater assets rely on age and useful life to determine condition.

Asset Segment	Estimate Useful Life (Yrs)	Average Age (Years)	Average Condition
Catch Basins	50	29.8	Fair (44%)
Municipal Drain Pumping Stations	50	37.7	Poor (27%)
Storm Pumping Stations	50	18.5	Good (63%)
Stormwater Manholes	75	32.4	Fair (57%)
Stormwater Pipes	75	25.9	Very Good (88%)
Stormwater Ponds	100	70.3	Good (67%)
AVERAGE		29.4	Good (72%)

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



To ensure that the Town's stormwater network continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the stormwater network.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

6.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town's current approach:


- CCTV inspections have been performed on a majority of storm mains in the system.
- There are no formal condition assessment programs in place for the stormwater network

In this AMP the following rating criteria is used to determine the current condition of stormwater assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-79
Fair	40-59
Poor	20-39
Very Poor	0-19

6.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
61%	72%	

The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

6.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

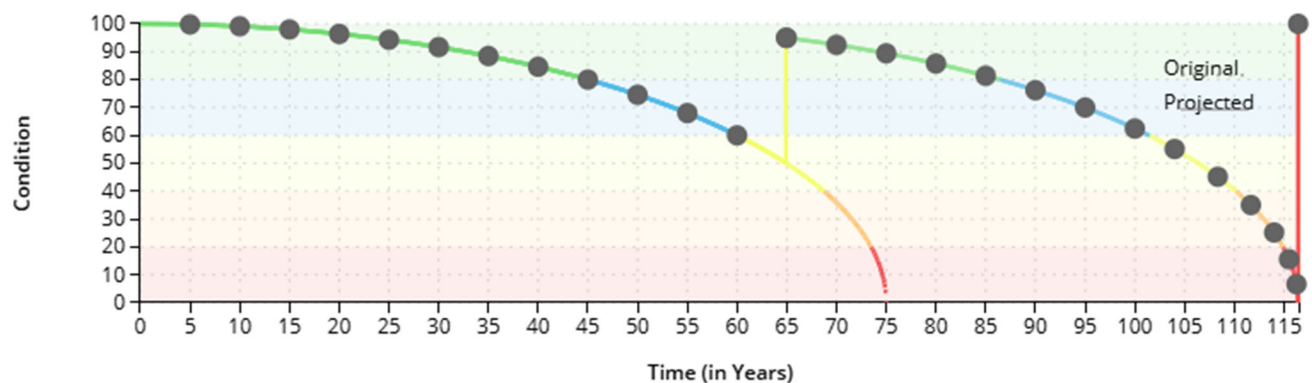
To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	CCTV inspections have been completed on approximately 60% of the stormwater pipes to identify required maintenance and condition of the pipes.
Preventative Maintenance	System flushing is performed 20% annually
Rehabilitation/ Replacement	Relining of pipes is considered as an option instead of replacement only on busier roads Pumping stations require a pump replacement halfway through their estimated useful life.

The following lifecycle strategy has been developed as a proactive approach to managing the lifecycle of Stormwater pipes. Instead of allowing the storm pipes to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of the pipes at a lower total cost.

Stormwater Pipes		
Event Name	Event Class	Event Trigger
Storm Pipe Flushing	Maintenance	Once Every 5 Years
Storm Pipe Re-lining	Rehabilitation	Once over its lifetime (at 65 years)



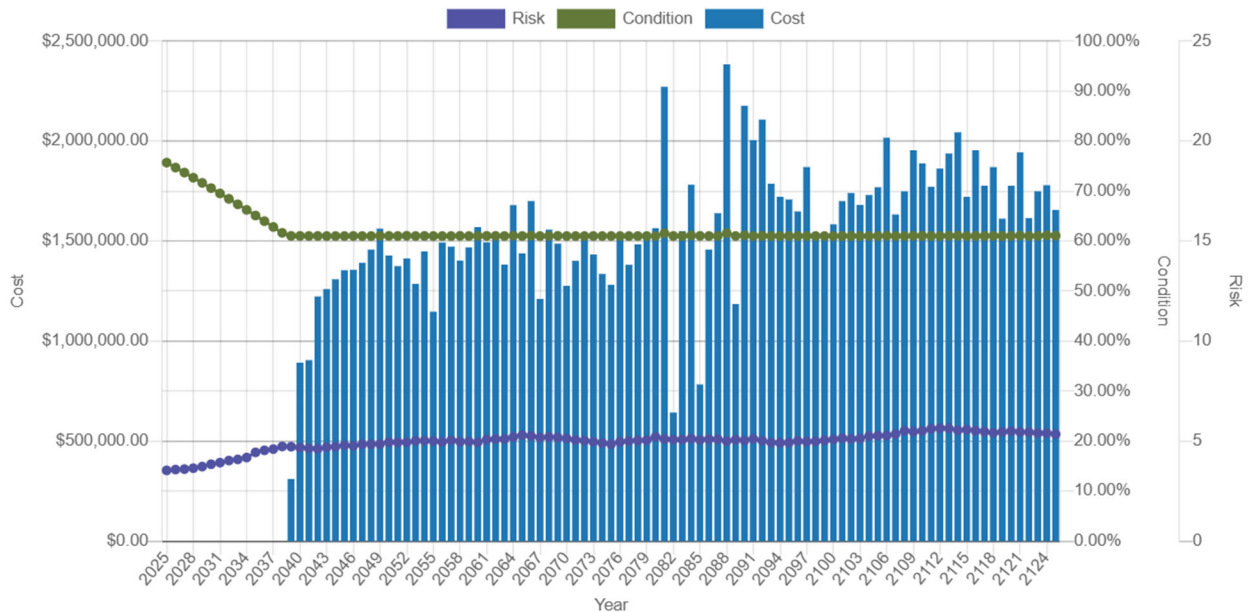
The projected cost of lifecycle activities that would need to be undertaken over the next 10 years to maintain the current assets can be found in Appendix A.

6.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	61%
Adopted LOS Annual Requirement	\$1,346,190

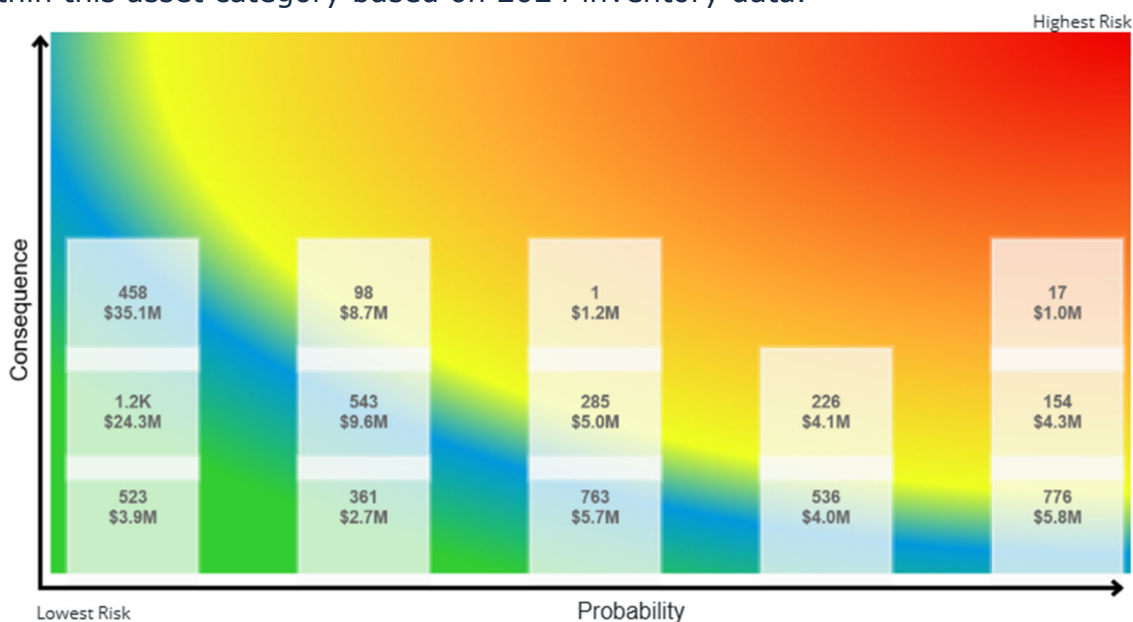
The graph below contains the level of funding and forecast condition and risk of the assets associated with the adopted levels of service for the next 100 years. In instances where the condition is less than the adopted LOS, the assets have not reached the end of their useful life and are not due for replacement.



6.4 Risk & Criticality

6.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

6.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Climate Change & Extreme Events

Climate change and extreme weather are the biggest risk factors when managing the stormwater network. During heavy rainfall events, stormwater can infiltrate into the wastewater system, effectively reducing the capacity of these pipes. Planning for these uncertain events is critical.

6.5 Levels of Service

The following tables identify the Town's current level of service for the stormwater network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

6.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the stormwater network.

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater system	See Appendix B

6.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the stormwater network.

Service Attribute	Technical Metric	Current LOS (2024)
Accessible & Reliable	% of residents serviced by stormwater network	100%
	# of O&M FTEs / 10 km of Sewers	0.66 FTE per 10km
Safe & Regulatory	% of properties in municipality resilient to a 100-year storm	TBD
	% of the municipal stormwater management system resilient to a 5-year storm	TBD
Affordable	Annual capital reinvestment rate	0.01%
Sustainable	% of the stormwater network that is in good or very good condition	73%
	% of the stormwater network that is in poor or very poor condition	17%
	Condition Assessment Cycle (report as a percentage. For example, if the network is assessed every 4 years, report as 25%)	10%

6.6 Recommendations

Condition Assessment Strategies

- The system-wide assessment of the condition of all assets in the stormwater network through CCTV inspections should continue. These inspections are anticipated to be completed in the next few years.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- Document and review lifecycle management strategies for the stormwater network on a regular basis to achieve the lowest total cost of ownership while maintaining adequate service levels.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

7 Buildings & Facilities

The Town of Amherstburg owns and maintains several facilities and recreation centres that provide key services to the community. These include:

- administrative offices
- public library
- recreation centres
- fire stations and associated offices and facilities
- parks buildings (eg washrooms)
- public works garages and storage sheds
- police station
- municipal parking lots

The state of the infrastructure for the buildings and facilities is summarized in the following table.

Replacement Cost	Condition	Adopted LOS Annual Requirement
\$261 million	Good (69%)	\$6.1 million

7.1 Asset Inventory & Costs

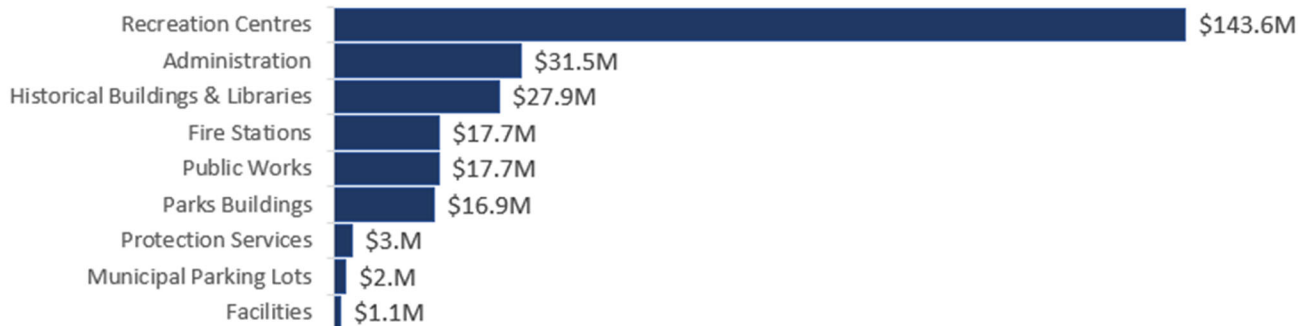
The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Town's buildings and facilities inventory. The annual capital requirement for end of useful life replacement projects funding to replace the asset when it is due for replacement. This is different than the Adopted LOS Annual Requirement, which is the required amount to meet the LOS adopted by Council and is found later in this chapter.

Water and wastewater buildings are not included in this section. Since they are funded through water & wastewater rates, they are grouped in the Water and Wastewater sections respectively.

Asset Segment	Quantity*	Replacement Cost	Average Annual Requirement (end of life)
Administration	2 (104)	\$ 31,509,087	\$ 765,508
Facilities	1 (34)	\$ 1,107,999	\$ 19,505
Fire Stations	2 (108)	\$ 17,733,918	\$ 1,266,460
Historical Buildings & Library	7 (111)	\$ 27,856,443	\$ 589,975
Municipal Parking Lots	7	\$ 1,980,000	\$ 79,200
Parks Buildings	16 (207)	\$ 16,884,442	\$ 314,842
Protection Services	1 (61)	\$ 3,009,332	\$ 65,611
Public Works	7 (125)	\$ 17,661,682	\$ 334,077
Recreation Centres	3 (162)	\$ 143,648,469	\$ 3,040,052
TOTAL	46 (912)	\$ 261,391,372	\$ 6,475,230

*Note: Assets/components within the building are indicated in brackets

Total Replacement Cost
\$261.4 M



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$19,588,525
Replacement \$ Increase	\$50,732,847
Total	\$70,321,372

It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs.

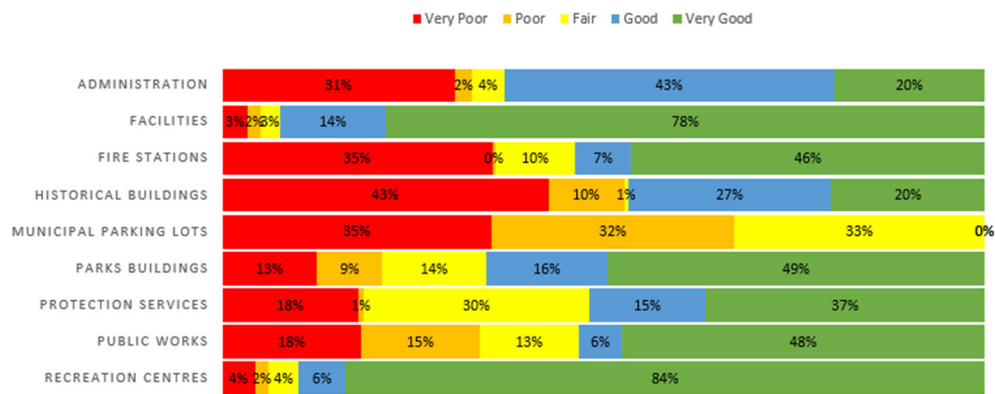
7.2 Asset Condition & Age

The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost, utilizing staff assessments and updates to the 2021 Building Condition Assessment.

Asset Segment	Estimate Useful Life (Yrs)	Average Age (Years)	Average Condition
Administration	20	31.0	Fair (49%)
Facilities	15-60	37.3	Very Good (85%)
Fire Stations	25	43.8	Fair (51%)
Historical Buildings	20	53.5	Fair (43%)
Municipal Parking Lots	20-25	75.0	Poor (29%)
Parks Buildings	20	35.4	Good (68%)
Protection Services	15-50	36.5	Fair (59%)
Public Works	15-30	41.2	Good (61%)
Recreation Centres	20-75	22.0	Very Good (83%)
AVERAGE		36.1	Good (69%)

*** Due to the fact that the Libro Recreation Centre is a relatively new building with a high replacement value, the percentage reflected as 'Good' above does not paint an accurate picture of the condition of many of our facilities. Many buildings do not have components (roof, HVAC, windows etc) inventoried, which could decrease the overall condition level. It should also be noted that, due to limited information and high turnover of staff, the building inventory in the last AMP was not accurately captured. The current AMP adds an additional 20 buildings to the current inventory (not including water/wastewater buildings).

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



To ensure that the Town’s buildings and facilities continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the buildings and facilities.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

7.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town’s current approach:


- A detailed third-party facility condition assessment was undertaken in 2021 for 19 of the 39 buildings (not including water and wastewater). The overall condition, costs, and recommended work is summarized at a building component level for only 19 buildings in the current inventory. The Town is currently considering updating the data to complete building condition assessments on the remaining buildings. The Town will also implement a suitable frequency to undertake these assessments into the future.
- Municipal buildings are subject to internal inspections on an as-needed basis. Health and safety inspections are undertaken monthly.

In this AMP the following rating criteria is used to determine the current condition of buildings & facilities and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-79
Fair	40-59
Poor	20-39
Very Poor	0-19

7.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
76%	69%	

The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

7.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Municipal buildings are subject to internal inspections on an as-needed basis. Health and safety inspections are undertaken monthly.
	Maintenance activities are undertaken as a result of internal inspections, prioritizing activities related to health and safety, and regulatory compliance.
	A detailed third-party facility condition assessment was undertaken in 2021 for 19 buildings. However, this is not all of the Town's buildings. The Town will need to undertake these assessments at a prescribed interval in the future. Building condition assessments should be scheduled for the remaining buildings to have a complete picture of the asset management needs of the components of the building.
Replacement	A Space Needs study has been completed and approved in principle in 2024. The Town will need to finalize which buildings will be deemed surplus and take into account the recommendations of the study. These decisions will impact the next 5-20 years of capital planning for facilities.

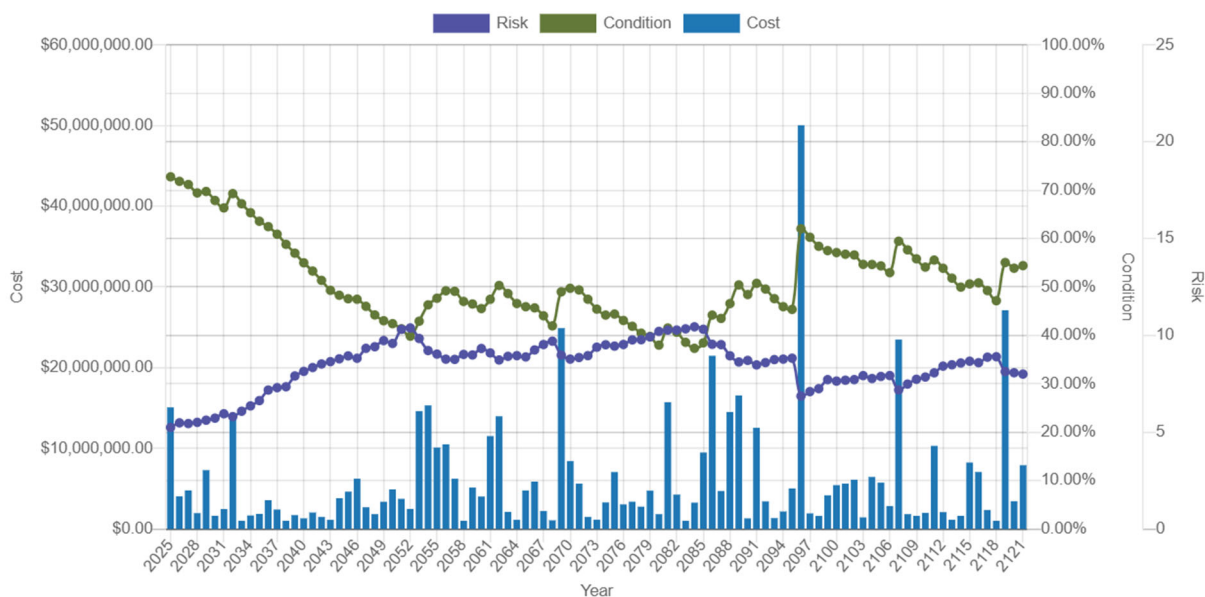
The projected cost of lifecycle activities that would need to be undertaken over the next 10 years to maintain the current assets can be found in Appendix A.

7.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	76%
Adopted LOS Annual Requirement	\$6,068,942

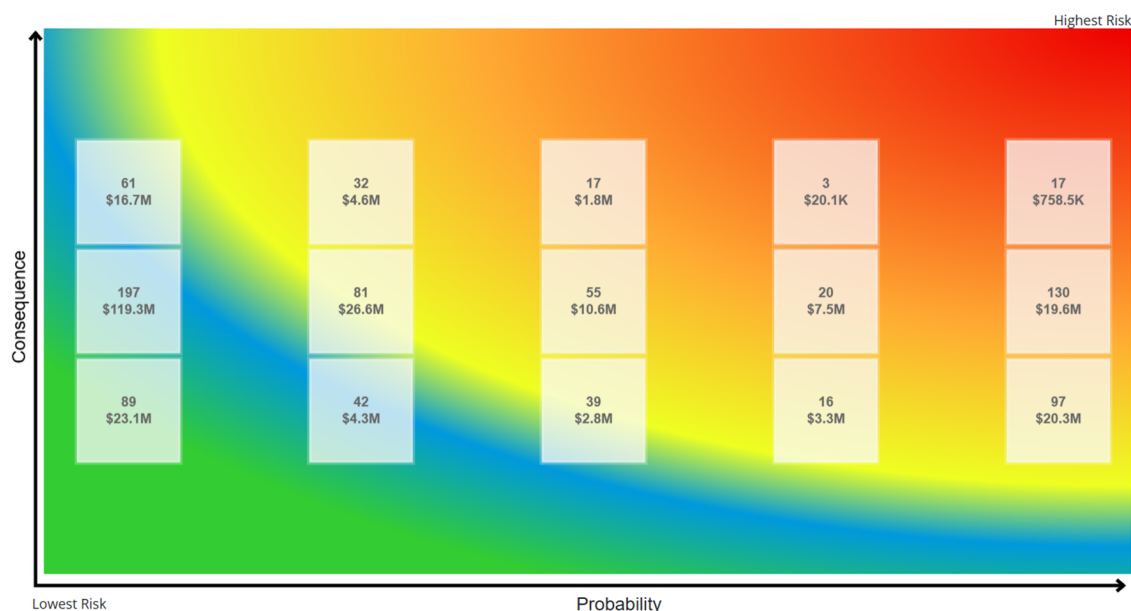
The graph below contains the level of funding and forecast condition and risk of the assets associated with the adopted levels of service for the next 100 years. In instances where the condition is less than the adopted LOS, the assets have not reached the end of their useful life and are not due for replacement.



7.4 Risk & Criticality

7.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



This is a high-level model developed for the purposes of this AMP and Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

7.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Aging Infrastructure

Aging Infrastructure is an issue. Many buildings are in need of costly repairs.



Available Data

Staff have noted that lack of reliable records/data is the largest risk factors when managing the facilities portfolio. A building condition assessment for only 19 of 39 buildings was captured in 2019. This study identified significant requirements however lacked data for the remaining 20 facilities and their components (roofs, windows, HVAC etc) leaving a large gap in information to satisfy funding projections.



Heritage Infrastructure

The Town currently owns 3 designated heritage buildings which carry with it an elevated cost for replacement as compared to non-heritage buildings. It is difficult to source replacement materials for these buildings and any work that must be completed comes with an elevated cost. Delays in repair lead to compounded issues as these buildings continue to age and replacement materials are no longer available or difficult to source.



Legal Liability

As with any aging infrastructure, the risk and legal liability increases as condition deteriorates.



Impact to Services

Failure to properly maintain our current buildings will result in decreased level of service as some buildings may need to be taken out of service due to health/safety and liability concerns resulting from lack of repair.

7.5 Levels of Service

The following tables identify the Town's current level of service for the buildings and facilities. These metrics include the performance measures that the Town has selected for this AMP.

7.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the buildings and facilities.

Service Attribute	Qualitative Description	Current LOS (2024)
Safe & Regulatory	Description of monthly and annual facilities inspection process	Refer to Section 7.3
Sustainable	Description of the current condition of municipal facilities and the plans that are in place to maintain or improve the provided level of service	Buildings are generally in fair condition. Findings from the 2024 Space Needs study will need to be taken account in future budgets.

7.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the buildings and facilities.

Service Attribute	Technical Metric	Current LOS (2024)
Sustainable	Average annual reinvestment rate (%)	0.2%
	% of buildings and facilities having a comprehensive building condition assessment over the last (10) years	50% of buildings*
	% of facilities that are in good or very good condition	74%
	% of facilities that are in poor or very poor condition	20%

*NOTE: does not include Water/Wastewater buildings or structures.

7.6 Recommendations

Reinvestment Rate

- With a reinvestment rate of only 0.2% a year resulting in a \$6.1 million deficit annually, these statistics radically highlight the deficiencies in the area in order to meet even a basic level of service. Consideration should be given to increase the reinvestment rate to 2.3% in order to properly maintain current infrastructure.

Replacement Costs

- Building replacement costs have changed significantly since the 2021 assessment. New estimated replacement costs have been included in this AMP, but staff should continue to review and refine replacement cost estimates to ensure projected capital needs remain valid.

Condition Assessment Strategies

- Conduct building condition assessments for remaining buildings to create an inventory of the components of the buildings that will need maintenance and replacement throughout the life of the building. Many of these components (eg. roofs, parking lots, HVAC, windows) are costly assets in their own right. Assessment will also provide condition and replacement costs of those assets so that asset management can be properly scheduled.
- Continue the building condition assessment program so that all buildings are captured on a 5-10 year cycle to capture changes in condition and replacement value.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Surplus Divestment

- Devise a plan to divest any surplus infrastructure in line with the Space Needs Study in order to improve efficiencies and lower long-range maintenance costs. By selling properties that can be declared surplus, a reinvestment can be made to the upkeep and maintenance of existing infrastructure.

8 Vehicles

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- fire rescue vehicles to provide emergency services
- heavy, light, and medium duty vehicles to support public works operations
- vehicles to support other municipal departments such as buildings, by-law, and parks and facilities

The state of the infrastructure for the vehicles is summarized in the following table.

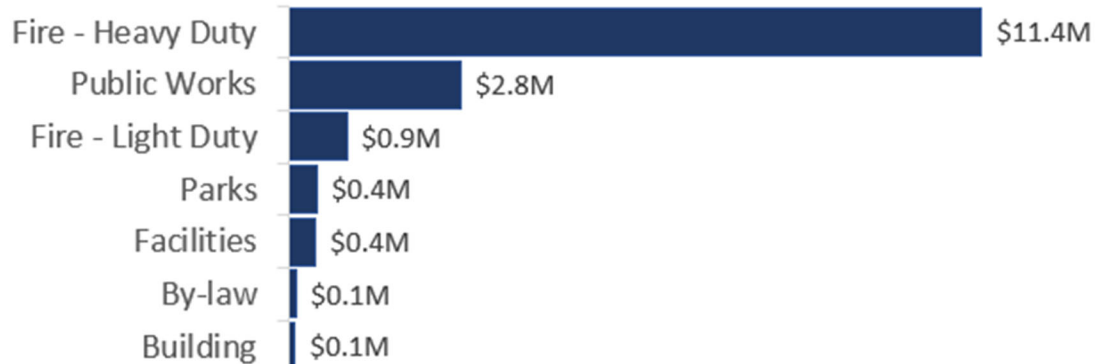
Replacement Cost	Condition	Adopted LOS Annual Requirement
\$16.2 million	Poor (39%)	\$1 mil

8.1 Asset Inventory & Costs

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Town's vehicles. The average annual requirement projects the necessary funding to replace the asset when it is due for replacement at the end of its useful life. This is different than the Adopted LOS Annual Requirement, which is the required amount to meet the LOS adopted by Council and is found later in this chapter.

Asset Segment	Quantity	Replacement Cost	Average Annual Requirement (end of life)
Building	2	\$ 90,000	\$ 9,000
By-law	2	\$ 100,000	\$ 10,000
Facilities	5	\$ 425,000	\$ 42,500
Fire - Heavy Duty	7	\$ 11,400,000	\$ 570,000
Fire - Light Duty	14	\$ 939,000	\$ 134,308
Parks	8	\$ 445,000	\$ 44,500
Public Works	23	\$ 2,817,031	\$ 281,703
TOTAL	61	\$ 16,216,031	\$ 1,092,011

Total Replacement Cost \$16.2 M



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements. Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$568,870
Replacement \$ Increase	\$6,165,161
Total	\$6,734,031

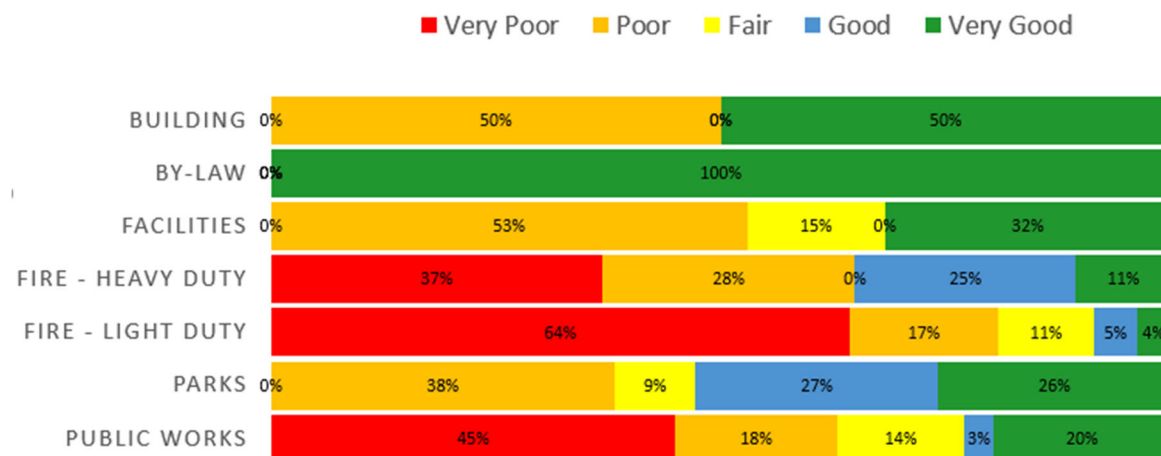
It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs.

8.2 Asset Condition & Age

The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost. Vehicle condition is rated using age and useful life.

Asset Segment	Estimate Useful Life (Yrs)	Average Age (Years)	Average Condition
Building	10	4.8	53%
By-Law	10	1.0	90%
Facilities	10	4.6	48%
Fire - Heavy Duty	20	11.8	40%
Fire - Light Duty	5-40	11.6	21%
Parks	10	3.8	62%
Public Works	10	8.8	34%
AVERAGE		8.4	39%

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



To ensure that the Town's vehicles continue to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the vehicles.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

8.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town's current approach:


- Visual inspections on vehicles are completed and documented as part of circle inspections.
- CVOR vehicles have detailed inspections on an annual basis. Non-CVOR vehicle inspections have less formality and are completed mainly for safety on a regular basis.
- Fire apparatus on trucks have annual pump testing from emergency vehicle technicians. Pump functionality is tested on a regular basis in-house.

In this AMP the following rating criteria is used to determine the current condition of vehicles and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-79
Fair	40-59
Poor	20-39
Very Poor	0-19

8.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
49%	39%	

The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

8.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Currently, most maintenance of the fire vehicles are completed by 3rd party mechanics. Most maintenance for the remaining fleet are completed by in-house mechanics. Repair recommendations are considered.
	Oil changes are completed based on mileage driven or at least annually.
	License stickers, and registration if needed under CVOR, are completed on an annual basis.
	Tire changes, fluid top-up, minor component changes, such as wipers, are completed on an as needed basis.
	Visual inspections on vehicles are completed and documented as part of circle inspections. CVOR vehicles have detailed inspections on an annual basis. Non-CVOR vehicle inspections have less formality and are completed mainly for safety on a regular basis.
	Most maintenance for fire apparatus is completed by 3rd party mechanics. Repair recommendations are considered.
	Fire small fleet is maintained by in-house mechanics. Fire apparatus pumps & components, emergency lighting, ground ladders and aerial devices have annual pump testing from emergency vehicle technicians. Pump functionality is tested on weekly basis in-house. All apparatus receive an annual Commercial vehicle inspection by certified truck mechanics. A non-destructive test (NDT) is also conducted on Aerial devices on a 5-year schedule.
Replacement	Fire department pumpers and tankers are replaced at the end of a 20-year lifecycle, fire support vehicles are replaced are replaced on a 7-year cycle.
	Generally, vehicles are replaced on a 10-yr cycle except for specialized and emergency service vehicles.

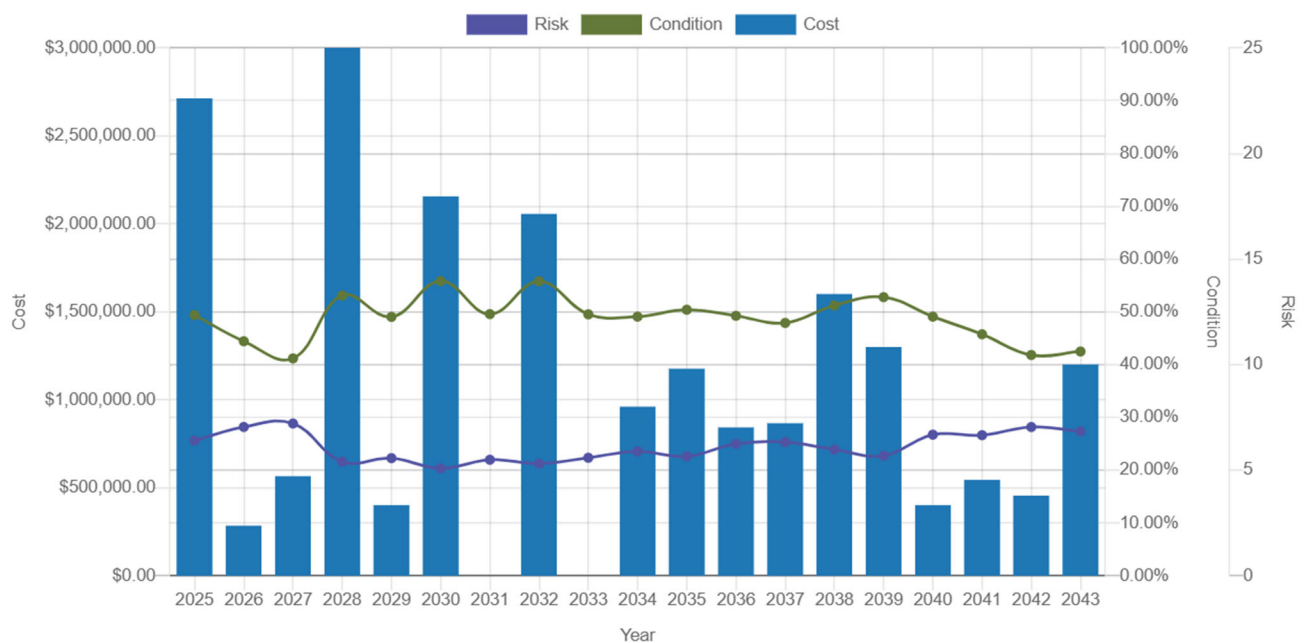
The projected cost of lifecycle activities that would need to be undertaken over the next 10 years to maintain the current assets can be found in Appendix A.

8.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	49%
Adopted LOS Annual Requirement	\$1,079,582

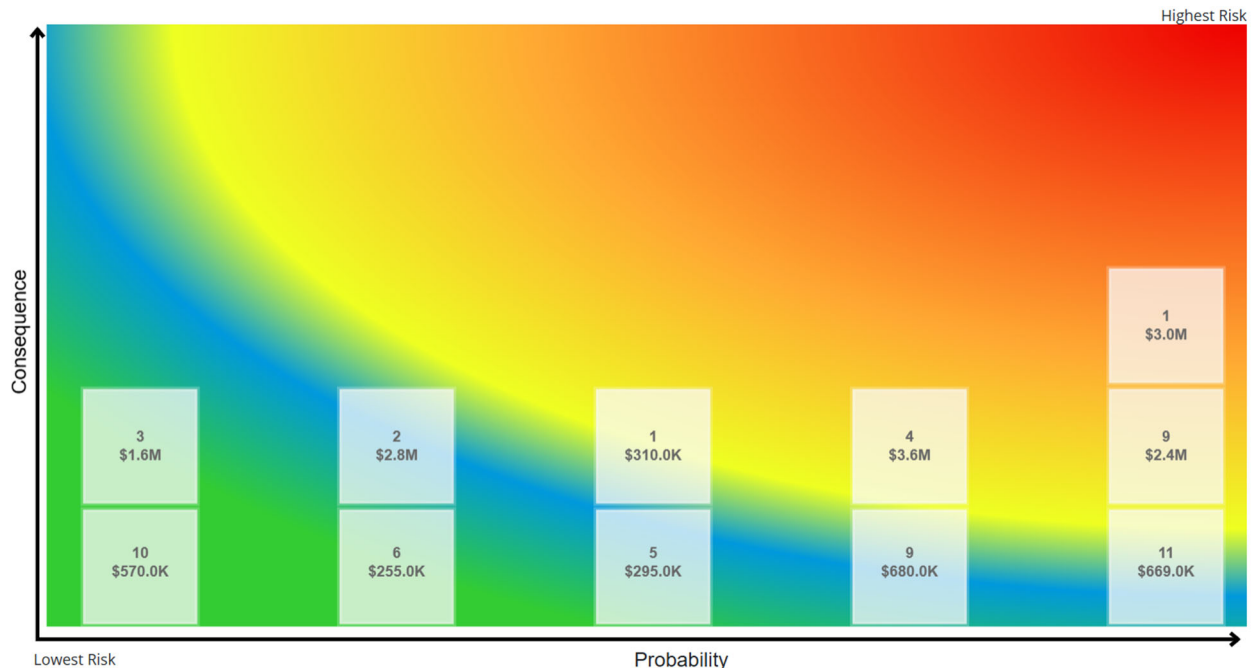
The graph below contains the level of funding and forecast condition and risk of the assets associated with the adopted levels of service for the next 20 years. In instances where the condition is less than the adopted LOS, the assets have not reached the end of their useful life and are not due for replacement.



8.4 Risk & Criticality

8.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



This is a high-level model developed for the purposes of this AMP and Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

8.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Aging Infrastructure

Many vehicles are approaching their estimated useful lives (EUL). As vehicles age the operations and maintenance costs rise, resulting in larger budgets to maintain the fleet. With a lack of a vehicle maintenance program or fleet maintenance policy, this could translate to increased financial ramifications.

8.5 Levels of Service

The following tables identify the Town's current level of service for vehicles. These metrics include the performance measures that the Town has selected for this AMP.

8.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the vehicles.

Service Attribute	Qualitative Description	Current LOS (2021)
Safe & Regulatory	Description of the vehicle inspection process undertaken each year	Refer to Section 8.3
Sustainable	Description of the current condition of vehicles and the plans that are in place to maintain or improve the provided level of service	Refer to Section 8.2 & 8.3

8.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the vehicles.

Service Attribute	Technical Metric	Current LOS (2024)
Accessible & Reliable	# of heavy duty public works vehicles	9
	# of tanker trucks	3
	# of pumper trucks	3
	% of vehicles with preventative maintenance overdue	0%
Safe & Regulatory	% of regulated MTO maintenance inspections complete	100%
	# of fleet vehicles involved in a collision per year	1.67
	# of vehicles safety inspections per year per vehicle per year	1
Sustainable	Average annual reinvestment rate	6.8%
	% of vehicles with less than 3 years remaining	36%
	% of fleet assets with 7 or more years remaining	52%

8.6 Recommendations

Condition Assessment Strategies

- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

9 Machinery & Equipment

In order to maintain the high quality of public infrastructure and support the delivery of core services, Town staff own and employ various types of machinery and equipment.

Keeping machinery and equipment in an adequate state of repair is important to maintain a high level of service.

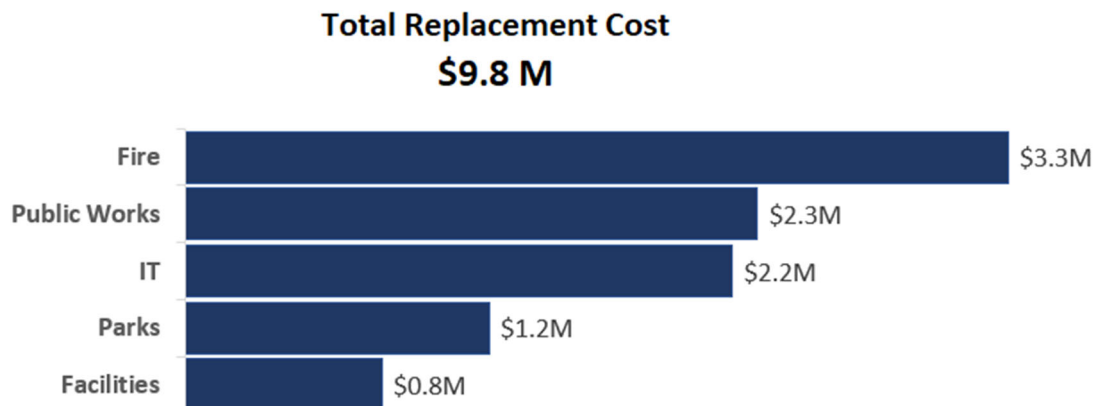
The state of the infrastructure for the machinery and equipment is summarized in the following table.

Replacement Cost	Condition	Adopted LOS Annual Requirement
\$9.8 million	Fair (50%)	\$0.73 mil

9.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Town's machinery and equipment inventory.

Asset Segment	Quantity	Replacement Cost	Average Annual Requirement (end of life)
Facilities	13	\$ 785,309	\$ 79,491
Fire	675	\$ 3,287,165	\$ 240,071
IT	169	\$ 2,185,200	\$ 225,069
Parks	47	\$ 1,213,228	\$ 118,010
Public Works	106	\$ 2,286,427	\$ 192,076
TOTAL	1,006	\$ 9,757,329	\$ 854,716



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$1,500,000
Replacement \$ Increase*	\$895,329
Total	\$2,395,329

*Note: This asset category had a number of assets removed that were below a minimum value threshold.

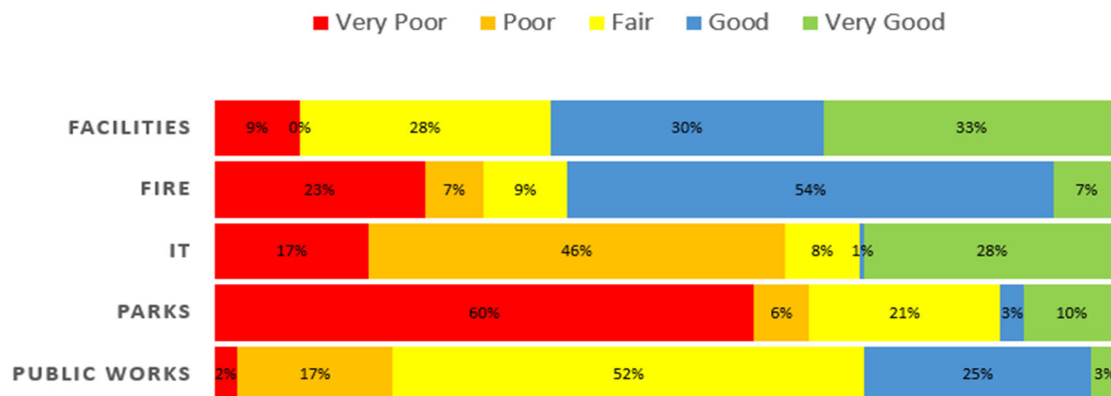
It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs.

9.2 Asset Condition & Age

The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost. Some fire equipment assets have condition assessments available; however, most assets rely on age and useful life.

Asset Segment	Estimate Useful Life (Yrs)	Average Age (Years)	Average Condition
Facilities	6-10	6.0	70%
Fire	5-40	8.0	51%
IT	3-20	5.3	43%
Parks	5-20	13.0	27%
Public Works	10-20	35.9	61%
AVERAGE		13.3	50%

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



To ensure that the Town's machinery and equipment continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the machinery and equipment.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

9.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town's current approach:


- Public Works equipment is generally inspected and maintained on a seasonal, or as-needed basis. Significant equipment, such as plow blades, are managed for functionality as per the Minimum Maintenance Standards (MMS). However, there is no formal condition assessment program in place.
- Parks & Facilities' equipment is inspected every spring. Smaller equipment is inspected on a daily basis as they are used. However, the Zambonis are inspected annually, and sent to the manufacturer for an overhaul if required.
- SCBAs are subject to annual bench testing to ensure functioning as per National Fire Protection Agency (NFPA) requirements.

In this AMP the following rating criteria is used to determine the current condition of machinery & equipment and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-79
Fair	40-59
Poor	20-39
Very Poor	0-19

9.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
43%	50%	

The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

9.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Public Works equipment is generally inspected and maintained on a seasonal, or as-needed basis. Some of the larger units have daily or weekly maintenance performed by staff.
	Parks equipment is inspected every Spring. Smaller equipment is inspected on a daily basis as they are used. However, the Zamboni is inspected twice annually, and sent to the manufacturer for an overhaul if required.
	Hoisting, chains, strapping and auto-extrication equipment tested annually by third party.
	SCBA testing equipment calibrated and tested annually by third party. Fire hose tested annually in house to NFPA standards.
Replacement	The replacement of machinery & equipment depends on deficiencies identified by operators that may impact their ability to complete required tasks. All major equipment is replaced on a 15-year cycle. Backhoes are in a 12-year cycle between Water/Wastewater, Roads and Parks. Minor equipment is replaced as needed.
	Bunker gear is replaced on a 10-year cycle based on NFPA and manufacturer requirements.
	IT assets are generally replaced on a 5-year cycle. The specific timing of replacement considers obsolescence.

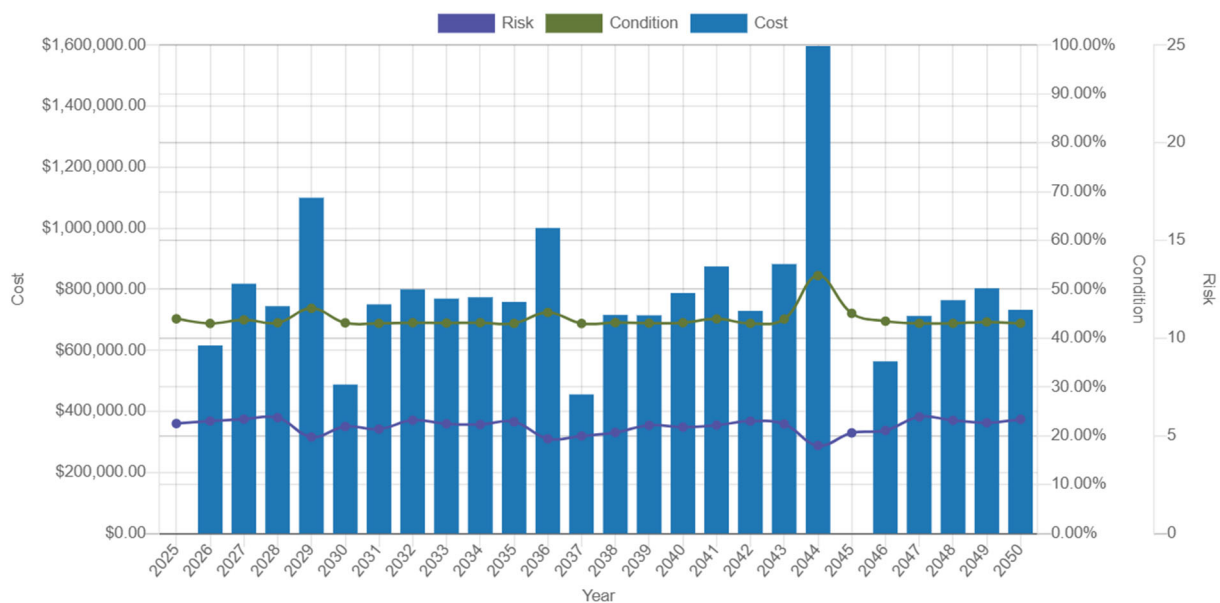
The projected cost of lifecycle activities that would need to be undertaken over the next 10 years to maintain the current assets can be found in Appendix A.

9.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	43%
Adopted LOS Annual Requirement	\$728,316

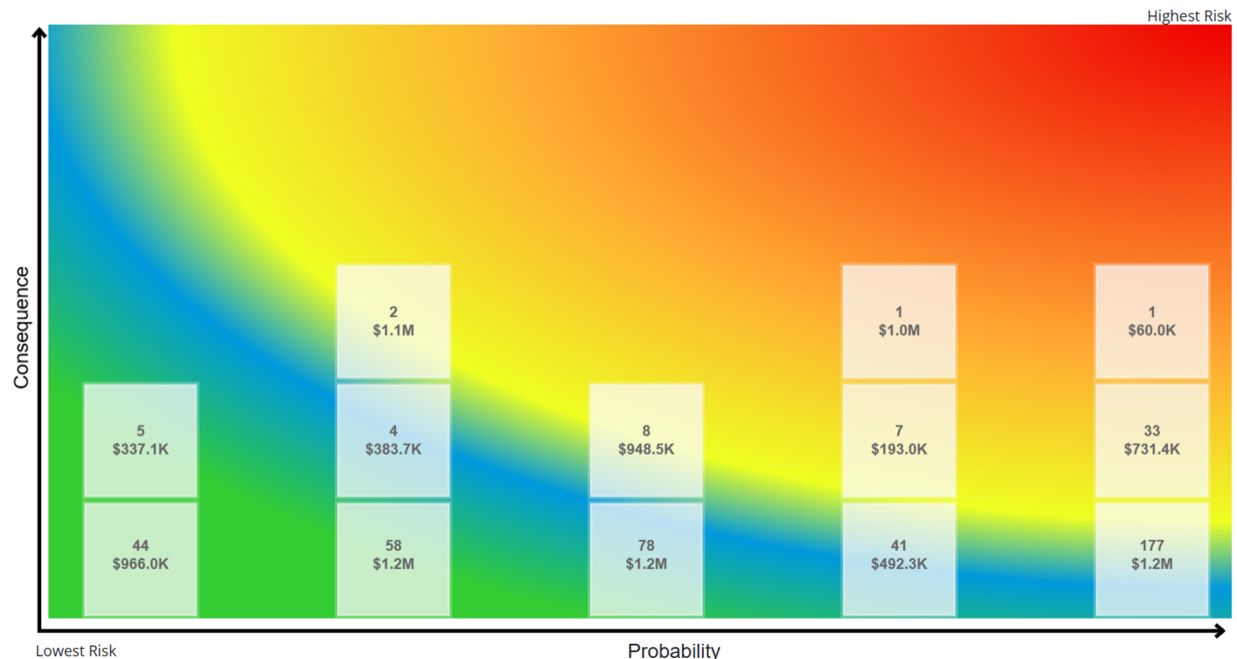
The graph below contains the level of funding and forecast condition and risk of the assets associated with the adopted levels of service for the next 25 years. In instances where the condition is less than the adopted LOS, the assets have not reached the end of their useful life and are not due for replacement.



9.4 Risk & Criticality

9.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



This is a high-level model developed for the purposes of this AMP and Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

9.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Lifecycle Management Strategies

Equipment and machinery do not have a maintenance policy. Without a planned, proactive approach, these assets are at risk of requiring higher operations and maintenance costs as they age.

9.5 Levels of Service

The following tables identify the Town's current level of service for machinery and equipment. These metrics include the performance measures that the Town has selected for this AMP.

9.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by machinery and equipment.

Service Attribute	Qualitative Description	Current LOS (2024)
Accessible & Reliable	Description of redundancies available to ensure equipment is available for operations	Multiple pieces of equipment are available at various stations if required. Preventative maintenance and inspections are completed periodically and after each use to ensure equipment is available for operations.
Safe & Regulatory	Description of the work undertaken to ensure equipment is in good operating order	Refer to Section 9.3
Sustainable	Description of the current condition of equipment and the plans that are in place to maintain or improve the provided level of service	There have been significant initiatives to improve the levels of service for equipment. In Public Works, an additional fleet mechanic was added in 2024 to assist with required maintenance of equipment. For Fire, a large portion of equipment (eg SCBAs, nozzles etc) has been updated in recent years and are replaced on a regular schedule. Hoses are tested annually and replaced as required.

9.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the machinery and equipment.

Service Attribute	Technical Metric	Current LOS (2024)
Accessible & Reliable	% of equipment with preventative maintenance overdue	0%
	% of Assets where Age > Useful Life (IT)	43%
	Ratio of service requests resolved compared to total number of service requests	TBD ¹
Safe & Regulatory	% of regulated MTO maintenance and inspections activities completed	100%
	# of workplace injuries due to equipment issues	0%
		55 - SCBA units certified annually.
	# of equipment safety inspections per year completed for safety and protective equipment (Fire)	90 sets of Bunker Gear (Coats, pants, hood) inspected and tested at least once annually.
Sustainable	Average annual reinvestment rate of equipment and IT assets	2.6%
	% of assets in poor or very poor condition	38%
	% of assets in good or very good condition	40%

¹ The Town is currently configuring their work order and service request system. This measure may be available in future iterations of the Plan.

9.6 Recommendations

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

10 Land Improvements

The Town of Amherstburg owns a number of assets that are considered land improvements. This category includes:

- Park amenities
- Play spaces & sports fields
- Fencing
- Structures (eg gazebos)
- Miscellaneous landscaping and other assets

The state of the infrastructure for the land improvements is summarized in the following table.

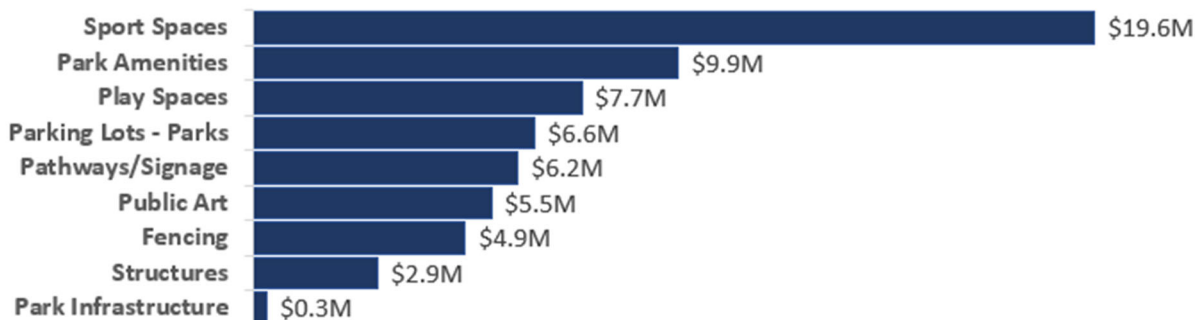
Replacement Cost	Condition	Adopted LOS Annual Requirement
\$63.6 million	Good (60%)	\$2.72 mil

10.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Town's land improvements inventory. The average annual requirement projects the necessary funding to replace the asset when it is due for replacement at the end of its useful life. This is different than the Adopted LOS Annual Requirement, which is the required amount to meet the LOS adopted by Council and is found later in this chapter.

Asset Segment	Quantity	Replacement Cost	Average Annual Requirement (end of life)
Fencing	17	\$ 4,940,873	\$ 247,044
Park Amenities	141	\$ 9,909,168	\$ 354,495
Park Infrastructure	2	\$ 300,000	\$ 12,000
Parking Lots - Parks	21	\$ 6,550,108	\$ 319,505
Pathways/Signage	31	\$ 6,168,035	\$ 254,896
Play Spaces	14	\$ 7,650,000	\$ 465,000
Public Art	10	\$ 5,540,000	\$ 112,250
Sport Spaces	31	\$ 19,630,000	\$ 1,001,500
Structures	16	\$ 2,889,140	\$ 90,392
TOTAL	283	\$ 63,577,324	\$ 2,857,083

Total Replacement Cost \$63.6 M



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$11,612,197
Replacement \$ Increase	\$13,730,127
Total	\$25,342,324

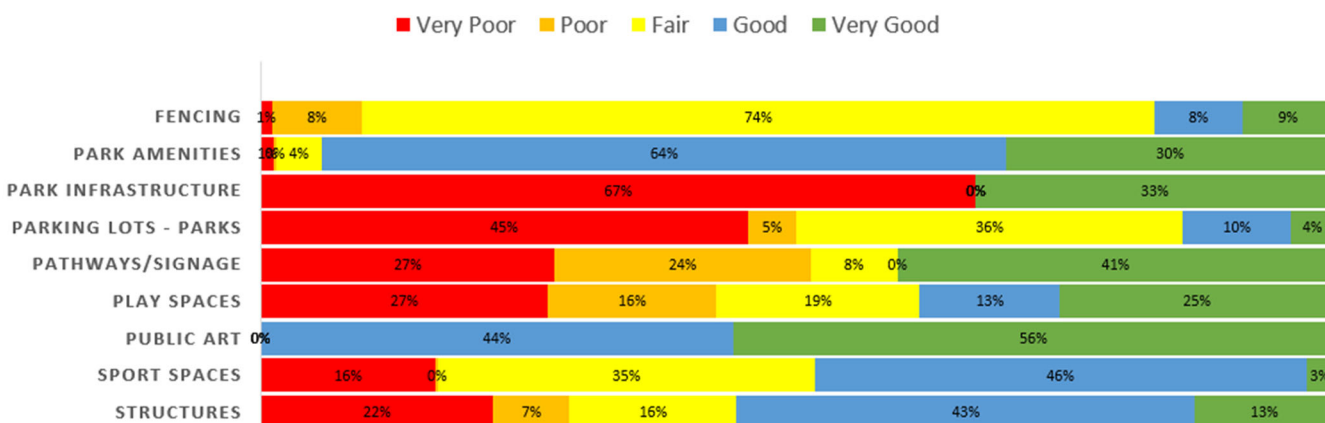
It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs.

10.2 Asset Condition & Age

The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost. The majority of land improvement assets use staff judgement to determine condition scores.

Asset Segment	Estimate Useful Life (Yrs)	Average Age (Years)	Average Condition
Fencing	20	23.8	Fair (59%)
Park Amenities	5-50	11.2	Good (78%)
Park Infrastructure	25	18.7	Poor (30%)
Parking Lots - Parks	20	33.2	Fair (41%)
Pathways/Signage	20-25	17.6	Fair (47%)
Play Spaces	20	16.9	Fair (53%)
Public Art	15-50	18.3	Very Good (82%)
Sport Spaces	15-30	39.1	Fair (58%)
Structures	25-75	48.3	Fair (58%)
AVERAGE		20.0	Good (60%)

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



To ensure that the Town's land improvements continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the land improvements.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

10.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town's current approach:


- Parks are subject to weekly inspections using internal resources. Play structures are inspected for CSA compliance monthly.
- Sports fields are inspected monthly, or in response to user group planning and weather conditions that affect their use.

In this AMP the following rating criteria is used to determine the current condition of road segments and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-79
Fair	40-59
Poor	20-39
Very Poor	0-19

10.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
62%	60%	

The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

10.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Parks are subject to weekly inspections using internal resources. Play structures are inspected for CSA compliance monthly.
	Sports fields are inspected monthly, or in response to user group planning.
	Parks are subjected to scheduled mowing and landscaping, prescribed by asset usage and season.
Replacement	The 2018 Parks Master Plan outlined high level objectives for the parks system and was updated beginning in 2024/2025. The current strategy provides short, medium and long term goals based on the needs of the community in response to data collected. Many of the Town's playgrounds have been replaced since the last AMP with the implementation of lifecycle replacement program. Many of the Town's sports courts and parking lots are in need of maintenance and investment and would also benefit from a lifecycle replacement program.

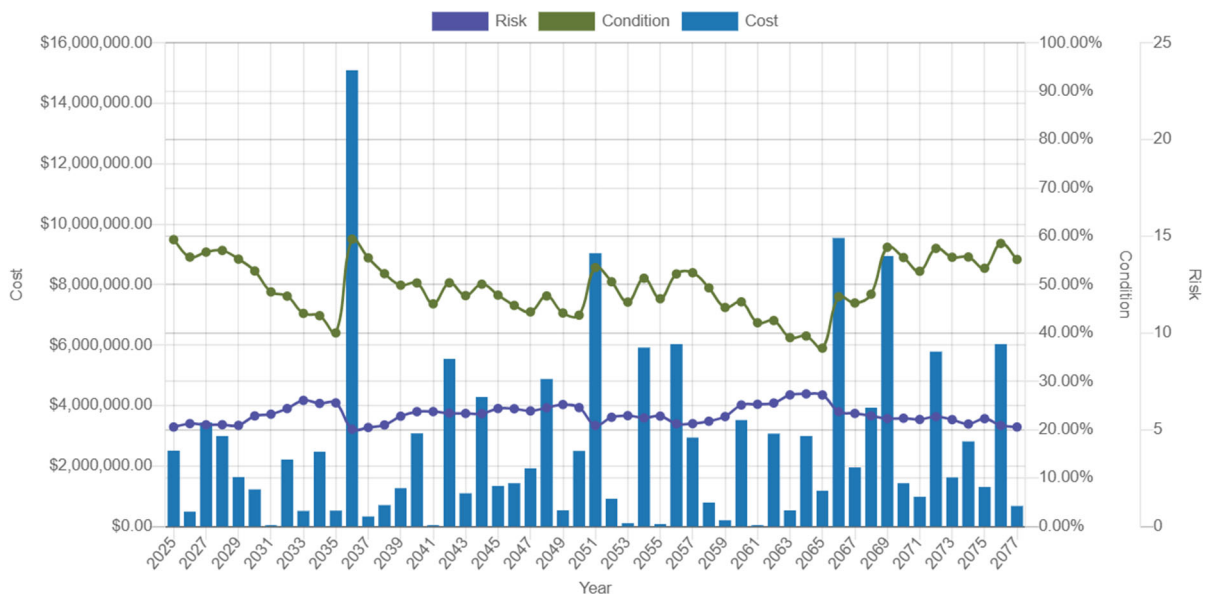
The projected cost of lifecycle activities that would need to be undertaken over the next 10 years to maintain the current assets can be found in Appendix A.

10.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	62%
Annual Required Funding to Maintain Adopted LOS	\$2,719,839

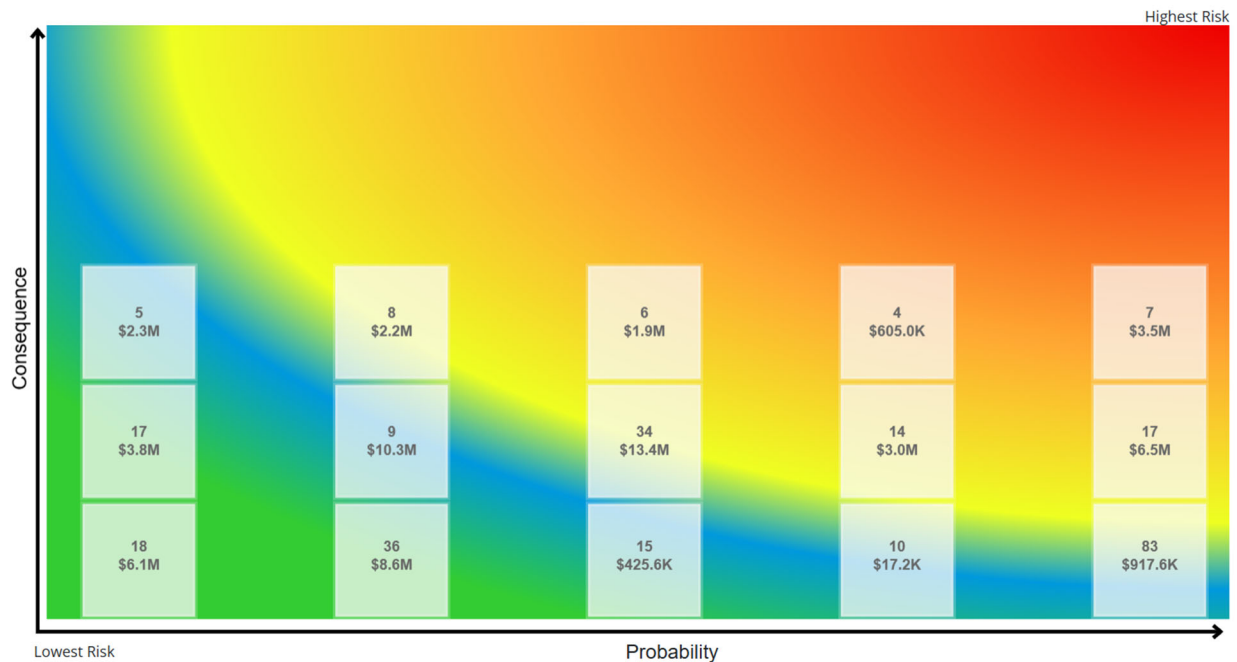
The graph below contains the level of funding and forecast condition and risk of the assets associated with the adopted levels of service for the next 50 years. In instances where the condition is less than the adopted LOS, the assets have not reached the end of their useful life and are not due for replacement.



10.4 Risk & Criticality

10.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



This is a high-level model developed for the purposes of this AMP and Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

10.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:

Aging Infrastructure



The 2022 AMP captured the Town's parks and recreational infrastructure which was minimally invested in over the past 20 plus years. Limited budgets and replacement of assets compounded with age, wear and tear has led to compromised recreational infrastructure including playgrounds, sports courts, parking lots, lighting etc. A lifecycle replacement program has been implemented for playgrounds identifying all 13 playgrounds and 1 splash pad of which Town has successfully replaced 6. Ongoing Capital and Operating investment is required to replace and maintain recreational infrastructure to ensure quality level of service that is safe and reliable.

AODA Compliance



Managing accessibility and community expectations can be challenging due to the plethora of requests with limited resources. The Parks Master Plan public engagement sessions proved one of the most highly used features within a park are recreational pathways. Due to limited funding and the expense of this infrastructure, there are relatively few sidewalks and connections within parks. Implementation of these linear assets over time will help connectivity within parks, mitigating these concerns and will offer a better level of service in order to maintain high quality parks that are accessible for all.

Community Expectations



Trends in parks come and go and many requests for specialized infrastructure come from the community. However, there is minimal evidence investing in specialized infrastructure for various sports is founded.

Claim Liability



As recreational infrastructure ages and if it is not maintained, the Town's risk and liability increases. In order to mitigate this risk, it is important that all recreational assets are accounted for in a maintenance management program.

10.5 Levels of Service

The following tables identify the Town's current level of service for land improvement assets. These metrics include the performance measures that the Town has selected for this AMP.

10.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by land improvement assets.

Service Attribute	Qualitative Description	Current LOS (2024)
Safe & Regulatory	Description of the parks inspection process and timelines for inspections	Parks are subject to weekly inspections using internal resources. Play structures are inspected for CSA compliance monthly. Sports fields are inspected monthly, or in response to user group planning.

10.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the land improvement assets.

Service Attribute	Technical Metric	Current LOS (2024)
Safe & Regulatory	% of playground equipment inspected for CSA compliance	100%
	% of parks and recreation assets that are in good or very good condition	32%
Sustainable	% of parks and recreation assets that are in poor or very poor condition	47%
	Average Annual Reinvestment rate	1.2%

10.6 Recommendations

Condition Assessment Strategies

- Condition scores have been developed based on staff judgement. However, the Town should work towards developing a condition assessment program with specific condition rating criteria for critical assets to better ensure consistency and accuracy of condition ratings.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue measuring current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

Capital Investment Program

- Create an on-going Capital and Operating investment program for the maintenance and replace of recreational infrastructure to ensure quality service levels are maintained that are safe and reliable.

11 Natural Assets

The Town of Amherstburg owns a number of assets that are considered natural assets. This category includes:

- Trees in the Right-Of-Way (ROW) and in parks.
- Shorewalls
- Naturalized Areas

The state of the natural assets is summarized in the following table:

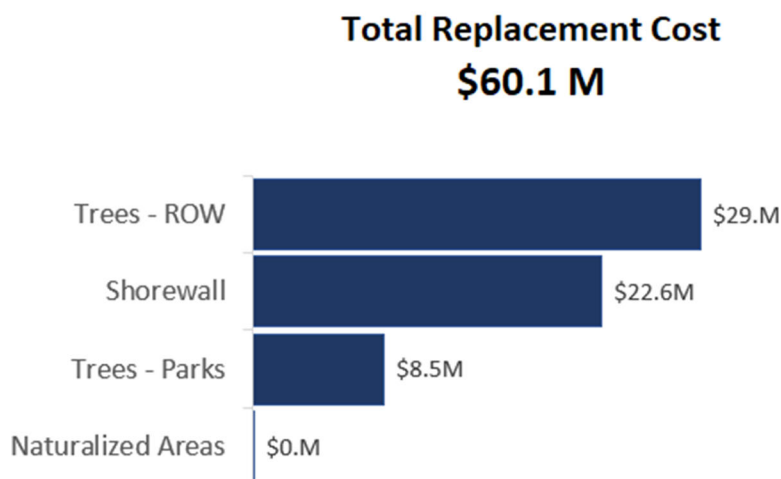
Replacement Cost	Condition	Adopted LOS Annual Requirement
\$60.1 million	Good (68%)	\$0.7 million

11.1 Asset Inventory & Costs

The table below includes the quantity, replacement cost method, and annual capital requirements of each asset segment in the Town's natural assets inventory.

The average annual requirement projects the necessary funding to replace the asset when it is due for replacement at the end of its useful life. This is different than the Adopted LOS Annual Requirement, which is the required amount to meet the LOS adopted by Council and is found later in this chapter.

Asset Segment	Quantity	Replacement Cost	Average Annual Requirement (end of life)
Naturalized Areas	1	\$ 20,000	\$ 286
Shorewalls	6	\$ 22,600,000	\$ 322,857
Trees - Parks	1,539	\$ 8,464,500	\$ 84,645
Trees - ROW	5,275	\$ 29,012,500	\$ 290,125
TOTAL	6821	\$ 60,097,000	\$ 697,913



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Trees are an unusual asset in that their replacement cost is much less than their value. The replacement cost for a tree is only the cost to remove and replace it.

This is the Town's financial obligation when the tree needs to be removed at the end of useful life. The replacement cost outlined above should not be mistaken for the value of the trees.

Increases to the replacement costs within the asset category can come from a variety of sources. Price increases due to inflationary or market pressures can contribute to higher replacement costs. In addition, entirely new assets may be added to the category. New assets can be built by the town or a developer and included in the asset inventory. Assets can be identified that were not included in the previous AMP.

The following information is a high-level estimation of the breakdown of the replacement cost increases attributed to either additional assets within the category or increases to the replacement costs of the previous assets:

Increase from 2022 AMP	Cost
New Assets	\$60,097,000
Replacement \$ Increase	N/A
Total	\$60,097,000

It is not meant to be a detailed asset for asset comparison between the AMPs; the intent is to give an approximate calculation of whether the increased replacement cost was a result of new assets added to the inventory or increases to the replacement costs.

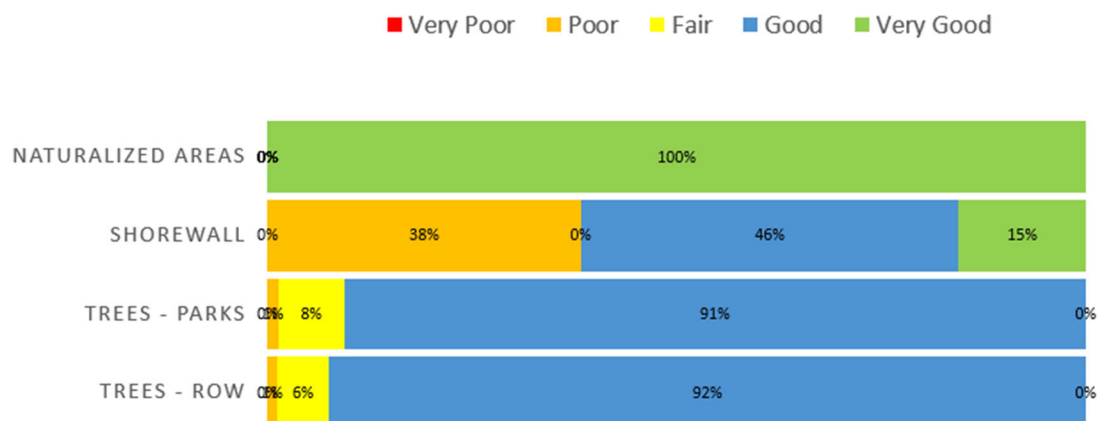
11.2 Asset Condition & Age

The table below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost. Condition scores for the natural assets rely on condition or age and useful life.

Asset Segment	Estimated Useful Life (Yrs)	Average Age (Years)	Average Condition
Naturalized Areas	-	*	Very Good (97%)
Shorewalls	70	34.4	Good (60%)
Trees - Parks	100	*	Good (68%)
Trees - ROW	100	*	Good (68%)
AVERAGE		34.4	Good (68%)

Some of the natural assets (like trees) do not have a known age. As the forestry program continues to develop, one of the goals will be to estimate the approximate age of the trees in the ROW. For Parks, a goal is to identify trees that are in poor condition for removal so infill planting areas can be identified in order to increase the tree canopy in Amherstburg.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale:



To ensure that the Town's natural assets continues to provide an acceptable level of service, the Town should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the natural assets.

Each asset's Estimated Useful Life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

11.2.1 Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Town's current approach:


- Trees are inspected every 5 years and assigned a condition rating of Good, Fair or Poor. Trees that are Fair or Poor are then inspected annually.
- The shorewall condition is determined based on its age.
- There are no formal condition assessment programs in place for the naturalized areas.

In this AMP the following rating criteria is used to determine the current condition of natural assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-79
Fair	40-59
Poor	20-39
Very Poor	0-19

11.2.2 Asset Condition Changes

The condition of an asset will deteriorate over time. However, replacement of existing assets or lifecycle management strategies can improve the asset's condition. The following table shows the change in the asset categories' average condition since the 2022 Asset Management Plan:

2022 Condition	2025 Condition	Change
62%	68%	

Note: There was not a Natural Assets Category in the 2022 AMP. Since one shorewall was identified in the Land Improvements category in the 2022 AMP and shorewalls are now grouped in the Natural Assets category, the 2022 AMP condition level for Natural Assets has been assumed to be the same as Land Improvements.

The projected condition for the asset category over a 10-year period with funding at the annual average of the current 5-year capital plan is found in Appendix C.

11.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Trees within the Town are inspected annually based on their condition rating to determine required trimming maintenance and or removals.
Replacement	Shorewall replacement is prioritized based on age and material. An assessment and condition of the Towns shorewall and shorelines infrastructure is required to determine replacement cost and condition.
	Tree are replaced as needed based on the annual inspection.

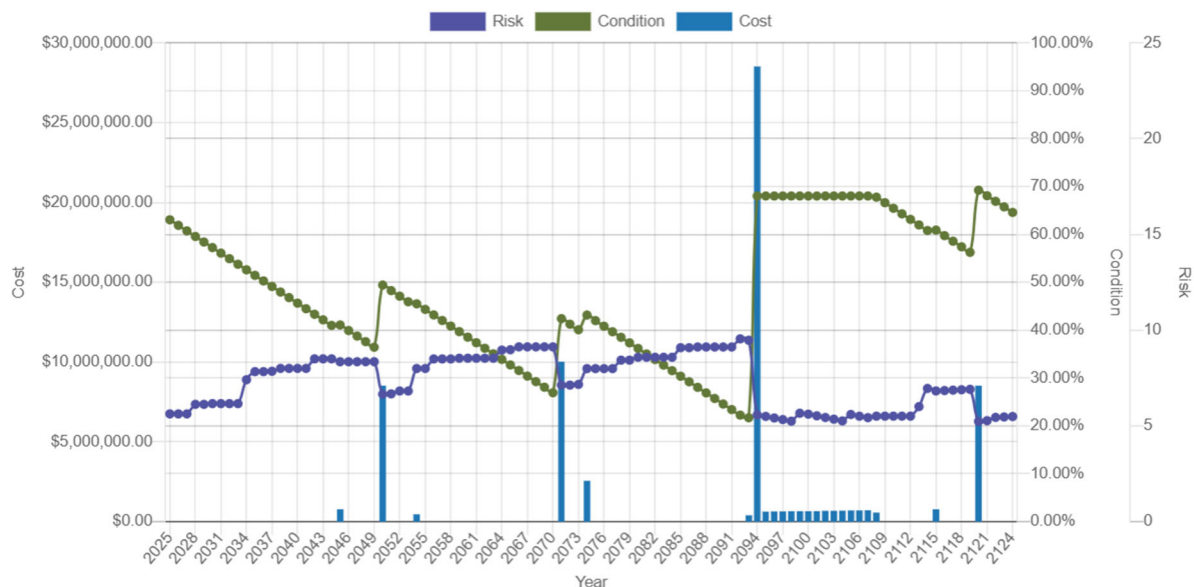
The projected cost of lifecycle activities that would need to be undertaken over the next 10 years to maintain the current assets can be found in Appendix A.

11.3.1 Forecasted Capital Requirements to Maintain Adopted LOS

The forecasted average annual funding required to maintain the adopted Level of Service (LOS) is provided below. The annual funding is calculated over the length of time to ensure each asset has gone through one iteration of replacement.

2022 AMP Average Condition (Adopted LOS)	62%
Adopted LOS Annual Requirement	\$693,470

The graph below contains the level of funding and forecast condition and risk of the assets associated with the adopted levels of service for the next 100 years. In instances where the condition is less than the adopted LOS, the assets have not reached the end of their useful life and are not due for replacement.

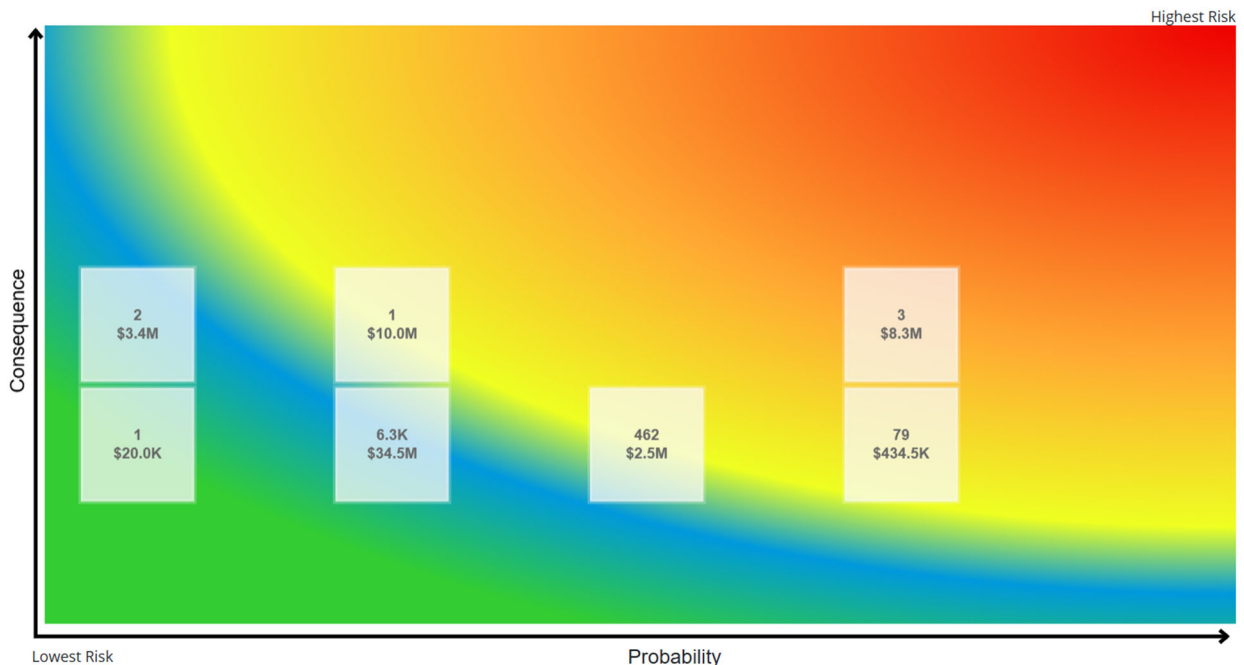


In the tree inventory, the age of the trees is not known. Therefore, the vast majority of tree replacements are shown as taking place around the year 2094 due to condition assessments. This limitation in the graph would be remedied once approximate age of trees were known.

11.4 Risk & Criticality

11.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



This is a high-level model developed for the purposes of this AMP and Town staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

11.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Lifecycle Management Strategies

The Town's shorewall and shoreline infrastructure were not completely captured in the 2022 AMP. A current inventory and condition assessment are required to provide accurate data on replacement and ongoing maintenance of this asset.

11.5 Levels of Service

The following tables identify the Town's current level of service for natural assets. These metrics include performance measures that the Town has selected for this AMP.

11.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by natural assets.

Service Attribute	Qualitative Description	Current LOS (2024)
Safe & Regulatory	Description of the forestry inspection process and timelines for inspections	The entire tree inventory is inspected approximately every 5 years. Trees identified as fair condition or below are inspected annually,

11.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the natural assets.

Service Attribute	Technical Metric	Current LOS (2024)
Reliability	Annual capital reinvestment rate	0.1%
	% of the natural assets that are in good or very good condition	80%
	% of the natural assets that are in poor or very poor condition	16%

11.6 Recommendations

Asset Inventory

- Natural and infrastructure park assets require updated inventory and condition assessment in order to continue to develop strategies and programs for long term maintenance and sustainability.

Replacement Costs

- In order to fund these assets with accurate replacement costs, ongoing inventory and condition assessment is continually required. The trees program within Amherstburg accurately captures the trees within the Town; however this inventory must be continually updated in order to reflect accurate data. Shorewall infrastructure requires a condition assessment and updated inventory in order to accurately capture replacement costs.
- The replacement cost for the trees in this asset management plan is only the cost to remove an old tree and plant 2 new ones. It does not take into account the “value” of the tree. A methodology to determine the value of the tree should be developed to assist in understanding how valuable a tree is to the Town.

Condition Assessment Strategies

- Identify and budget for condition assessment strategies for high value and high-risk natural assets (shorewalls).

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Town has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.

12 Water Network

The Water Network provided by the Town includes the following:

- Amherstburg Water Treatment Plant
- Water Tower
- A distribution system consisting of watermains, valves, hydrants and other water equipment.

The state of the infrastructure for the water network is summarized in the following table.

Water	
Replacement Cost	Condition
\$395.4 million	Fair (57%)

12.1 Water Asset Management

12.1.1 Water and Wastewater Rate Study (2023)

The 2023 Water and Wastewater rate study was completed by Ontario Clean Water Agency (OWCA,) dated January 12, 2024. The study was undertaken to provide a fiscally responsible charge for the users of the water and wastewater systems to fund the operating and capital expenditures for the respective services.

The rate study analyzed budgets, reserve funds & debt positions, asset maintenance data, current & forecasted consumption and growth. A copy of the report is found in Appendix D.

On January 29th, 2024 per CR 20240129-007, Council approved:

That:

- 1. The report from OWCA for the 2023 Amherstburg Water and Waste Water Rate Study BE RECEIVED for information.*
- 2. That Council ADOPT the Recommendation for future rate increases as proposed in the report; and*
- 3. Council DIRECT Administration to initiate a program to review Water and Wastewater rates every 3 years.*

This rate is forecast to maintain appropriate reserve balances over the short to medium term while funding the necessary operating and capital expenditures.

Water rates will need to be re-visited prior to 2027 with an update of the water and wastewater asset management plan.

12.1.2 Water & Wastewater Asset Management Plan (2023)

In November 2023, OCWA completed an Asset Management Plan (AMP) specific to Water and Wastewater assets. The Water and Wastewater AMP analysed the replacement value, condition, funding, growth, risk, and financing strategy for water and wastewater assets in both plant and field locations. The contents of the plan informed the analysis and findings for the 2023 Water and Wastewater Rate Study.

A copy of the 2023 Water and Wastewater Asset Management Plan is attached in Appendix E. Information regarding water assets and the detailed asset management plans surrounding the assets can be found in the report.

Future Water and Wastewater AMPs should be formatted to align with the same reporting methodology so that consistency throughout the entire Asset Management Plan can be attained.

12.2 Asset Age

The table below identifies the average age and the estimated useful life for each asset segment.

Asset Segment	Estimate Useful Life (Yrs)	Average Age (Years)
Amherstburg Water Treatment	5-60	45
Water Distribution	20-75	35.5
AVERAGE		36.5

12.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

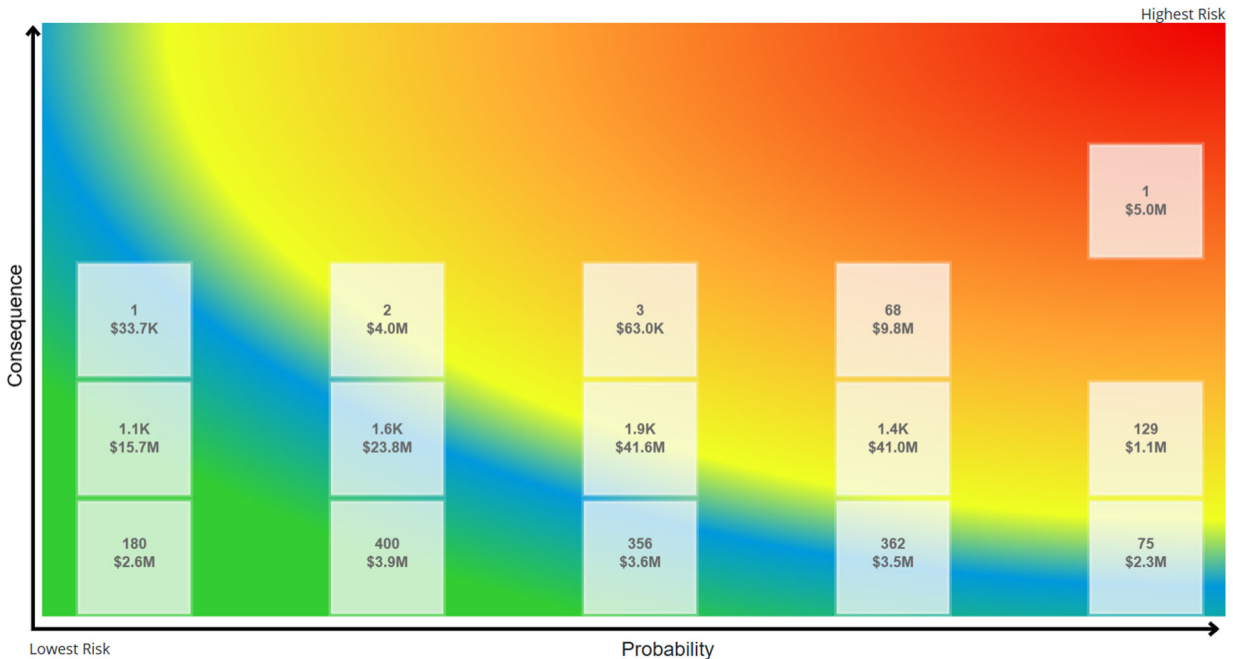
The following table outlines the Town's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Main flushing is completed on the network monthly (some areas are bimonthly) Annual valve turning program as well as hydrant inspections
Rehabilitation	A water relining program is not considered, as the network is relatively small and relining costs are significant.
Replacement	Watermain replacements are prioritized by age, material, diameter, and history of main breaks. The prioritized list of watermains is scheduled to align with work on the storm, wastewater, and roads networks

12.4 Risk & Criticality

12.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

12.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:

Infrastructure Design & Age



Both pipe material and aging infrastructure have been identified as the critical risk factors when managing the water network. Components of the treatment plant are deteriorating and have led to failures in recent years. Ductile iron pipes are a concern; these pipes are brittle, which have led to unexpected breakages in recent years. Further, iron pipes corrode and can lead to color and odour issues with the supplied water. Currently, ductile iron pipes are prioritized for replacement to mitigate these risks.

12.5 Levels of Service

The following tables identify the Town's current level of service for the network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

12.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by water network.

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix B
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	See Appendix B
Reliability	Description of boil water advisories and service interruptions	Amherstburg generally has enough system pressure to prevent contamination during breaks, which usually does not require boil water advisories.

12.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the wastewater network.

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal water system	96%
	% of fire hydrants and/or blow offs flushed annually	100%
	% of properties where fire flow is available	97.7%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0.02
	# of water quality customer complaints per capita related to the water system	0.03
	Annual capital reinvestment rate	0.7%
	% of the water system that is in good or very good condition	45%
	% of the water system that is in poor or very poor condition	9%

12.6 Recommendations

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk water network assets.

Asset Management Strategy

- Future Water and Wastewater AMPs should be formatted to align with the same reporting methodology so that consistency throughout the entire Asset Management Plan can be attained.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- The current water and wastewater asset management plan was developed prior to the council approved risk assessment tool and uses a different methodology. Subsequent asset management plans should adopt the new council approved risk assessment tool.

13 Wastewater Network

The Wastewater Network provided by the Town includes the following:

- Amherstburg Wastewater Treatment Plant
- Big Creek Marsh Wastewater Treatment Plant
- Boblo Island Wastewater Treatment Plant (offline)
- McLeod Wastewater Treatment Plant
- A collection system consisting of pumping stations, manholes, sewer mains, vehicles and equipment.

The state of the infrastructure for the wastewater network is summarized in the following table.

Wastewater	
Replacement Cost	Condition
\$265.7 million	Good (60%)

13.1 Wastewater Asset Management

13.1.1 Water and Wastewater Rate Study (2023)

The 2023 Water and Wastewater rate study was completed by Ontario Clean Water Agency (OWCA) dated January 12, 2024. The study was undertaken to provide a fiscally responsible charge for the users of the water and wastewater systems to fund the operating and capital expenditures for the respective services.

The rate study analyzed budgets, reserve funds & debt positions, asset maintenance data, current & forecasted consumption and growth. A copy of the report is found in Appendix D.

On January 29th, 2024 per CR 20240129-007, Council approved:

That:

- 1. The report from OWCA for the 2023 Amherstburg Water and Waste Water Rate Study BE RECEIVED for information.*
- 2. That Council ADOPT the Recommendation for future rate increases as proposed in the report; and*
- 3. Council DIRECT Administration to initiate a program to review Water and Wastewater rates every 3 years.*

This rate is forecast to maintain appropriate reserve balances over the short to medium term while funding the necessary operating and capital expenditures.

Wastewater rates will need to be re-visited prior to 2027 with an update of the water and wastewater asset management plan.

13.1.2 Water & Wastewater Asset Management Plan (2023)

In November 2023, OCWA completed an Asset Management Plan (AMP) specific to Water and Wastewater assets. The Water and Wastewater AMP analysed the replacement value, condition, funding, growth, risk, and financing strategy for water and wastewater assets in both plant and field locations. The contents of the plan informed the analysis and findings for the 2023 Water and Wastewater Rate Study.

A copy of the 2023 Water and Wastewater Asset Management Plan is attached in Appendix E. Information regarding wastewater assets and the detailed asset management plans surrounding the assets can be found in the report.

Future Water and Wastewater AMPs should be formatted to align with the same reporting methodology so that consistency throughout the entire Asset Management Plan can be attained.

13.2 Asset Age

The table below identifies the average age and the estimated useful life for each asset category.

Asset Category	Estimate Useful Life (Yrs)	Average Age (Years)
McGregor Wastewater Treatment	5-80	31.5
McLeod Wastewater Treatment	5-80	26
Big Creek Wastewater Treatment	5-60	26
Boblo Island Wastewater Treatment	5-60	28
Edgewater Wastewater Treatment	5-80	17
Amherstburg Wastewater Treatment	5-80	16
Wastewater Collection	20-75	33.5
AVERAGE		28.45

13.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

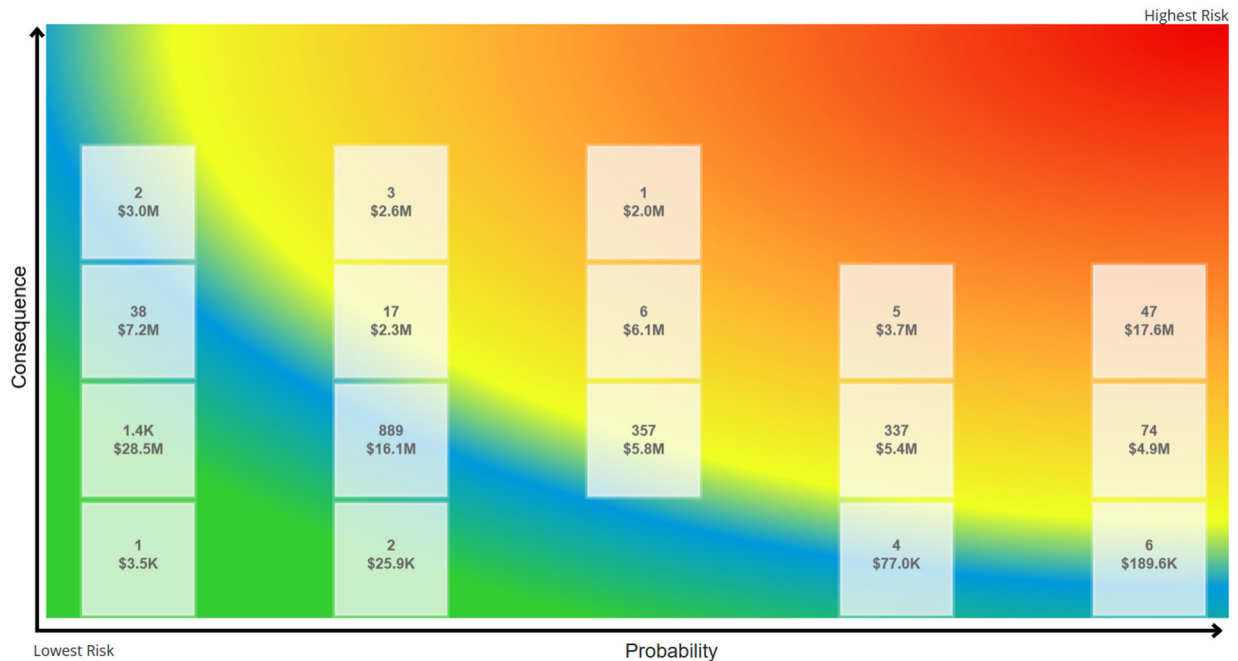
The following table outlines the Township's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	CCTV inspections occur on select sewer mains on a project basis currently
Preventative Maintenance	System flushing is performed on known flat areas
Rehabilitation	Relining is considered as an option instead of replacement at select locations. Pipes with known inflow and infiltration (I&I) issues are prioritized.

13.4 Risk & Criticality

13.4.1 Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2024 inventory data.



The identification of critical assets allows the Town to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

13.4.2 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Town is currently facing:



Climate Change & Extreme Events

With extreme weather events becoming more frequent, the town has experienced inflow & infiltration events from the stormwater system to the wastewater system. These events place a greater burden on the treatment plant since a greater volume of water needs to be treated. As a result, both the treatment plant and collection system will require upgrades to meet future demands.

13.5 Levels of Service

The following tables identify the Town's current level of service for the water and wastewater network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Town has selected for this AMP.

13.5.1 Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by wastewater network.

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	See Appendix B
	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	The Town does not own any combined sewers
Reliability	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	The Town does not own any combined sewers
	Description of how stormwater can get into wastewater sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater can enter wastewater sewers due cross connections. Some stormwater is also able to enter the system from groundwater infiltration. The Town plans to investigate sources as part of a future program

Service Attribute	Qualitative Description	Current LOS (2024)
	Description of how wastewater sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	A By-Law is in place in the Town which forces residents to disconnect
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Effluent refers to water pollution that is discharged from a wastewater treatment plant, and may include suspended solids, total phosphorous and biological oxygen demand. The Environmental Compliance Approval (ECA) identifies the effluent criteria for municipal wastewater treatment plants.

13.5.2 Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the wastewater network.

Service Attribute	Technical Metric	Current LOS (2021)
Scope	% of properties connected to the municipal wastewater system	76.8%
	% of mainline sanitary sewers flushed annually	5%
	# of O&M FTEs per 10km of sewer	0.6
Reliability	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	N/A
	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	0.0005
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0.001
Performance	Capital re-investment rate	0.3%
	% of the wastewater system that is in good or very good condition	54%
	% of linear assets inspected annually	7.4%
	% of the wastewater system that is in poor or very poor condition	4%

13.6 Recommendations

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk wastewater network assets.

Asset Management Strategy

- Future Water and Wastewater AMPs should be formatted to align with the same reporting methodology so that consistency throughout the entire Asset Management Plan can be attained.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- A trenchless re-lining strategy could extend the service life of wastewater mains at a lower total cost of ownership and should be investigated to extend the life of infrastructure at the lowest total cost of ownership.

14 Impacts of Growth

Key Insights

- Understanding the key drivers of growth and demand will allow the Town to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure
- Higher than historical levels of population and employment growth are expected
- The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service

14.1 Description of Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Town to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

14.1.1 The Corporation of the Town of Amherstburg Official Plan (February 2010)

The Town adopted a new Official Plan in 2010 to ensure conformance with the County of Essex Official Plan, and address matters of local planning interest. The Official Plan is a planning document for the purpose of guiding the future development of the Town of Amherstburg, which includes policies to direct the location and type of housing, industry, offices and shops, and streets, parks, transit, schools and recreational community facilities.

The Official Plan has been approved by the County of Essex on July 15, 2009 and the Ontario Municipal Board Approval Minutes of Settlement on February 3rd, 2010.

The Official Plan identifies area for new growth as areas that can be serviced with municipal sanitary sewer service and water supplies. The majority of the areas selected for future growth are extensions of established areas in order to efficiently provide services to residents of the community. The areas identified for residential development include the old Town of Amherstburg, lands south of the old Town, lands north of Texas Road, McGregor, Bois Blanc Island and Amherst Point. All these areas have sanitary sewer services available.

The majority of non-residential growth will be directed to the Town's Neighbourhood Commercial areas and General Commercial Areas, with some development permitted in Commercial Special Policy Areas, following the Commercial Land Use Designation Policies.

A new Town of Amherstburg Official Plan is anticipated to be approved in 2025. It will use data from the recent County of Essex Official Plan (2024) and updated information for the municipality.

14.1.2 County of Essex Official Plan (October 2024)

The County is responsible for the allocation of growth to the local municipalities, which is based on a combination of local factors including: local planning policy; historic and recent growth trends; market demand; and the capacity to accommodate growth from land supply and servicing perspectives.

The following table outlines the historical population, based on 2021 census data, and the population forecasts allocated to Amherstburg in the 2024 County of Essex Official Plan and 2022 Growth Analysis Report – Essex County.

Year	Population
2021	23,524
2026	26,400
2031	28,500
2041	32,700
2051	36,100

14.2 Impact of Growth on Lifecycle Activities and Financial Strategy

As part of the legislated requirements, the Town's asset management plan must include a discussion of how the assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management and financial strategy.

Planning for forecasted population growth may require the expansion of existing infrastructure and services. There is some uncertainty about the quantity of growth due to the dynamic global geopolitical environment in 2025 and the impacts this could have on the global, North American, regional and local economies.

Acknowledging the uncertainty about the larger-scale economies, the Town has the ability to create certainty over how development occurs and new growth-related assets are or are not created. The concept of "Compact Built Form" as defined in the Provincial Planning Statement (2024) could be applied to new development in Amherstburg. This could result in efficient use of land and shorter lengths of linear infrastructure that need to be operated, maintained, rehabilitated and replaced over their life-cycles. Compact built form contributes to minimizing both liabilities and

risks associated with the creation of growth-related assets.

As growth-related assets are constructed or acquired, they should be integrated into the Town's AMP. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the Town will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the adopted level of service.

There are currently no major additional assets that need to be forecast into the 5-10 year capital plan to account for growth. If growth remains at a moderate level, the current budgeting strategy can be maintained and will not alter the recommended financial strategy of a gradual increase to the reserve accounts through the asset management levy. If unanticipated growth were to occur, projects would have to be re-prioritized within the budgeting process.

See Appendix F – 2024 Development Charges Study for additional planning information.

15

Financial Strategy

Key Insights

- The Town is committing approximately \$8.9 million towards capital projects for tax levy assets per year as per the 5-year capital plan annual average funding
- Given the adopted Level of Service (LOS) annual capital requirement of \$20.2 million for tax levy assets, there is currently a funding gap of \$11.3 million annually
- For tax-funded assets, it is recommended to increase tax revenues by an additional 2.5% each year for the next 10 years to work towards achieving a sustainable level of funding to meet the adopted LOS
- For the water and wastewater network, the 2024 rate study approved by Council recommended increasing the water and wastewater rates annually for 2024-2026 and monitor real growth rates to inform future rate adjustments.

15.1 Financial Strategy Overview

For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the Town of Amherstburg to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

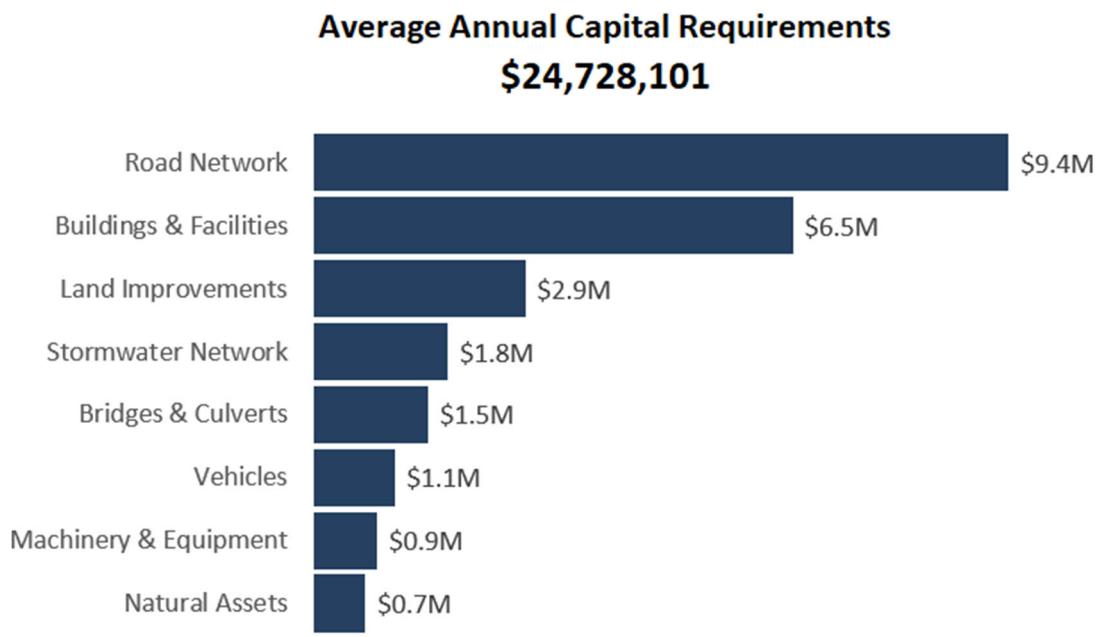
1. The financial requirements for:
 - a. Existing assets
 - b. Existing service levels
 - c. Requirements for Council's adopted level of service
 - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
 - a. Tax levies
 - b. User fees
 - c. Reserves
 - d. Debt
 - e. Development charges
3. Use of non-traditional sources of municipal funds:
 - a. Reallocated budgets
 - b. Partnerships
 - c. Procurement methods
4. Use of Senior Government Funds:
 - a. Canadian Community Building Fund
 - b. Ontario Community Infrastructure Fund (OCIF)
 - c. Specific project grants

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

15.1.1 Annual Requirements & Capital Funding

Average Annual Requirements

The average annual requirements represent the amount the Town would need to allocate annually to each asset category in order to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. This full funding level allows for replacement when the assets reach the end of their useful life. If the Town wanted to raise their LOS to meet this threshold, the Town would need to allocate approximately \$24.7 million annually to address capital requirements for the tax levy assets included in this AMP.



For most asset categories the annual requirement has been calculated based on a “replacement only” scenario, in which capital costs are only incurred at the construction and replacement of each asset.

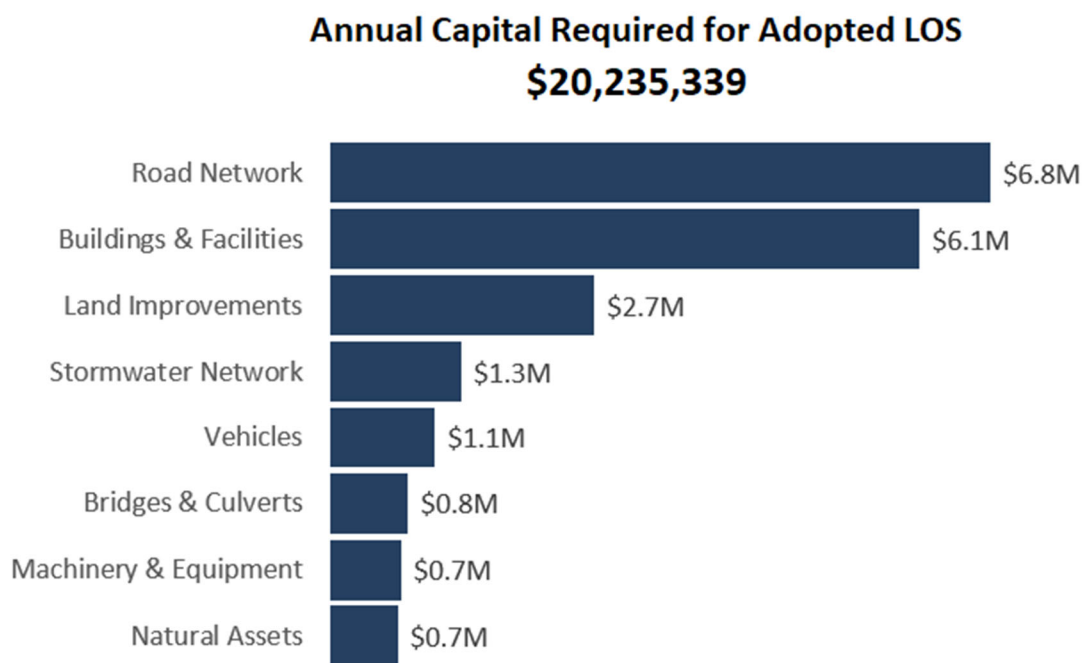
However, for the Road Network and Stormwater Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Town’s roads and stormwater mains respectively. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented:

1. **Replacement Only Scenario:** Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.

2. **Lifecycle Strategy Scenario:** Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Requirements for Adopted Level of Service (LOS)

The funding required for the adopted Level of Service to maintain the 2022 AMP levels of service of condition and levels of risk is shown below. This is a lower level of service than Average Annual Requirements since some assets will need to be kept past the end of their useful life or have delayed replacement. The Town would need to allocate approximately \$20.2 million annually to maintain the adopted LOS.



Annual Funding Available

The below table shows the current annual average projected spend for the 5-year capital plan. These numbers represent the total amounts approved in principle over the next 5 years in the 2025 capital budget and averaged to an annual amount. These allocations by asset category will change over the years, depending on what capital projects are prioritized year by year and what assets are in need of replacement. The allocation by asset segment should not be taken as absolute, instead only representative of the current funding allocation.

Asset Category	Projected 5-Year Average Annual Investment	
Road Network	\$	5,370,460
Stormwater Network	\$	15,000
Bridges & Culverts	\$	962,000
Building & Facilities	\$	442,000
Machinery & Equipment	\$	249,940
Land Improvements	\$	756,000
Natural Assets	\$	50,000
Vehicles	\$	1,095,200
TOTAL	\$	8,940,600

Based on an annual average projected spend for the 5-year capital plan, the Town is committing approximately \$8.9 million towards capital tax levy asset projects per year. Given the annual capital requirement of \$20.2 million to meet adopted LOS, there is currently a funding gap of \$11.3 million annually.

15.2 Funding Objective

15.2.1 Tax Funded Assets

Two scenarios have been developed: one that would enable Amherstburg to fund the average annual requirements and one that would move towards addressing funding for the adopted level of service shortfall. The scenarios are presented with a 10, 15 and 20-year timeline for the following assets:

Tax Funded Assets: Road Network, Storm Network, Bridges & Culverts, Buildings & Facilities, Machinery & Equipment, Natural Assets, Land Improvements and Vehicles.

15.2.2 Rate Funded Assets

Council has recently approved a funding strategy for the following assets:

Rate Funded Assets: Water & Wastewater

On January 12, 2024, council approved the 2023 Water and Wastewater rate study completed by Ontario Clean Water Agency (OWCA,). The study analyzed budgets, reserve funds & debt positions, asset maintenance data, current & forecasted consumption and growth.

The attached Water and Wastewater Rate Study report in Appendix D includes the recommended rate for funding. This rate is forecast to maintain appropriate reserve balances over the short to medium term while funding the necessary operating and capital expenditures.

Since the water and wastewater asset management funding strategy has been addressed through council directive with the rate study, the info has been included in this report for information purposes and to provide a single source for the 2025 AMP.

Water and wastewater rates will need to be re-visited prior to 2027 with an update of the water and wastewater asset management plan. Future Water and Wastewater AMPs should be formatted to align with the same reporting methodology so that consistency throughout the entire Asset Management Plan can be attained.

15.3 Financial Profile: Tax Funded Assets

15.3.1 Current Funding Position

The following tables show, by asset category, Amherstburg's annual capital expenditure requirements to meet adopted LOS and projected annual capital spend.

Asset Category	Adopted LOS Requirements	Projected 5-Year Average Annual Capital Spend
Road Network	\$ 6,797,518	\$ 5,370,460
Stormwater Network	\$ 1,346,190	\$ 15,000
Bridges & Culverts	\$ 801,482	\$ 962,000
Building & Facilities	\$ 6,068,942	\$ 442,000
Machinery & Equipment	\$ 728,316	\$ 249,940
Land Improvements	\$ 2,719,839	\$ 756,000
Natural Assets	\$ 693,470	\$ 50,000
Vehicles	\$ 1,079,582	\$ 1,095,000
	\$ 20,235,339	\$ 8,940,600

The average annual capital expenditure requirement for the above categories is \$20.2 million. The average annual 5-year capital budget currently allocated to these assets for capital purposes is \$8.9 million, leaving an annual deficit of \$11.3 million. Put differently, these infrastructure categories are currently funded at 44% of their long-term requirements to meet adopted LOS.

The following table shows annual funding sources for assets. Some reserves are dedicated to specific assets and can only be utilized according to their restrictions.

Annual Funding Sources				
CCBF	OCIF	Taxes To Dedicated Reserves	Taxes to Reserves	Total Funding Sources
\$ 1,200,850	\$ 2,556,779	\$1,384,462	\$6,188,919	\$9,946,548

Note: not including water and wastewater reserves and not including operating reserves. Therefore, total will not tie out to cash position on financial statements because not all reserves included.

15.3.2 Full Funding Requirements

In 2025, the Town of Amherstburg has annual budgeted tax revenues of \$32 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following one-time tax increase for either of the two scenarios:

Funding Scenario	Requirement	5 Yr Average Annual Funding	Deficit	One-Time Tax Change Required for Full Funding
Average Annual Requirement	\$24,728,101	\$8,940,600	\$15,787,501	49.3%
Capital Requirements for Adopted LOS	\$20,235,339	\$8,940,600	\$11,294,739	35.3%

Note: The calculated annual increase includes a 3% annual compounding inflationary adjustment.

As part of the 2024 Asset Management Update, Council Resolution 20240708-010 directed that:

Administration develop 10, 15- and 20-year models for new re-investment rates based on the 2025 asset management plan and that it be brought back to the Audit and Finance Advisory Committee for their review and recommendation to Council.

As requested, the required tax levy increase required to address the funding shortfall is shown over a number of different timelines. Both the Average Annual Requirement and Capital Requirements for Adopted LOS is shown in the scenarios. The Average Annual Requirement represents the amount needed if assets were to be replaced at the end of their estimated useful lives and is a higher level of service than the adopted LOS. The Capital Requirements for Adopted LOS is the Council approved LOS required to maintain assets at the same condition level as the 2022 AMP.

The tables below outline various financial strategies to move toward addressing the funding shortfall:

Financial Strategy #1 -Average Annual Requirement				
Infrastructure Deficit	\$15,787,501	\$15,787,501	\$15,787,501	\$15,787,501
One Time Tax Increase	49%	49%	49%	49%
YEARS	10	15	20	77
Annual Increase:	5.8%	4.1%	3.3%	1.6%
Current AMP Levy	1.6%	1.6%	1.6%	1.6%
Change:	4.2%	2.5%	1.7%	0.0%

Note: The calculated annual increase includes a 3% annual compounding inflationary adjustment.

The above rates show the additional tax levy required, in addition to the current AMP levy, in order to work towards full funding for end of life replacement of existing assets. The table is based on the amount of years it would take for that rate to be applied annually to reach asset funding parity. The last column shows it would take 77 years to reach parity if only remaining at the current asset management levy of 1.6%.

Financial Strategy #2 -Council Adopted LOS				
Infrastructure Deficit	\$11,294,739	\$11,294,739	\$11,294,739	\$11,294,739
One Time Tax Increase	35%	35%	35%	35%
YEARS	10	15	20	35
Annual Increase:	4.1%	3.0%	2.4%	1.6%
Current AMP Levy	1.6%	1.6%	1.6%	1.6%
Change:	2.5%	1.4%	0.8%	0.0%

Note: The calculated annual increase includes a 3% annual compounding inflationary adjustment.

The above rates show the additional tax levy required, in addition to the current AMP levy, in order to work towards full funding for replacement of existing assets at the Council adopted Level of Service (LOS from 2022 AMP). The table is based on the amount of years it would take for that rate to be applied annually to reach asset funding parity. The last column shows it would take 35 years to reach parity if only remaining at the current asset management levy of 1.6%.

15.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 10-year option. This involves funding for the adopted LOS deficit being addressed over 10 years by:

- a) Increasing tax revenues by 2.5% in addition to the current 1.6% asset management levy each year for the next 10 years, solely for the purpose of phasing in funding to the tax funded asset categories covered in this section of the AMP.
- b) Reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- c) Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.
- d) Allocating the current CCBF and OCIF revenue as outlined previously.
- e) Allocating the scheduled OCIF grant increases to the infrastructure deficit as they occur.

Notes:

- 1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included base line OCIF formula-based funding, if applicable, since this funding is a multi-year commitment².
- 2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option seeks to address the funding gap on an annual basis over 10 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$ 2.6 million for the Stormwater Network, \$6.6 million for Road Network, \$11.9 million for Buildings, \$943K for Machinery & Equipment, \$2.7 million for Vehicles and \$2.6 million for Land Improvements.

² The Town should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based and risk analysis may require otherwise.

15.3.4 Funding Shortfall for Adopted Levels of Service

Since the financial strategy will take some time before it is at a sustainable level of funding, there will be a number of years that many asset classes will not meet the financial requirements for the proposed/adopted levels of service.

The Town will undertake the lifecycle activities as outlined each subsequent year in the rolling 5-year capital plan. Lifecycle activities will be prioritized in each area based on need, priorities and risk tolerance. As part of the budget process, a review of the asset management progress will be included and council will be able to direct any necessary changes. Risks will be managed on a priority basis within the budget deliberation.

15.4 Use of Debt

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1 million project financed at 4.0%³ over 15 years would result in a 35% premium or \$350,000 of increased costs due to interest payments. This is equivalent to one-time tax levy increase of 1.09%. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects.

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

A change in 15-year rates from 4% to 6% would change the premium from 35% to 54%. Such a change would have a significant impact on a financial plan.

³ Current municipal Infrastructure Ontario rates for 15-year money is 4.29 %, as of April 2025.

The following tables outline how Amherstburg has historically used debt for investing in the asset categories as listed:

Asset Category	Current Debt Outstanding (2024)	Use of Debt in the Last Five Years				
		2020	2021	2022	2023	2024*
Road Network	3,353,896					
Stormwater Network						
Bridges & Culverts						
Buildings & Facilities	4,227,302					
Machinery & Equipment	-					
Land Improvements	229,422					
Natural Assets						
Vehicles						
Total Tax Funded:	7,810,620	0	0	0	0	0
Water Network	2,145,054					
Wastewater Network	13,833,459					
Total Rate Funded:	15,978,513	0	0	0	0	0

*While Council has approved the use of debt for specific projects (eg Water Treatment Plant expansion and Fire Hall), debt has not yet needed to be issued for these projects. Therefore, the debt amounts are not included in the schedule.

There is currently \$7.8 million of debt outstanding for tax funded assets with corresponding annual principal and interest payments of \$751,887. As well, there is currently \$16 million of debt outstanding for rate funded assets with corresponding annual principal and interest payments of \$2,266,400 until 2031 and reduced payments thereafter. These amounts are well within its provincially prescribed maximum annual payment of \$12.7 million as of 2023.

Asset Category	Principal & Interest Payments in the Next Ten Years*									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Road Network	365,621	365,621	365,621	365,621	365,621	365,621	365,621	365,621	365,621	365,621
Stormwater Network										
Bridges & Culverts										
Buildings & Facilities	358,716	358,716	358,716	358,716	358,716	358,716	358,716	358,716	358,716	358,716
Machinery & Equipment	-	-	-							
Land Improvements	27,550	27,550	27,550	27,550	27,550	27,550	27,550	27,550	27,550	27,550
Vehicles										
Total Tax Funded:	751,887	751,887	751,887	751,887	751,887	751,887	751,887	751,887	751,887	751,887
Water Network	257,057	257,057	257,057	257,057	257,057	257,057	257,057	257,057	257,057	257,057
Wastewater Network	2,009,343	2,009,126	2,008,909	2,008,695	2,008,475	2,008,257	2,008,040	687,384	687,384	565,388
Total Rate Funded:	2,266,400	2,266,183	2,265,966	2,265,752	2,265,532	2,265,314	2,265,097	944,441	944,441	822,445

*While Council has approved the use of debt for specific projects (eg Water Treatment Plant expansion and Fire Hall), debt has not yet needed to be issued for these projects. Therefore, the debt amounts are not included in the schedule.

The revenue options outlined in this plan allow Amherstburg to plan towards funding its long-term infrastructure requirements without further use of debt. However, debt may need to be considered in the interim until the funding gap is addressed.

15.5 Use of Reserves

15.5.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- a) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- b) financing one-time or short-term investments
- c) accumulating the funding for significant future infrastructure investments
- d) managing the use of debt
- e) normalizing infrastructure funding requirement

The table below outlines the details of the reserves available to Amherstburg for existing assets. NOTE: This is a year-end balance and does not reflect committed funds.

Reserve Balances (on December 31, 2024*)				
CCBF	OCIF	Dedicated Reserves	General Reserves	Total Available
\$ 1,805,885	\$ 2,914,589	\$7,876,863	\$15,217,257	\$27,814,594

* Unaudited. Financial statements have not been approved through council at time of printing.

Note: This does not include water and wastewater reserves and does not include operating reserves. Therefore, total will not tie out to cash position on financial statements because not all reserves included.

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Town should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should consider when determining their capital reserve requirements include:

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Amherstburg's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

The benefit of having healthy reserve balances is that:

- a) Reduce debt load
- b) Stay in compliance with debt policy and municipal act.
- c) Can borrow from yourself rather than external source
- d) Cash availability in event of emergency or emergent need
- e) Flexibility to the municipality

15.5.2 Recommendation

In order to address the annual funding shortfall of \$11.3 million, it is recommended that a 10-year funding strategy resulting in a 2.5% increase in addition to the 1.6% for asset management be implemented.

Past 2025, Ontario Regulation 588/17 will require Amherstburg to provide a new asset management plan every 5 years. We recommend that future planning should reflect Council approved adjustments to service levels and their impacts on future funding requirements of reserve balances.

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Appendices

Key Insights

- Appendix A identifies projected capital requirements for each asset category for estimated useful life replacement
- Appendix B includes several maps that have been used to visualize the current level of service
- Appendix C provides performance of assets over 10 years
- Appendix D includes 2023 Water and Wastewater Rate Study
- Appendix E includes 2023 Water and Wastewater Asset Management Plan
- Appendix F includes 2024 Development Charges Background Study

Appendix A: Capital Requirements for Estimated Useful Life Replacement

With the proposed Levels of Service set at 2022 Asset Management Plan condition levels, some assets would need to be maintained or not replaced until past their estimated useful life. The following sections show the cost requirements if the level of service was increased to allow for asset replacement at end of useful life.

a) 10-Year Capital Requirements for Replacement at End of Useful Life

The following tables identify the capital cost requirements for each of the next 10 years in order to meet capital requirements to replace assets at the end of their estimated useful life. Note: Backlog refers to assets that are older than their estimated useful life.

	Backlog	Bridges & Culverts									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	\$ -	\$1,042,000	\$1,140,000	\$ 213,000	\$ 132,000	\$1,277,000	\$ 353,000	\$ 435,000	\$ -	\$ 100,000	\$ 407,000
Culverts	\$ -	\$1,423,000	\$ 336,000	\$1,167,000	\$ 557,000	\$ 406,500	\$1,092,000	\$ 537,000	\$ 674,750	\$ 722,000	\$ 117,000
Bridges & Culverts Total	\$ -	\$2,465,000	\$1,476,000	\$1,380,000	\$ 689,000	\$1,683,500	\$1,445,000	\$ 972,000	\$ 674,750	\$ 822,000	\$ 524,000

	Buildings & Facilities										
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$ 5,747,208	\$ 86,694	\$ 572,757	\$ 493,354	\$ 541,837	\$ 2,181,638	\$ 152,987	\$ 184,802	\$ 959,676	\$ -	\$ -
Facilities	\$ -	\$ 11,700	\$ -	\$ 2,581	\$ -	\$ 48,517	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Stations	\$ 1,571,362	\$ 1,679,126	\$ 1,895,010	\$ 1,579,573	\$ 1,071,219	\$ 2,980,591	\$ 1,441,784	\$ 1,170,550	\$ 1,205,666	\$ 1,241,836	\$ 1,279,091
Historical Buildings & Libraries	\$ 758,176	\$ 1,167,246	\$ 398,404	\$ 190,791	\$ 38,255	\$ 1,061,860	\$ -	\$ 7,485	\$ 11,791,025	\$ -	\$ 117,281
Municipal Parking Lots	\$ -	\$ -	\$ -	\$ 764,909	\$ -	\$ -	\$ -	\$ -	\$ 589,048	\$ -	\$ 221,746
Parks Buildings	\$ 390,515	\$ 94,955	\$ 531,413	\$ 7,786	\$ 458,069	\$ 238,839	\$ 49,975	\$ 4,450	\$ 69,740	\$ -	\$ -
Protection Services	\$ 58,924	\$ 49,592	\$ 130,391	\$ 49,576	\$ -	\$ 240,626	\$ -	\$ 91,638	\$ -	\$ -	\$ -
Public Works	\$ 1,476,580	\$ 1,054,893	\$ 234,185	\$ 243,692	\$ -	\$ 77,588	\$ 232,529	\$ 325,944	\$ 782	\$ -	\$ -
Recreation Centres	\$ 1,913,458	\$ 69,638	\$ 504,573	\$ 1,876,562	\$ 64,703	\$ 1,573,701	\$ 68,644	\$ 1,218,896	\$ 3,371,493	\$ 75,009	\$ 590,978
Buildings & Facilities Total	\$11,916,223	\$ 4,213,844	\$ 4,266,733	\$ 5,208,824	\$ 2,174,082	\$ 8,403,360	\$ 1,945,917	\$ 3,003,764	\$17,987,430	\$ 1,316,845	\$ 2,209,096

	Land Improvements										
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fencing	\$ -	\$ -	\$ 55,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525,710	\$ -	\$ -
Park Amenities	\$ 69,078	\$ 5,768	\$ 29,921	\$ 23,119	\$ 128,627	\$ 6,492	\$ 21,393	\$ 29,280	\$ 18,181	\$ 660,265	\$ 14,857
Park Infrastructure	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Lots - Parks	\$ -	\$ -	\$ -	\$ 1,174,682	\$ 1,238,060	\$ 927,419	\$ -	\$ -	\$ 374,414	\$ -	\$ 134,392
Pathways/Signage	\$ 993,950	\$ -	\$ -	\$ 794,959	\$ -	\$ -	\$ -	\$ -	\$ 1,859,346	\$ -	\$ -
Play Spaces	\$ -	\$ -	\$ 424,360	\$ -	\$ 1,857,090	\$ 173,891	\$ 1,432,863	\$ -	\$ 190,016	\$ 391,432	\$ 1,814,287
Sport Spaces	\$ 1,313,250	\$ -	\$ -	\$ 1,562,600	\$ 140,689	\$ 434,728	\$ -	\$ -	\$ -	\$ -	\$ 1,108,731
Structures	\$ -	\$ -	\$ -	\$ 191,227	\$ -	\$ 524,089	\$ -	\$ -	\$ 25,335	\$ -	\$ 248,625
Land Improvements Total	\$ 2,582,278	\$ 5,768	\$ 509,970	\$ 3,746,586	\$ 3,364,464	\$ 2,066,619	\$ 1,454,255	\$ 29,280	\$ 2,993,001	\$ 1,051,697	\$ 3,320,891

	Machinery & Equipment										
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Facilities	\$ 7,416	\$ 27,810	\$ 42,436	\$ 7,868	\$ -	\$ -	\$ 250,751	\$ 8,855	\$ 301,152	\$ 69,645	\$ 282,222
Fire	\$ 418,077	\$ 75,345	\$ 211,066	\$ 132,493	\$ 99,889	\$ 130,708	\$ 215,067	\$ 129,444	\$ 110,526	\$ 202,566	\$ 191,844
IT	\$ 240,351	\$ 83,276	\$ 66,731	\$ 172,651	\$ 91,335	\$ 1,250,799	\$ 184,780	\$ 153,488	\$ 326,257	\$ 87,028	\$ 161,740
Parks	\$ 277,159	\$ 164,924	\$ 163,389	\$ 181,869	\$ 39,314	\$ -	\$ 443,495	\$ -	\$ 28,325	\$ -	\$ 22,847
Public Works	\$ -	\$ -	\$ 51,032	\$ 9,835	\$ 225,008	\$ -	\$ 868,183	\$ -	\$ 476,559	\$ 766,173	\$ 94,074
Machinery & Equipment Total	\$ 943,002	\$ 351,354	\$ 534,654	\$ 504,715	\$ 455,546	\$ 1,381,507	\$ 1,962,276	\$ 291,788	\$ 1,242,818	\$ 1,125,413	\$ 752,728

	Natural Assets											
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Naturalized Areas	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shorewalls	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Natural Assets Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Road Network											
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Asphalt Road Surface (Rural)	\$ -	\$ 2,034,677	\$ 1,022,407	\$ 810,094	\$ 1,196,202	\$ 91,809	\$ 1,225,058	\$ 2,123,904	\$ 864,272	\$ 3,857,115	\$ 3,711,781	
Gravel Road Surface	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,201	\$ -	\$ 158,051	\$ 100,524	
Multi-Type Road Surface (Urban)	\$ 268,779	\$ 2,341,308	\$ 1,086,162	\$ 758,837	\$ 337,766	\$ 215,843	\$ 758,363	\$ 586,008	\$ 188,542	\$ 384,716	\$ 1,665,515	
ROW Structures	\$ -	\$ 20,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sidewalks	\$ 101,069	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,146,028	\$ -	\$ -	
Signalized Crossings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,304,773	\$ -	
Streetlights	\$ 6,264,975	\$ 180,250	\$ 84,872	\$ 442,555	\$ 67,530	\$ 75,353	\$ 191,048	\$ -	\$ 633,385	\$ 130,477	\$ 20,159	
Tar & Chip Road Surface	\$ -	\$ 20,578	\$ 49,912	\$ 23,885	\$ 1,719	\$ -	\$ -	\$ 55,165	\$ 19,257	\$ 45,473	\$ 81,421	
Road Network Total	\$ 6,634,823	\$ 4,597,413	\$ 2,243,353	\$ 2,035,371	\$ 1,603,218	\$ 383,005	\$ 2,174,469	\$ 2,821,276	\$ 2,851,483	\$ 5,880,606	\$ 5,579,400	

	Stormwater Network											
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Catch Basins	\$ 2,379,300	\$ 687,525	\$ 1,113,945	\$ 278,645	\$ 101,296	\$ 156,502	\$ 223,885	\$ 451,978	\$ 123,510	\$ -	\$ 262,064	
MD Pumping Stations	\$ 193,063	\$ 1,164,725	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,426	
Storm Pumping Stations	\$ -	\$ -	\$ -	\$ 74,263	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Stormwater Manholes	\$ -	\$ 1,738,125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Stormwater Pipes	\$ -	\$ 57,465	\$ -	\$ -	\$ -	\$ -	\$ 71,063	\$ 148,214	\$ -	\$ 852,230	\$ -	
Stormwater Ponds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,014,113	\$ -	\$ -	\$ -	\$ -	
Stormwater Network Total	\$ 2,572,363	\$ 3,647,840	\$ 1,113,945	\$ 352,908	\$ 101,296	\$ 156,502	\$ 3,309,060	\$ 600,193	\$ 123,510	\$ 852,230	\$ 336,490	

	Vehicles											
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Building	\$ -	\$ -	\$ -	\$ 49,173	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,715	\$ -	
By-law	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,239	\$ 67,196	
Facilities	\$ -	\$ -	\$ -	\$ 245,864	\$ -	\$ -	\$ 77,613	\$ -	\$ -	\$ 176,144	\$ -	
Fire - Heavy Duty	\$ 1,236,000	\$ -	\$ -	\$ -	\$ 3,376,526	\$ -	\$ 1,910,484	\$ -	\$ 2,026,832	\$ -	\$ -	
Fire - Light Duty	\$ 412,000	\$ 103,000	\$ 30,766	\$ 109,273	\$ -	\$ 86,946	\$ 597,026	\$ -	\$ 126,677	\$ -	\$ 60,476	
Parks	\$ -	\$ -	\$ -	\$ -	\$ 191,337	\$ -	\$ 47,762	\$ -	\$ 152,012	\$ -	\$ 154,550	
Public Works	\$ 1,078,442	\$ 226,600	\$ -	\$ 213,082	\$ 348,908	\$ -	\$ 477,621	\$ 110,689	\$ -	\$ 91,334	\$ 651,799	
Vehicles Total	\$ 2,726,442	\$ 329,600	\$ 30,766	\$ 617,391	\$ 3,916,771	\$ 86,946	\$ 3,110,506	\$ 110,689	\$ 2,305,522	\$ 391,432	\$ 934,022	

	Wastewater Network											
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
McGregor WWC		\$ -	\$ 39,950	\$ 39,950	\$ 39,980	\$ 339,890	\$ 339,849	\$ 80,080	\$ 79,950	\$ 79,800	\$ 80,200	
McLeod WWT		\$ 159,750	\$ -	\$ 59,685	\$ -	\$ 200,000	\$ 199,981	\$ 199,866	\$ 199,696	\$ 199,625	\$ 200,630	
Big Creek Marsh WWT		\$ 82,225	\$ 69,100	\$ -	\$ -	\$ 79,825	\$ 80,000	\$ 80,175	\$ 79,900	\$ 80,000	\$ 80,000	
Boblo Island WWT		\$ -	\$ -	\$ -	\$ -	\$ 59,780	\$ 60,150	\$ 60,000	\$ 59,500	\$ 60,300	\$ 56,824	
Edgewater Beach WWT		\$ -	\$ -	\$ -	\$ -	\$ 89,445	\$ 90,550	\$ 89,850	\$ 87,900	\$ 50,775	\$ 128,800	
Amherstburg WWT		\$ 229,889	\$ 99,910	\$ 150,000	\$ 99,920	\$ 1,441,620	\$ 262,950	\$ 642,105	\$ 352,822	\$ 289,475	\$ 147,535	
Wastewater Collection		\$ 150,000	\$ 1,900,000	\$ 700,000	\$ -	\$ 160,427	\$ 232,102	\$ 144,219	\$ 75,211	\$ 385,336	\$ 181,047	
Wastewater Machinery & Equip't	\$ 15,450	\$ 17,819	\$ 3,501	\$ -	\$ 4,502	\$ -	\$ 14,370	\$ 24,597	\$ -	\$ -	\$ -	
Wastewater Vehicles	\$ 154,500	\$ -	\$ -	\$ 42,616	\$ 29,263	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Wastewater Network Total	\$ 169,950	\$ 639,683	\$ 2,112,461	\$ 992,251	\$ 173,665	\$ 2,370,987	\$ 1,279,952	\$ 1,320,892	\$ 934,979	\$ 1,145,311	\$ 875,035	

	Water Network											
	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Amherstburg WT		\$ 1,085,151	\$ 2,077,520	\$ 1,347,300	\$ 479,380	\$ 5,317,593	\$ 196,300	\$ 193,643	\$ 100,020	\$ 84,220	\$ 1,315,450	
Watermains		\$ 1,198,969	\$ -	\$ 570,488	\$ 616,702	\$ 808,056	\$ 1,682,331	\$ 475,302	\$ 1,706,030	\$ 580,507	\$ 1,882,755	
Water Machinery & Equipment	\$ 27,994	\$ 31,621	\$ 8,487	\$ 95,985	\$ 1,801	\$ -	\$ 23,881	\$ 1,968	\$ -	\$ 16,635	\$ 11,126	
Water Meters	\$ -	\$ 360,500	\$ 371,315	\$ 382,454	\$ 393,928	\$ 405,746	\$ 417,918	\$ 430,456	\$ 443,370	\$ 456,671	\$ 470,371	
Water Vehicles	\$ 427,223	\$ -	\$ -	\$ 28,411	\$ 43,895	\$ -	\$ -	\$ -	\$ -	\$ 567,576	\$ 107,513	
Water Network Total	\$ 455,218	\$ 2,676,241	\$ 2,457,322	\$ 2,424,639	\$ 1,535,706	\$ 6,531,396	\$ 2,320,431	\$ 1,101,369	\$ 2,249,419	\$ 1,705,609	\$ 3,787,215	

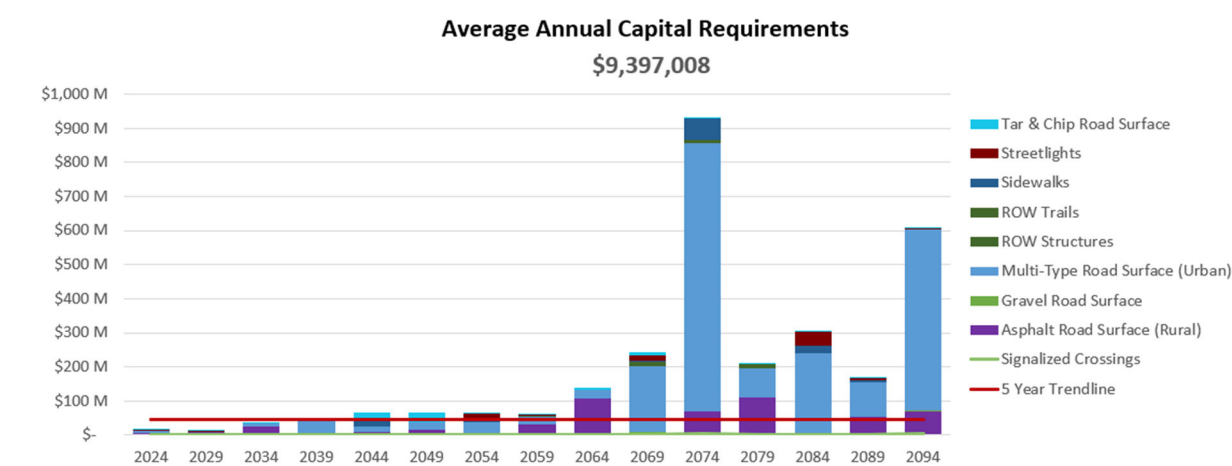
b) Long Term Capital Requirements for Asset Replacement at End of Useful Life

The following graphs depict the annual requirements if the Town were to fund the replacement of tax levy assets at the end of their useful life.

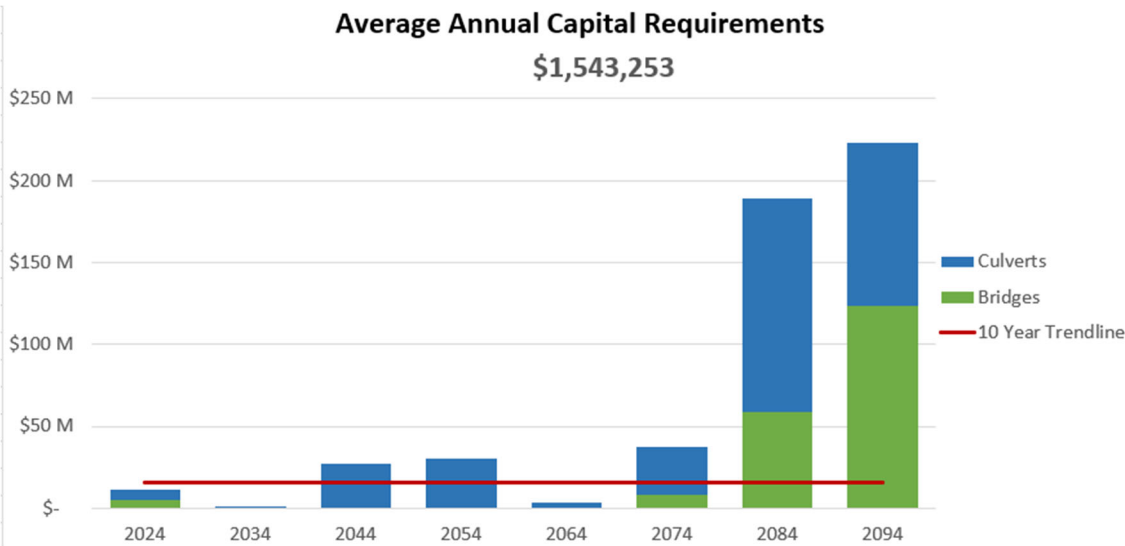
Based on the lifecycle strategies identified in each of the chapters and assuming the end-of-life replacement of assets, the following graphs forecast the long-term capital requirements that would be required for each of the tax levy asset classifications.

The annual capital requirement represents the average amount per year that the Town would need to allocate towards funding rehabilitation and replacement needs if replacing assets at the end of useful life. The following graphs identify capital requirements if every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year or 10-year bins and the trend line represents the average 5-year or 10-year capital requirements to meet average annual replacement funding for asset end-of-life.

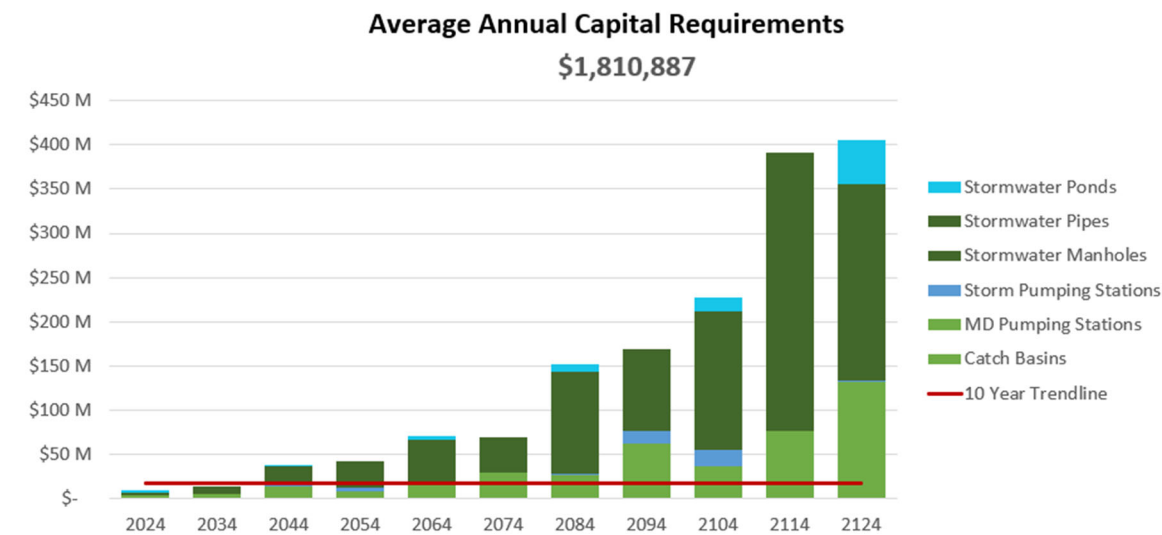
Roads



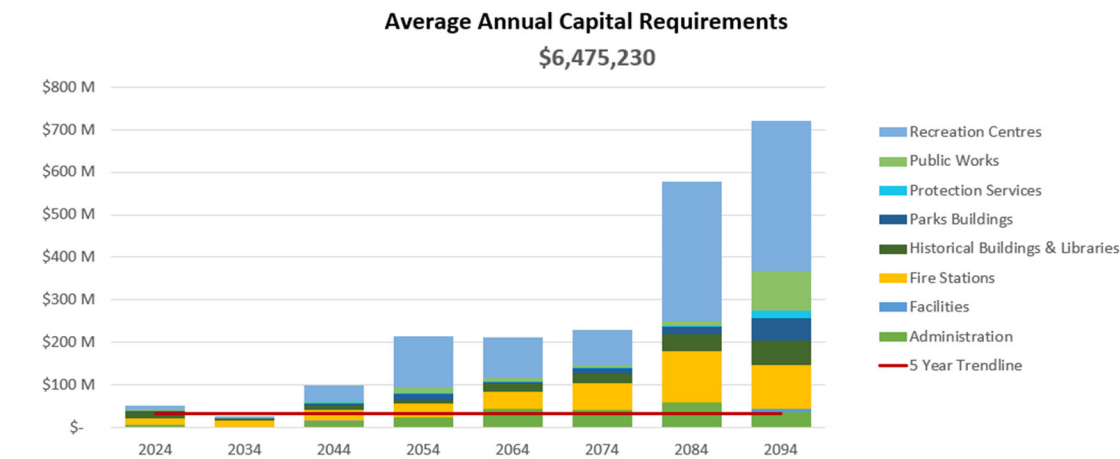
Bridges & Culverts



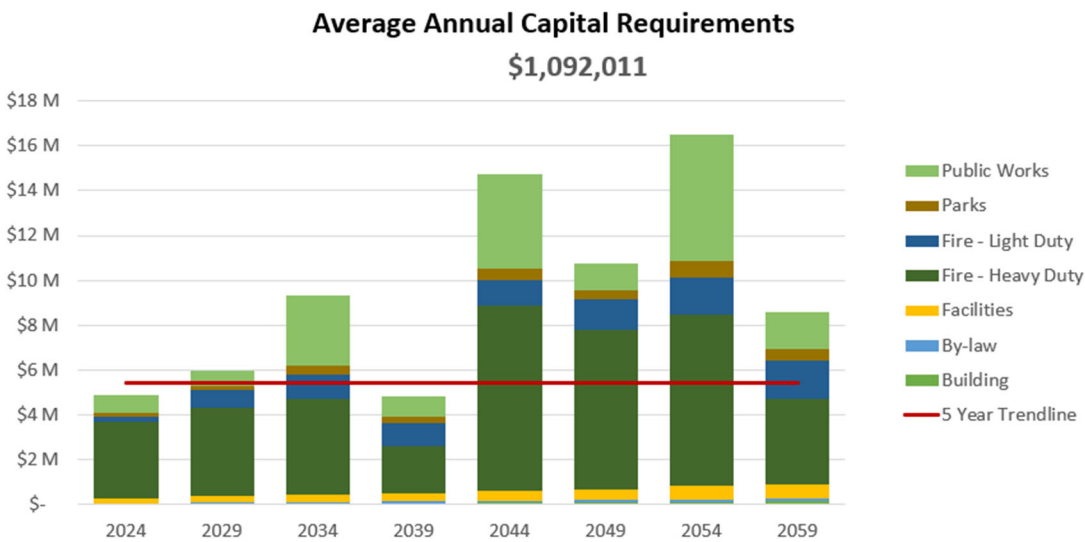
Stormwater



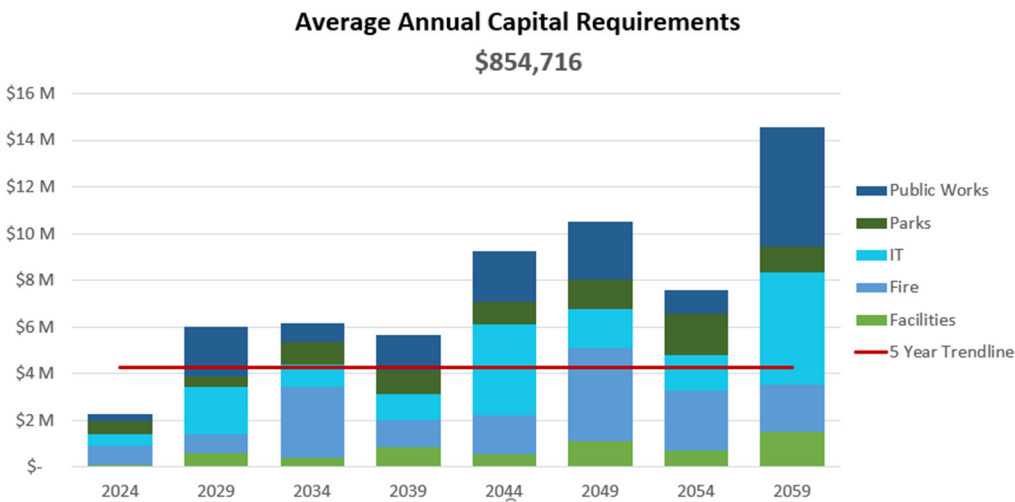
Buildings & Facilities



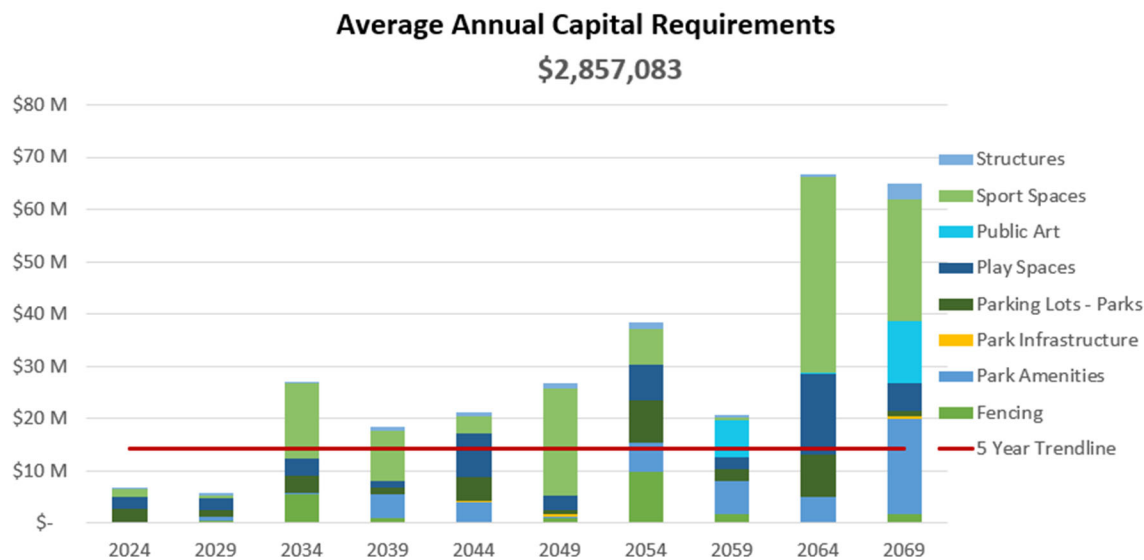
Vehicles



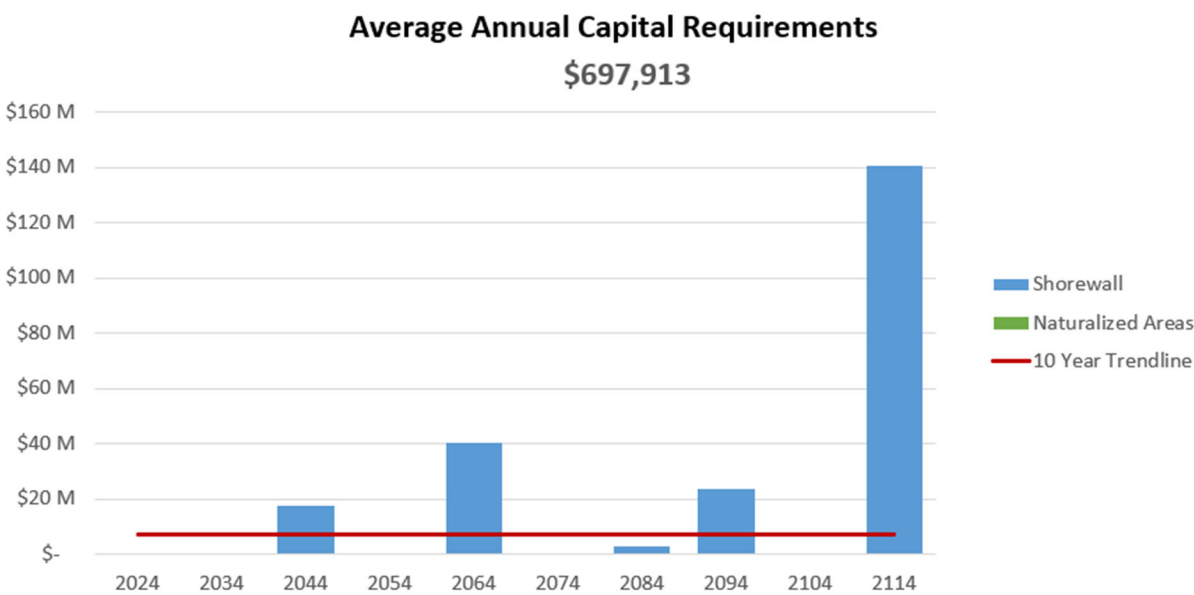
Machinery & Equipment



Land Improvements



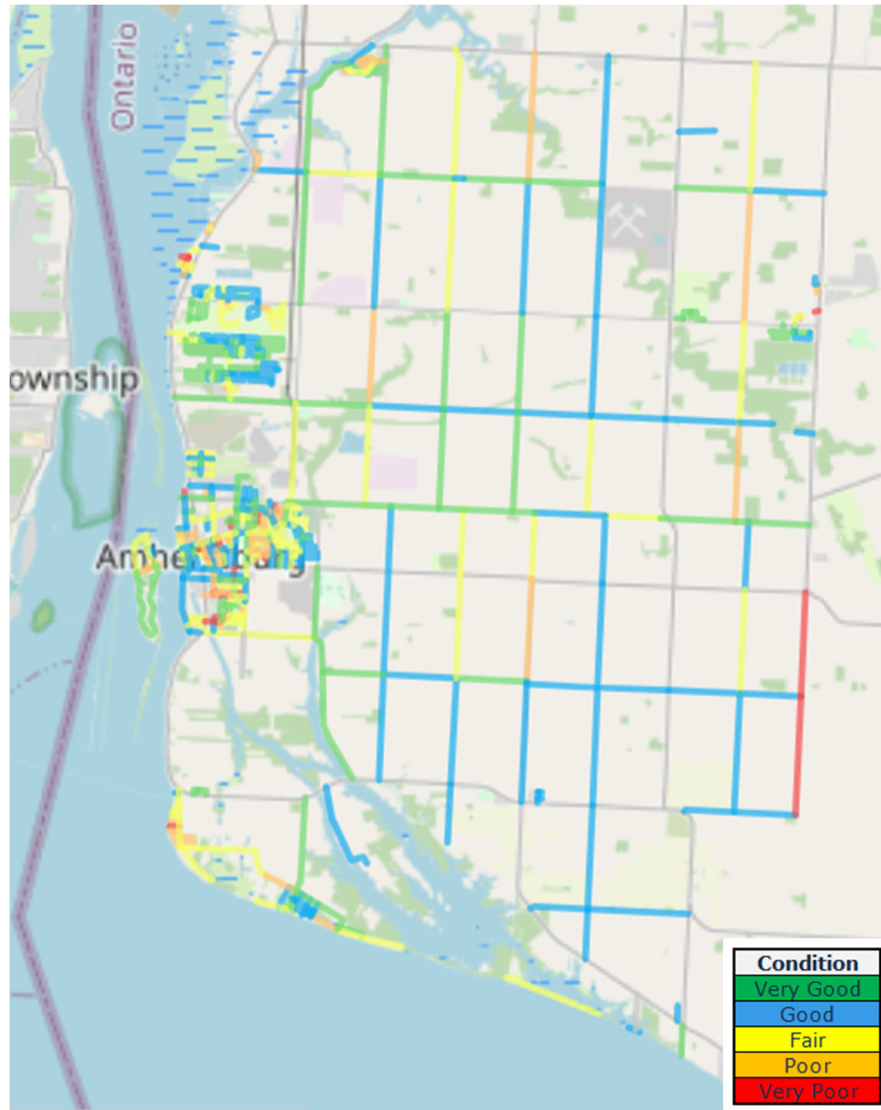
Natural Assets



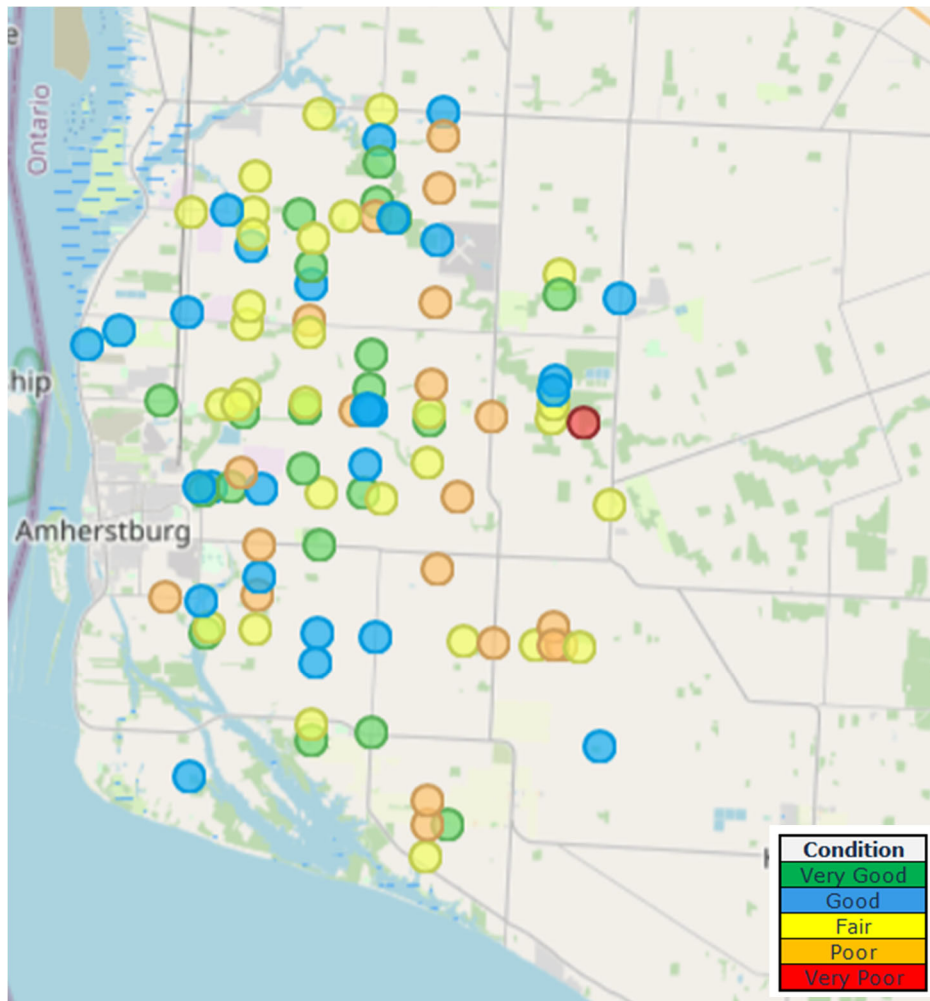
Note: Trees have not been included in the yearly breakdown since their age is unknown but have been included in the average annual capital requirements.

Appendix B: Level of Service Maps

Road Network Map

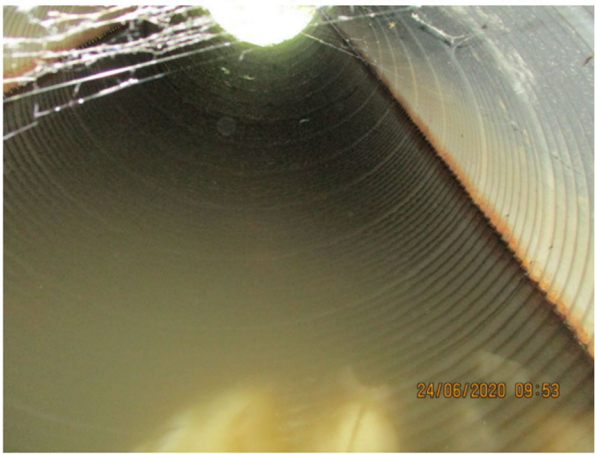


Bridges & Culverts

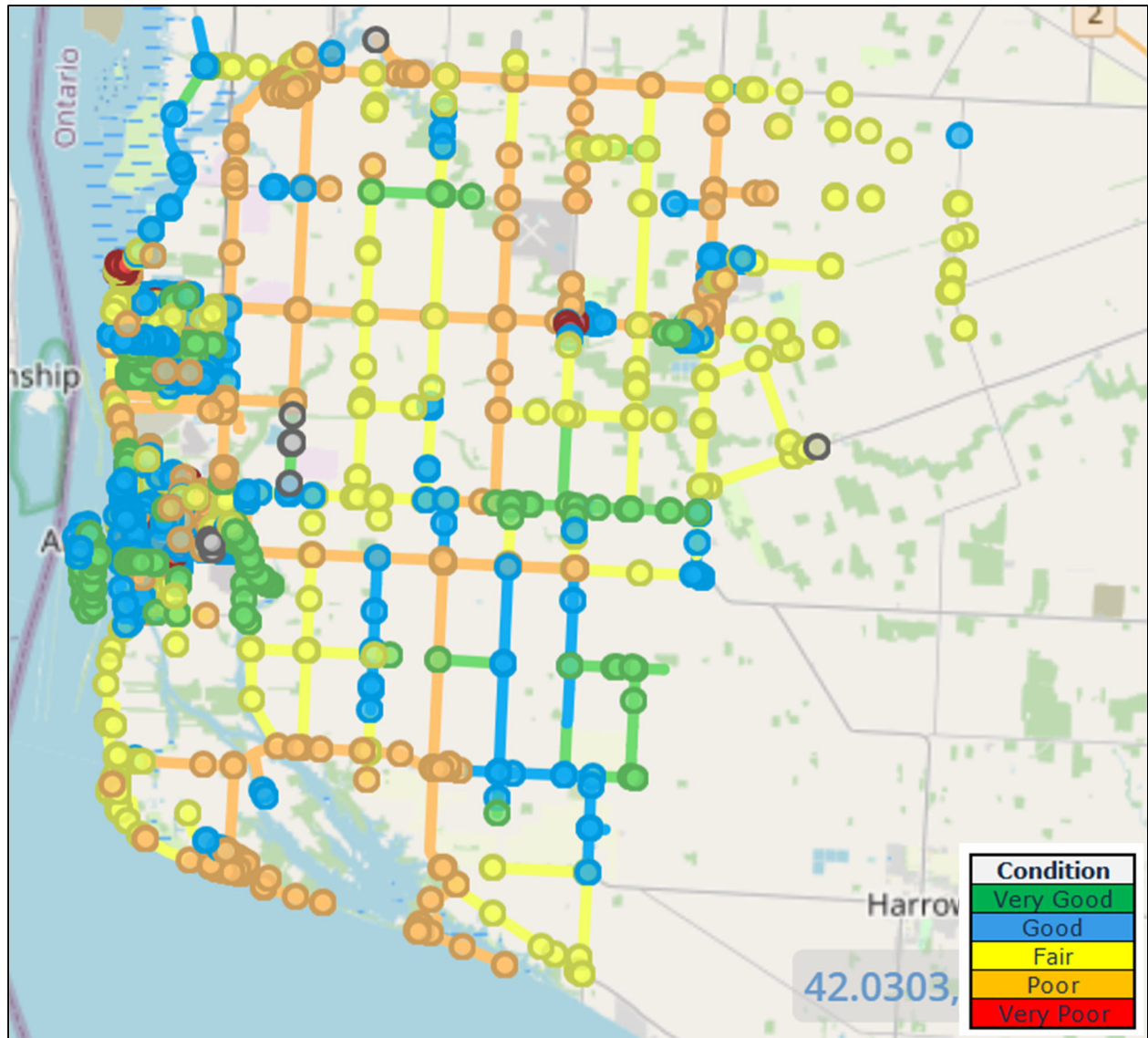


Note: Very poor condition bridge has been taken out of service.

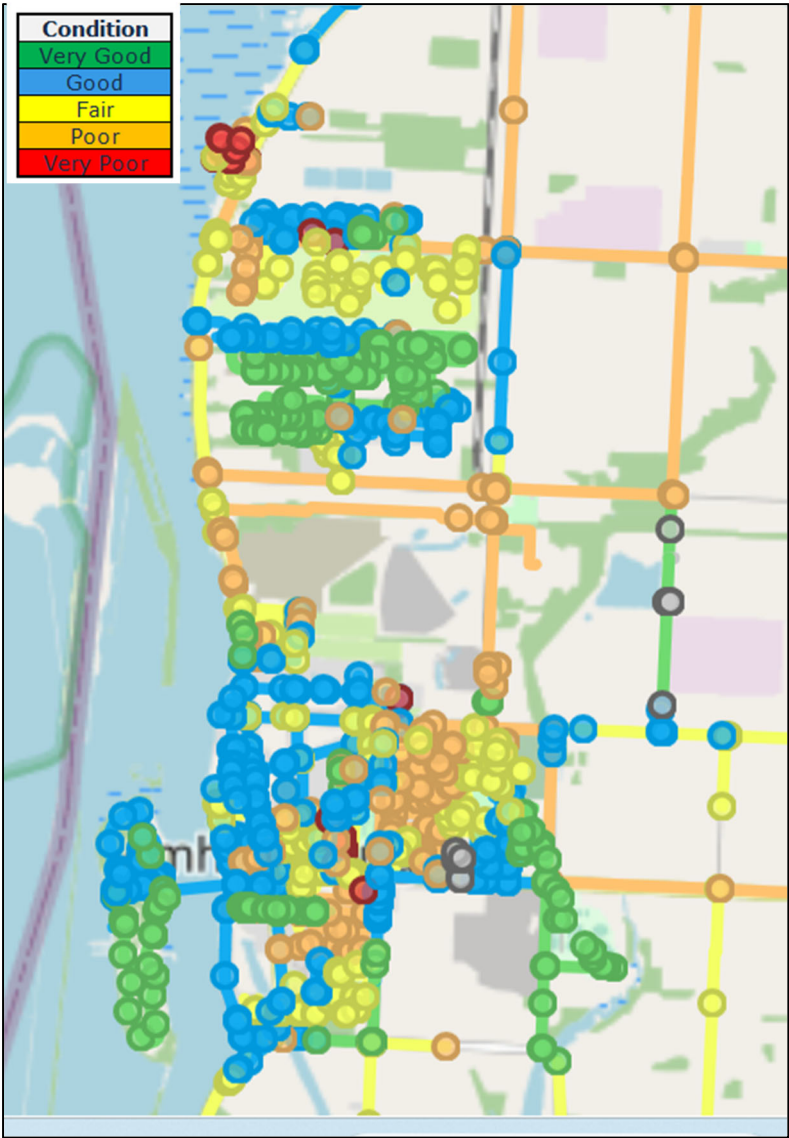
Images of Bridge in Good Condition



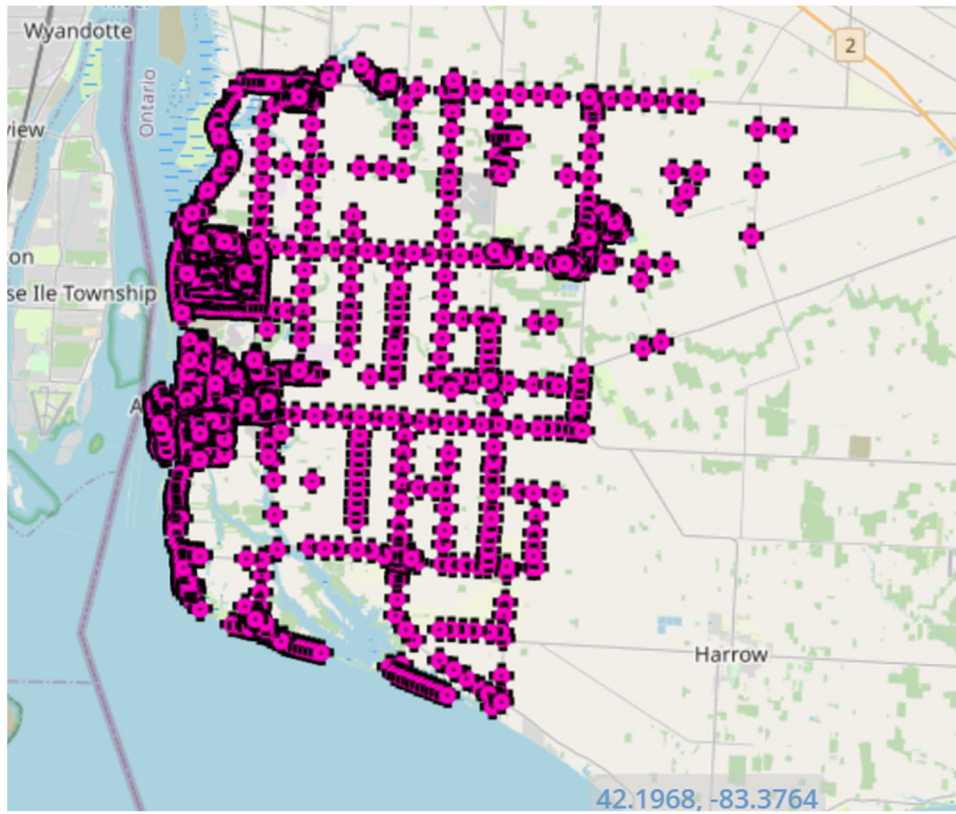
Water Network



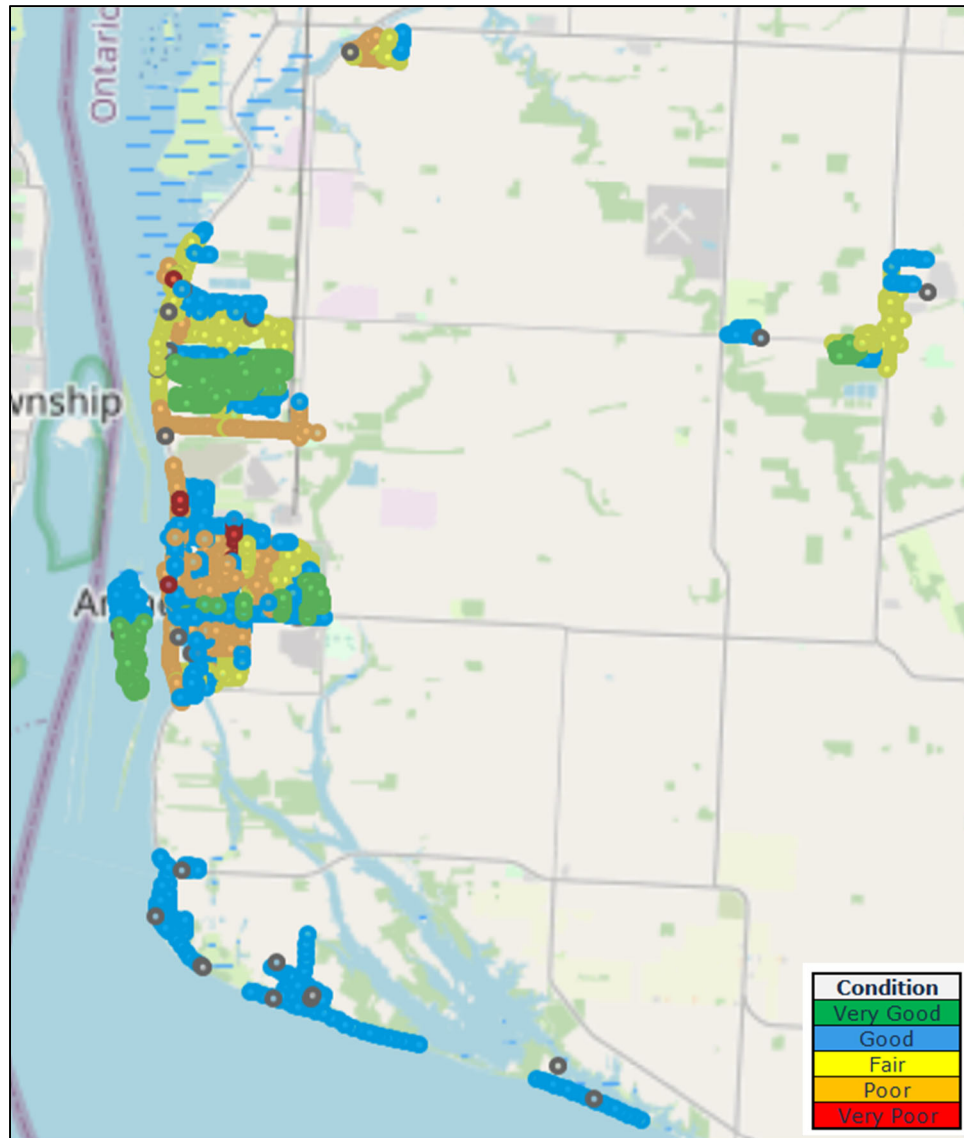
Water Network - Inset



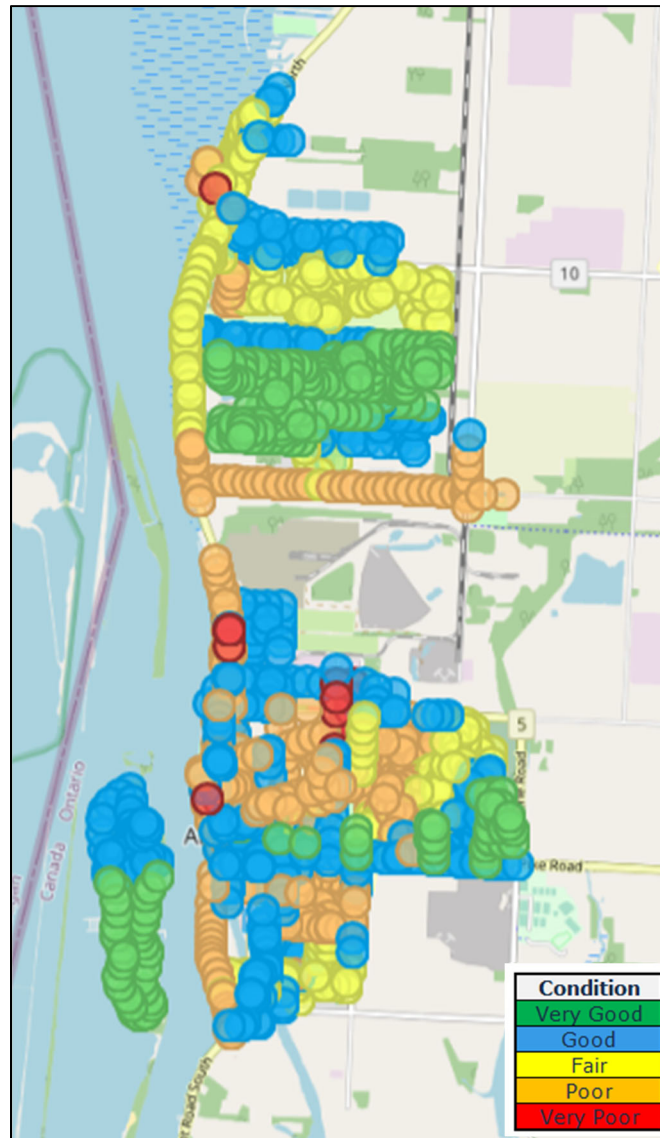
Water Network – Fire Flow



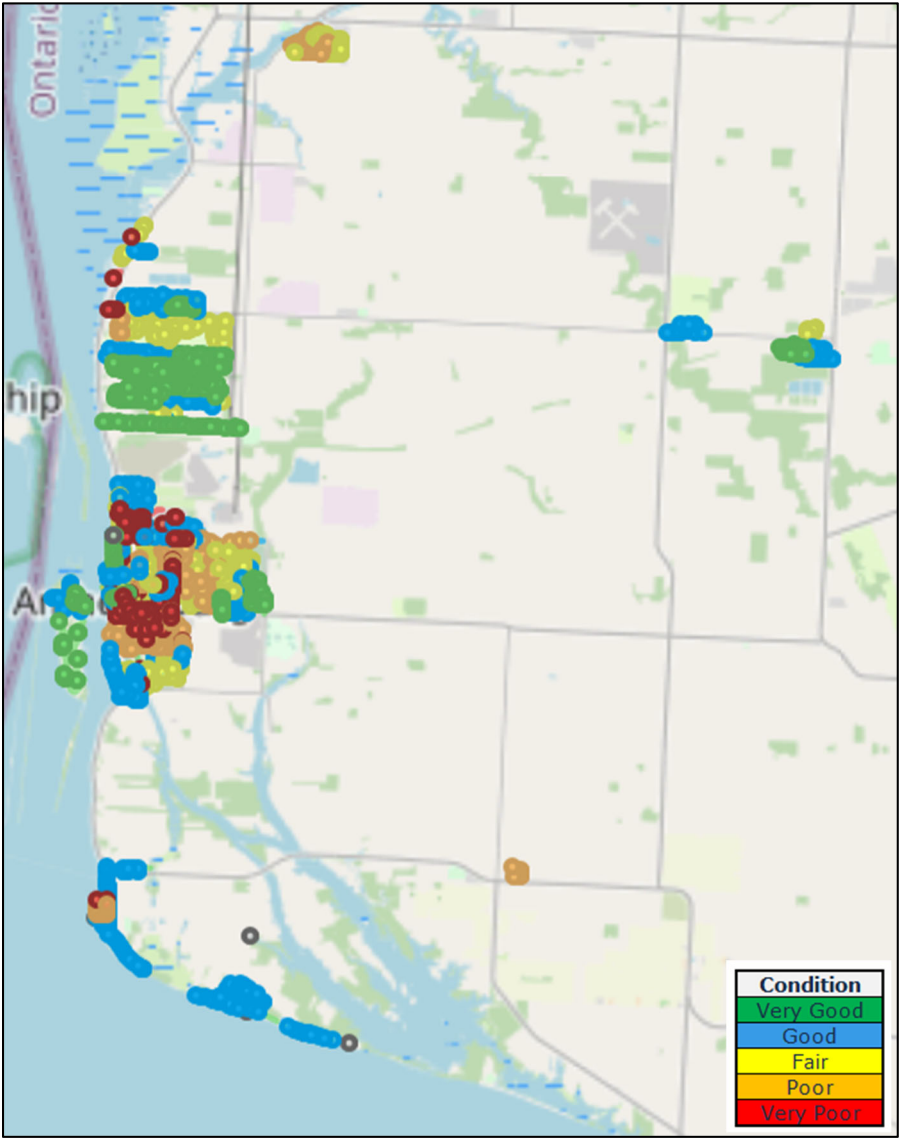
Wastewater Network



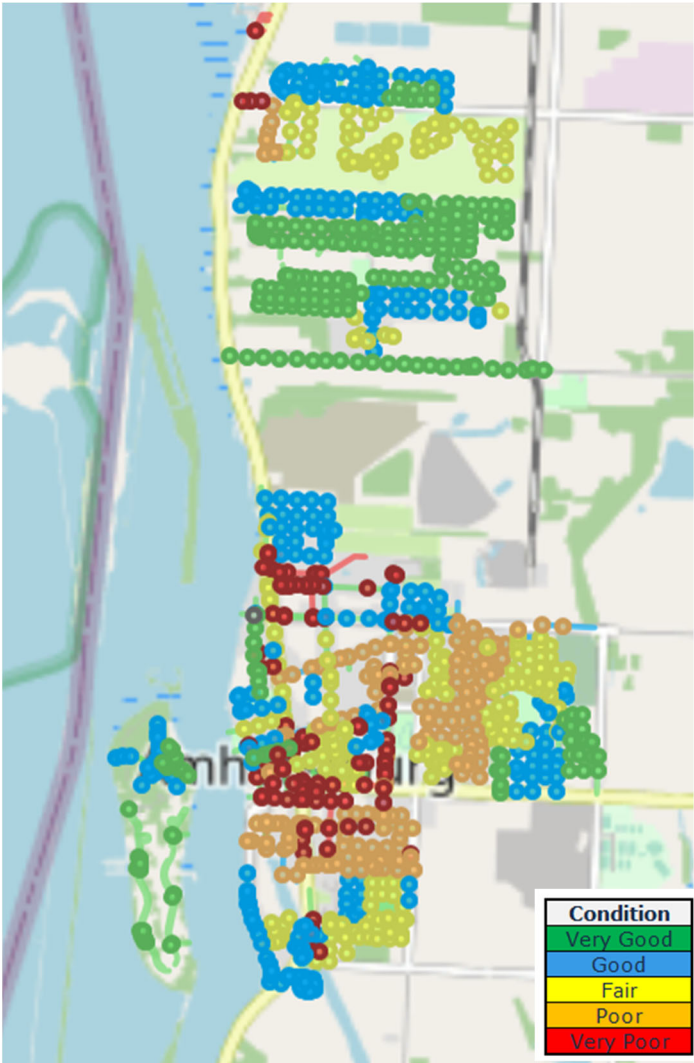
Wastewater Network - Inset



Stormwater Network



Stormwater – Inset

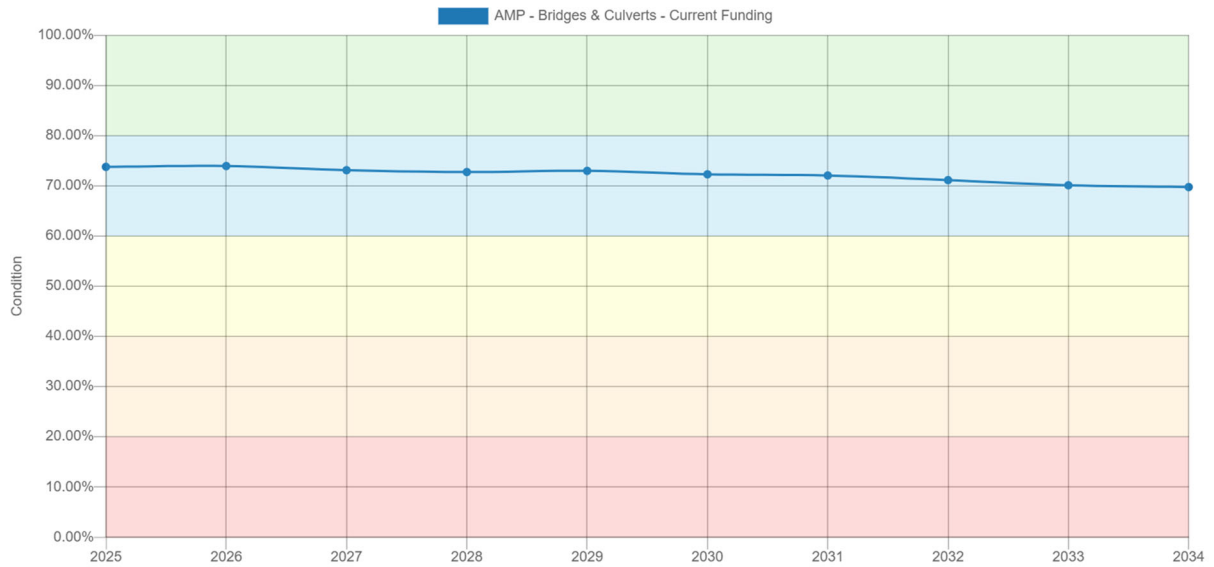


Appendix C: Performance of Asset Categories

The following graphs identify the proposed performance of each asset category for the next 10 years if current capital funding is maintained. The current capital funding level is represented by the annual average of the 5-year capital plan. Note: funding allocation may change year over year based on priorities and needs within asset categories.

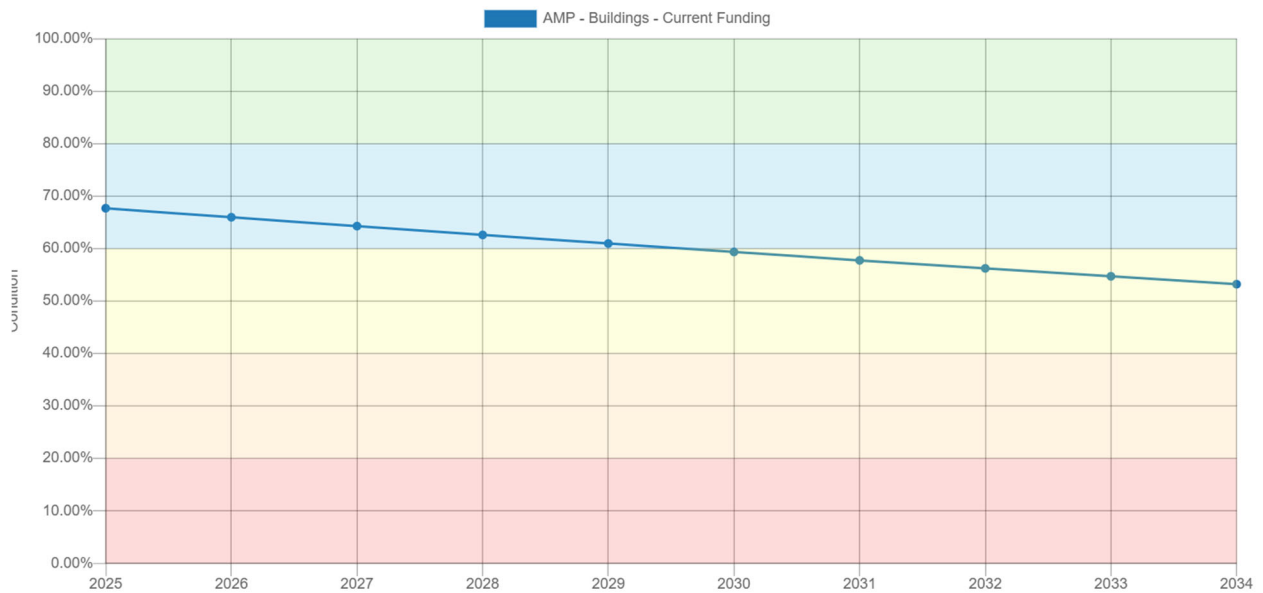
Bridges & Culverts

- 10 Year Asset Condition Profile if Maintain Current Funding Level of \$962,000



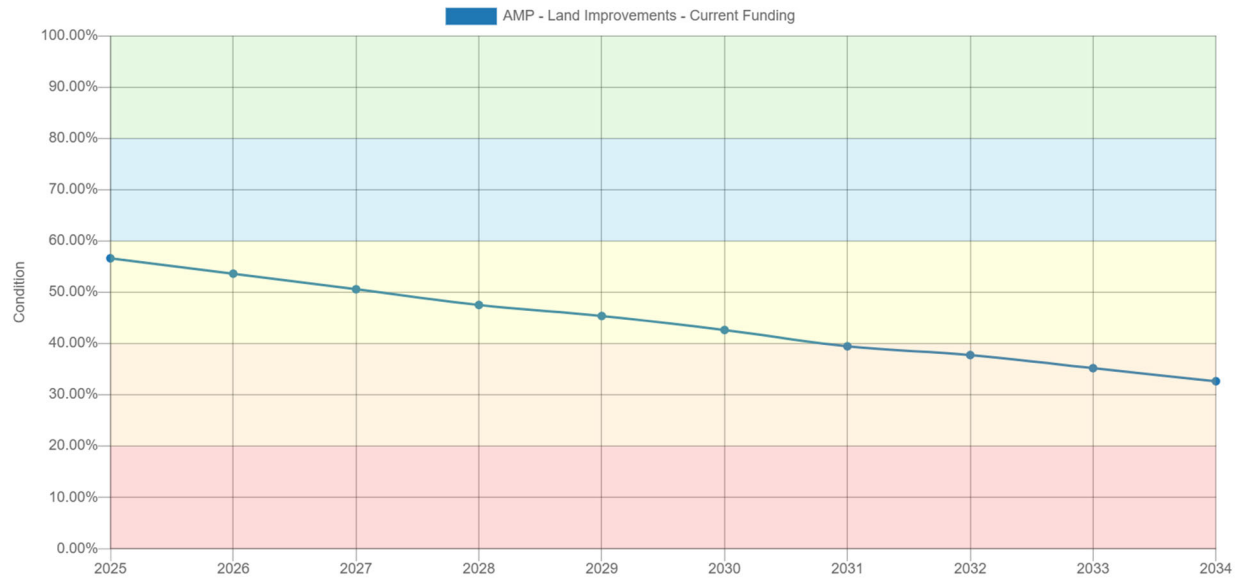
Buildings & Facilities

10 Year Asset Condition Profile if Maintain Current Funding Level of \$442,000



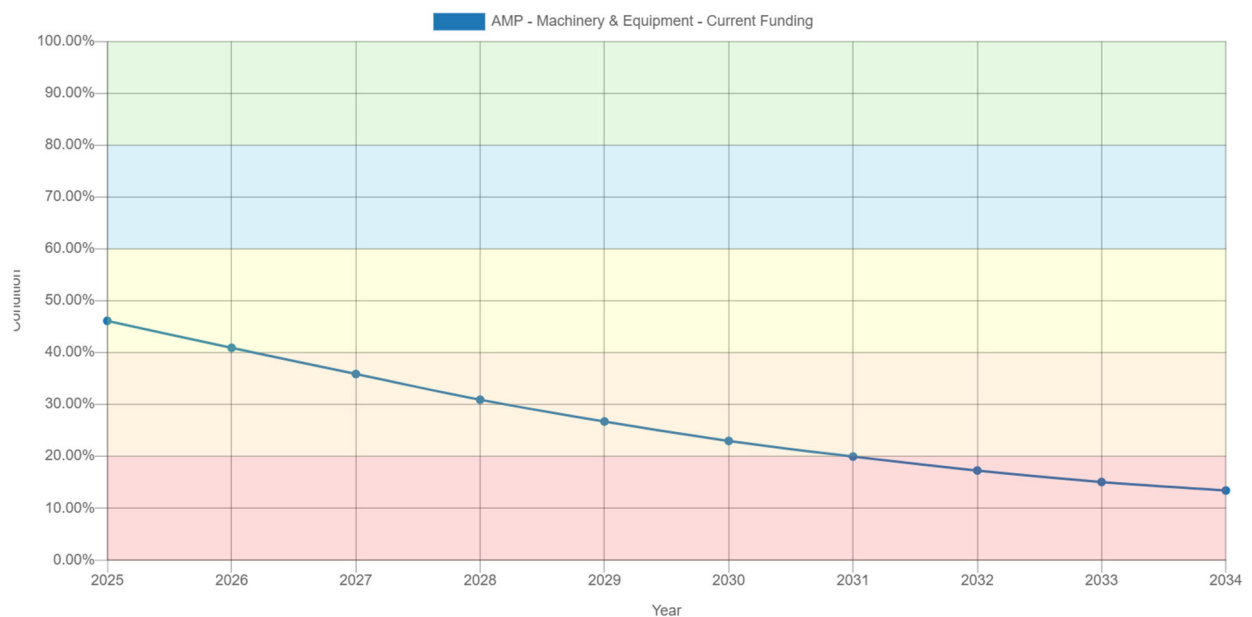
Land Improvements

10 Year Asset Condition Profile if Maintain Current Funding Level of \$806,000



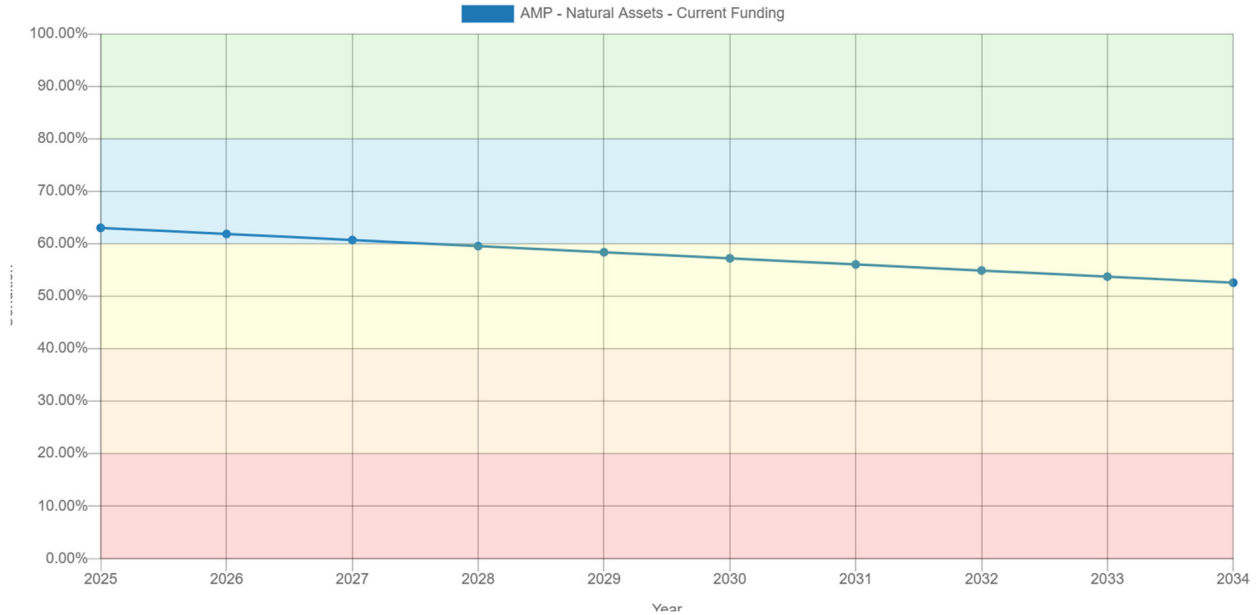
Machinery & Equipment

10 Year Asset Condition Profile if Maintain Current Funding Level of \$249,940



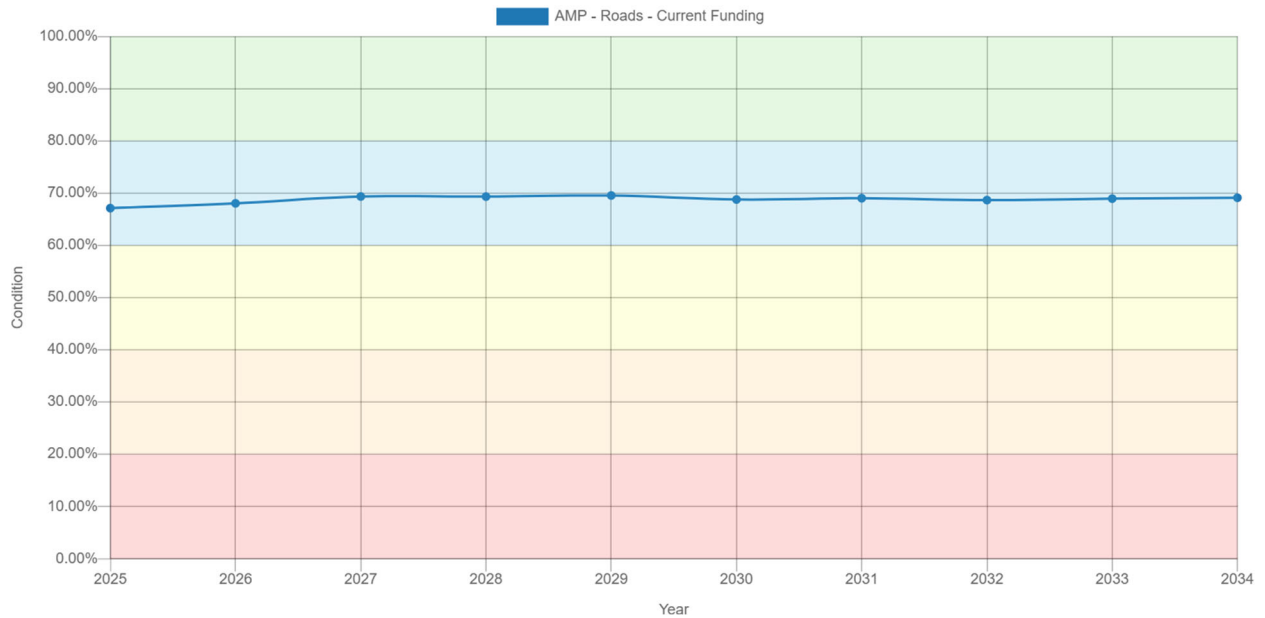
Natural Assets

10 Year Asset Condition Profile if Maintain Current Funding Level of \$50,000



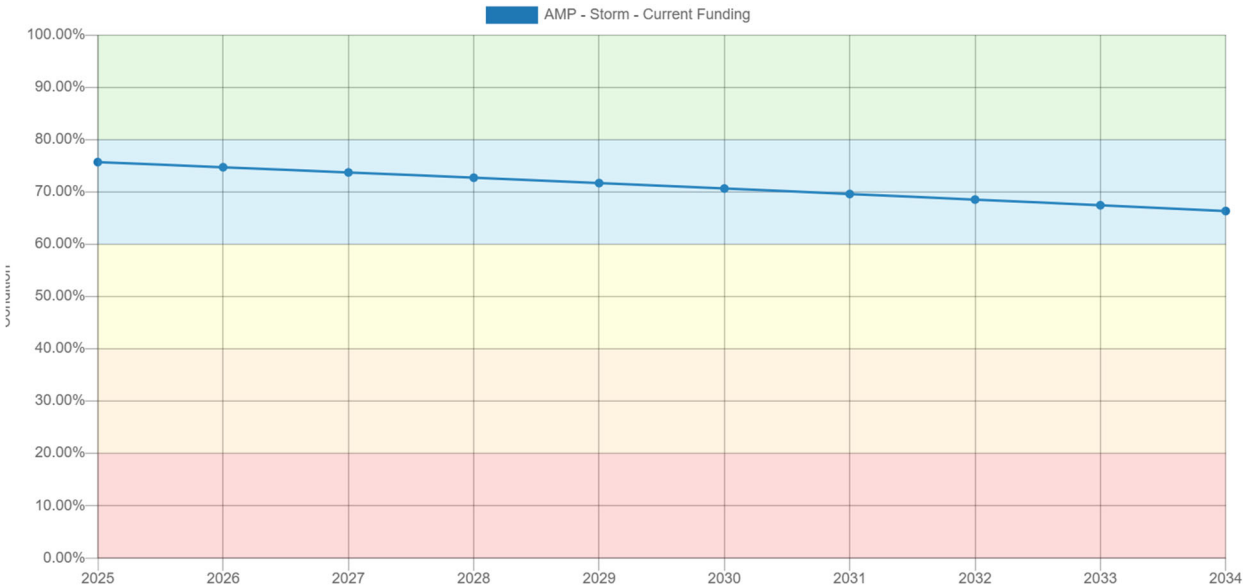
Road Network

10 Year Asset Condition Profile if Maintain Current Funding Level of \$5,370,460



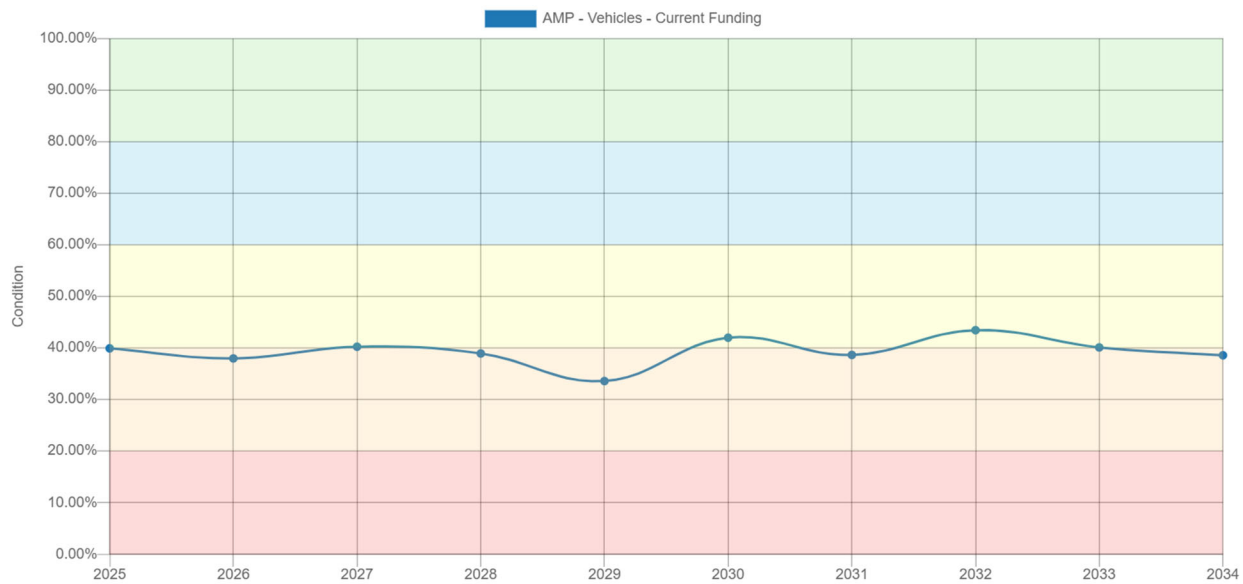
Stormwater Network

10 Year Asset Condition Profile if Maintain Current Funding Level of \$15,000



Vehicles

10 Year Asset Condition Profile if Maintain Current Funding Level of \$1,095,200



Appendix D: Water and Wastewater Rate Study

Appendix E: 2023 OCWA Water and Wastewater Asset Management Plan

Note: Detailed asset inventory has been removed as advised by Ontario Clean Water Association (OCWA)

Appendix F: 2024 Development Charges Study

Town of Amherstburg

Water and Wastewater Rate Study

SUBMITTED BY

Ontario Clean Water Agency
2085 Hurontario St, 5th Floor
Mississauga, ON L5A 4G1

Date: January 12, 2024

Rev: 3

Issue and Revision Record					
Rev.	Date	Prepared by:	Reviewed by:	Approved by:	Rev. Description
1	November 17, 2023	Anna Duong, Nick Larson	Jason Younker	Nick Larson	Draft
2	December 12, 2023	Anna Duong, Nick Larson	Jason Younker	Nick Larson	Draft
3	January 12, 2024	Anna Duong, Nick Larson	Jason Younker	Nick Larson	Final

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1 Introduction

1.1 Overview

The Town of Amherstburg (Town) retained the Ontario Clean Water Agency (OCWA) to prepare a Water and Wastewater Rate Study.

A Rate Study helps decision makers to establish a fiscally responsible charge for users of water and wastewater systems to fund the operating and capital expenditures required to provide services.

This Rate Study is based on an analysis of:

- Current and past budgets;
- Reserve fund and debt positions;
- Asset maintenance, rehabilitation, replacement and new construction spending forecasts;
- Current and forecasted customers; and
- Current and forecasted water consumption levels.

1.2 Approach

The approach to completing this Rate Study is:

1. Understand current and forecasted expenditures.
2. Understand current and forecasted revenues.
3. Establish an appropriate structure to establishing a billing approach. This looks at options regarding base (flat) charges, standard volumetric (\$/m³) charges, and block increasing/decreasing volumetric charges.
4. Analyze the rate increases (or decreases) necessary to generate sufficient revenues to fund forecasted expenditures.

1.3 Updating Rate Analysis

The analysis completed in this report is based on current system performance and existing information. Changing circumstances (i.e. unexpected accelerated deterioration of asset performance, rapid growth of the serviced population, changing regulations, etc.) will affect the timing of capital projects.

Rates are reviewed on an annual basis, and this Rate Study should be repeated every five years, or more frequently if significant events occur that will affect the timing of any large capital projects. This is particularly noteworthy with respect to the wastewater infrastructure system in the Town as there are technical planning studies planned over the next few years to identify large projects to meet long-term service objectives. The current high inflation landscape also provides incentive for more frequent updates.

1.4 Background

The Town currently provides water services to approximately 9,960 customers, and wastewater services to approximately 7606 customers as shown in Table 1.

Table 1: Summary of Service Connections

Size/type of service connection	Number of customers Water connections	Number of customers Wastewater connections
5/8" and 3/4"	9862	7557
1"	50	19
1.25" and 1.5"	5	3
2"	38	23
3"	1	2
4"	4	2
Total	9960	7606

The current billing structure is as follows:

1. Customers pay a monthly base (minimum) charge based on the meter size; and
2. An additional volumetric consumption fee based on meter readings.

The 2022 base charges by connection size are summarized in Table 2. The volumetric rate is \$1.28/ m³ for water connections and \$2.36/ m³ for wastewater connection.

Table 2: Summary of 2022 Charges

Size/type of service connection	Base monthly fee Water connections	Base monthly fee Wastewater connection
5/8" and 3/4"	\$24.40	\$34.89
1"	\$32.46	\$46.54
1.25" and 1.5"	\$40.61	\$58.17
2"	\$60.94	\$87.24
3"	\$79.84	\$121.17
4"	\$152.38	\$218.11

2 Expenditure Forecast

2.1 2022 Expenditures

Table 3 summarizes the 2023 budget expenditures for each system. Descriptions of each category are below the table.

Table 3: Amherstburg Water and Wastewater 2023 Budget Expenditures

Expenditure Source	Water expenditure	Wastewater expenditure
Operation	\$4,315,486.09	\$4,088,064.50
Debt Servicing	\$344,378.74	\$2,009,777.32
Contributions to Reserves	\$1,542,632.00	\$996,117.00
Total Operating	\$6,202,497.09	\$7,093,958.50
Capital Expenditures	\$12,420,000	\$3,401,500.00

- **Operating Costs:** Staff and material costs used to operate the systems, including the cost for the services contracted to the Ontario Clean Water Agency.
- **Debt:** Principal and interest payments for the existing debentures used to finance past projects.
- **Contribution to Reserve:** Contribution to rate-funded reserve funds to pay for future capital works.
- **Capital:** Costs for major maintenance, repair, rehabilitation, replacement or new construction activities to maintain current performance (or achieve desired performance) of the systems.

2.2 Expenditure Forecasts

2.2.1 Operating Costs

Operating costs are forecasted by expecting 'business as usual' to continue for the planning horizon. Revisiting this assumption is necessary if there are any significant increases in the size of the water and wastewater infrastructure portfolio that may result in significant increases to annual operating costs. For example, constructing a new additional facility may result in net increases to operating costs.

Inflation rate estimates used to forecast operational cost items are as follows:

- 2023 = 5%
- 2024 = 4%
- 2025 = 3%
- 2026 & beyond = 2%

2.2.2 Capital Expenditures

The Town's Capital Budget captures capital expenditures for the next 5 years. Longer term (i.e. 6 to 20 year) capital forecasts are taken directly from Town's Asset Management Plan (OCWA; 2023). The first 5 years in the Asset Management Plan are identical to the Town's 5 year Capital Budget, which aligns the capital forecast in all business processes.

It is also important to recognize that the Town is in the early stages of completing technical wastewater servicing master planning studies to identify large projects that may be necessary to meet performance expectations over the long term. For the purposes of this analysis, the following placeholders are included to fund additional large wastewater projects not currently included in the Town's Asset Management Plan:

- \$10 M project in 2033
- \$10 M project in 2038
- \$10 M project in 2043

Inflation rate estimates used to forecast capital cost items are as follows:

- 2023 = 5%
- 2024 = 4%
- 2025 = 3%
- 2026 & beyond = 2%

2.2.3 Debt Expenditures

Table 4 summarizes the Town's existing debentures. There is a large amount of wastewater debt paid off in 2031, which will open up additional fiscal capacity to finance additional projects. There is also a new debenture for the water reservoir that is captured in the analysis but not listed in Table 4.

Table 4: Summary of the current Debt Schedule

Account number	Debenture account	Annual Interest Rate	Initial Amount Borrowed	Date Borrowed	Maturity Year
WASTEWATER					
2009-25	Infrastructure Ontario -Sewer Separation Phase 3 & 4	5.44%	\$4,330,670.00	07/02/09	2034
2002-78	Versa Bank - Malden Sewer (7.50%)	7.50%	\$3,085,711.86	12/16/02	2022
Bylaw 2014-64	IO - Simcoe, Victoria St & George St Sanitary Sewers	3.62%	\$624,871.45	08/01/14	2034
Bylaw 2014-65	IO - King St Sanitary Sewer	3.52%	\$123,371.97	08/01/14	2034
	CMHC	3.89%	\$18,118,285.00	03/29/11	2031
By-Law 2014-13	Green Municipal Fund	2.00%	\$4,000,000.00	06/01/14	2034
Bylaw 2019-098	IO - PP #2 Edgewater PH1	2.62%	\$1,147,028.61	12/16/19	2039
WATER					
2009-26	Infrastructure Ontario - Water Distribution System	5.44%	\$1,810,390.00	07/02/09	2034
Bylaw 2014-60	Infrastructure Ontario - South Sideroad Watermain	2.88%	\$36,921.76	08/01/14	2024
Bylaw 2014-62	IO - MXU water meter program & water meter replacement	2.88%	\$803,482.00	08/01/14	2024
Bylaw 2014-63	IO - Watermains & New plant generator	3.62%	\$1,126,308.00	08/01/14	2034
ByLaw 2017-82	IO - Upflow Clarifier Cover	3.27%	\$398,609.00	12/15/2017	2037
ByLaw 2017-82	IO - Riviera Place/Riviera Drive Watermain	3.27%	\$245,000.00	12/15/2017	2037

2.3 Expenditure Forecast

Figure 1 and Figure 2 summarize the combined operating and capital expenditure forecasts. Inflation rates as of the writing of this report is considerably higher than long term averages. The Town should continue to monitor real inflation pressures on their operational and capital expenditures, and update this analysis as necessary.

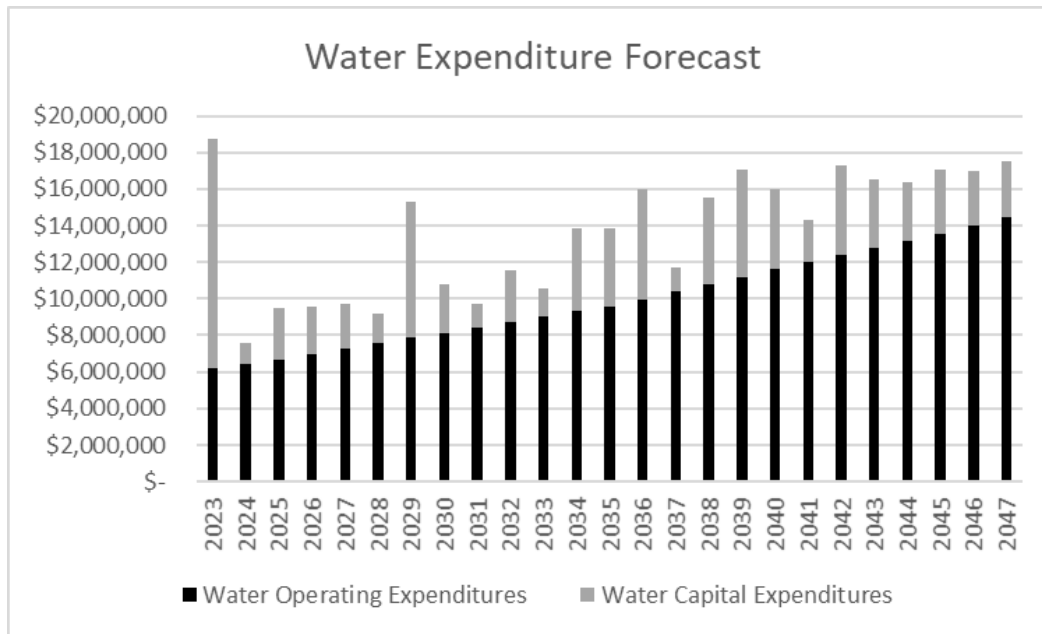


Figure 1: Water Expenditure Forecast

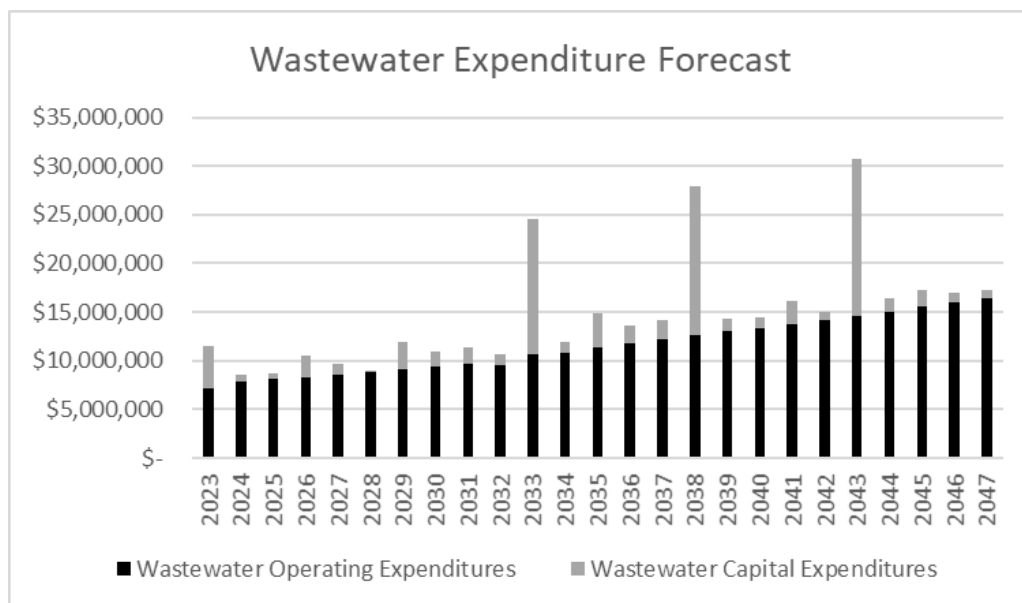


Figure 2: Wastewater Expenditure Forecast

3 Revenue Analysis

3.1 Customer Forecast

Real growth in serviced population is a critical variable in a rate analysis since increasing customer base results in net revenue growth, which offsets the need to raise rates to generate sufficient revenue.

The population has increased in the Town over the past 10 years (Table 5). The rate of increase from 2011 to 2016 was 1.75%, or about 0.35% per year.

Table 5: Amherstburg Population History

Year	Population
2006	22,440
2011	22,250
2016	22,640
2019	23,670
2029	26,260
2031	26,690

Population figures from 2019 Development Charges Background Study

As seen in Table 5, the population of Amherstburg has been increasing steadily over the last 10 years and expect to grow further over the next 10 years. The Development Charge Study forecasts an increase of approximately 110 households per year from 2019 to 2031.

For the purposes of this Rate Study it has been assumed that the new residential connection will be 3/4" and the new ICI connection would be meter size 2". There are three different growth scenarios modeled in the subsequent analysis (refer to Table 7). This provides perspective to compare the relationship between rate increase and population growth rate. The Town should closely monitor real growth rates since it has a significant impact on the need to raise rates (i.e. slower growth results in the need to raise rates more).

Table 6: Customer Growth Forecast based on Scenarios

Size/Type of Service Connection	Number of new connections (low growth)	Number of new connections (medium growth)	Number of new connections (high growth)
5/8" and 3/4"	10	50	110
2"	4	10	14

3.2 Current Revenue

Table 7 summarizes budgeted 2023 revenues. The rate billings represent approximately 94% to 97% of total revenues.

Table 7: Summary of Current Revenues

Revenue Source	Water Revenue	Wastewater Revenue
Direct Rate Billings	\$6,021,967	\$6,670,612
Other revenues	\$180,530	\$423,347
Total	\$6,202,497	\$7,093,959

3.3 Capital Financing

The Town uses a combination of the following financing sources to fund the Capital Budget:

- Contributions from water and wastewater rate-funded reserves
- Provincial gas tax allocation
- Other one-off federal or provincial governments grants
- Debt
- Contributions from Development Charges-funded reserves

The analysis in this report assumes the following approach for future financing capital expenditures:

- Financing for the next five years explicitly matches the sources identified in the Town's Capital Budget. An additional \$2M of development charges financing is assumed for the clarifier and residual management projects in 2029, which is beyond the horizon of the Capital Budget.
- Infrastructure to service new growth financed via Development Charges. However, some contribution from rates may be necessary to finance these large projects since they are likely to have a reasonable 'benefit to existing' component. The water system assumed
- Remaining capital financing will be from rate-funded reserves.
- No allowance for gas tax or one-off provincial or federal grants are been assumed, other than those explicitly stated in the Towns' 5-year capital budget.
- No new debt issuances.

3.4 Revenue Forecast

The approach to forecasting revenue is to apply annual rate increases that generate sufficient dollars to fund the expenditures forecasted in Section 2, considering real growth rate scenarios described in Section 3.1. The approach also assumed Stable per-capita water consumption levels (i.e. no continued water-use efficiency measures). The rate analysis is capture in Section 5 of this report.

4 Billing Structure

There are several common variations to the water and wastewater billing structure in Ontario municipalities, including:

1. Flat rate (non-metered) charge that does not change based on meter size or consumption. Municipalities without water meters use flat rate billing structures.
2. Volumetric charge (\$/m³) which can be either:
 - Constant rate – same price for each m³
 - Declining block rate – first X m³ priced at one rate, the second X m³ priced at a lower rate. Used to reduce the cost charged to large users.
 - Increasing block rate – first X m³ priced at one rate, the second X m³ priced at a higher rate. Used to encourage users to reduce water consumption.
3. Combination of base charge (minimum charge to cover the fixed cost of providing services) + volumetric charge based on metered consumption.

Revenues based solely on a volumetric rate can be volatile based on consumption trends that are not in a Town's control (i.e. a wet summer when consumers purchase less water). Most billing structures have a combination of a base charge plus a volumetric rate to limit revenue volatility and enhance predictability for long term planning.

The current billing structure in Amherstburg has a base fee with a constant volumetric rate. No change is recommended to the current billing structure.

5 Rate Increase Analysis

This section calculates describes the rate increases required to generate the necessary revenue to fund expenditures. The analysis starts with the current reserve balances, and then establishes the required rate increases to fund the forecasted expenditures (from Section 2) considering the current revenue analysis (from Section 3).

The objective of the analysis is to maintain an appropriate reserve fund balance over the forecast period, balancing the sporadic nature of large infrastructure projects with a desire to have relatively stable rate increases (which provides certainty to customers). For each system, the analysis first presents the high growth rate scenario. This scenario uses the annual household and population growth rates from the 2019 Development Charges background study. Next, the comparison rate increase for the medium and low growth scenarios provide context for decision makers.

As of the date of this report, there is much higher inflation in Canada compared to the previous 20-year period. The impact of inflation on each individual line item expenditure in the Town's budget is uncertain, and the duration of the high inflation period is unknown. Updates to the rate calculations presented below are necessary as the inflationary landscape unfolds.

5.1 Water

The analysis indicates that under a high growth rate scenario, an annual rate increases of 2% over the planning horizon results in relatively stable reserve fund balance. This indicates a general positive financial situation where rate increases in line with inflationary pressures combined with real growth in the customer base can fund expected expenditures.

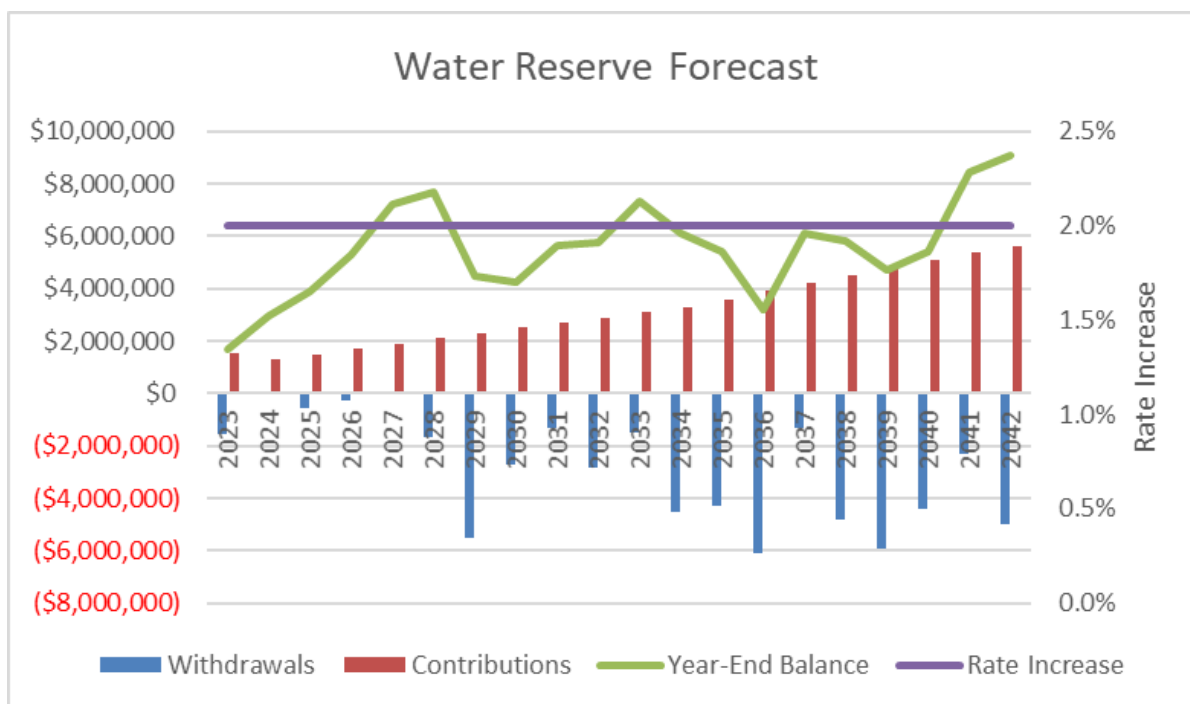


Figure 5: Water Reserve Forecast – High Growth Scenario

For comparison purposes, the analysis indicates the following impact to rate increases for alternative growth scenarios as described in Section 3.1:

- Low Growth Scenario would require annual rate increases of approximately 3.4%.
- Medium Growth Scenario would require annual rate increases of approximately 2.7%.

5.2 Wastewater

The analysis indicates that under a high growth rate scenario, an annual rate increase of 2% over the planning horizon results in a gradually increasing reserve fund balance for the first 10 years. However starting in the early 2030's, when annual debt payments of approximately \$2 M per year expire, the reserve fund balance increases quickly. In reality, a large reserve fund balance as shown in the analysis would not accumulate. The practical outcome would involve some combination of:

- Financing additional capital projects not currently identified. The technical master plans for wastewater servicing and additional sewer camera inspections will result in greater certainty in the long-term large capital projects required to meet performance objective. Financing additional resulting from these studies may be necessary.
- Reducing the annual rate increase in the 10+ year horizon. After the Town has an appropriate financing plan for the long-term capital program, it may be appropriate to reduce the annual rate increase to below the inflation rate (i.e. 1% rate increase if there is 2% inflation).

Routine updates to this analysis will refresh this long-term perspective on a regular basis to see how the situation evolves over the next decade.

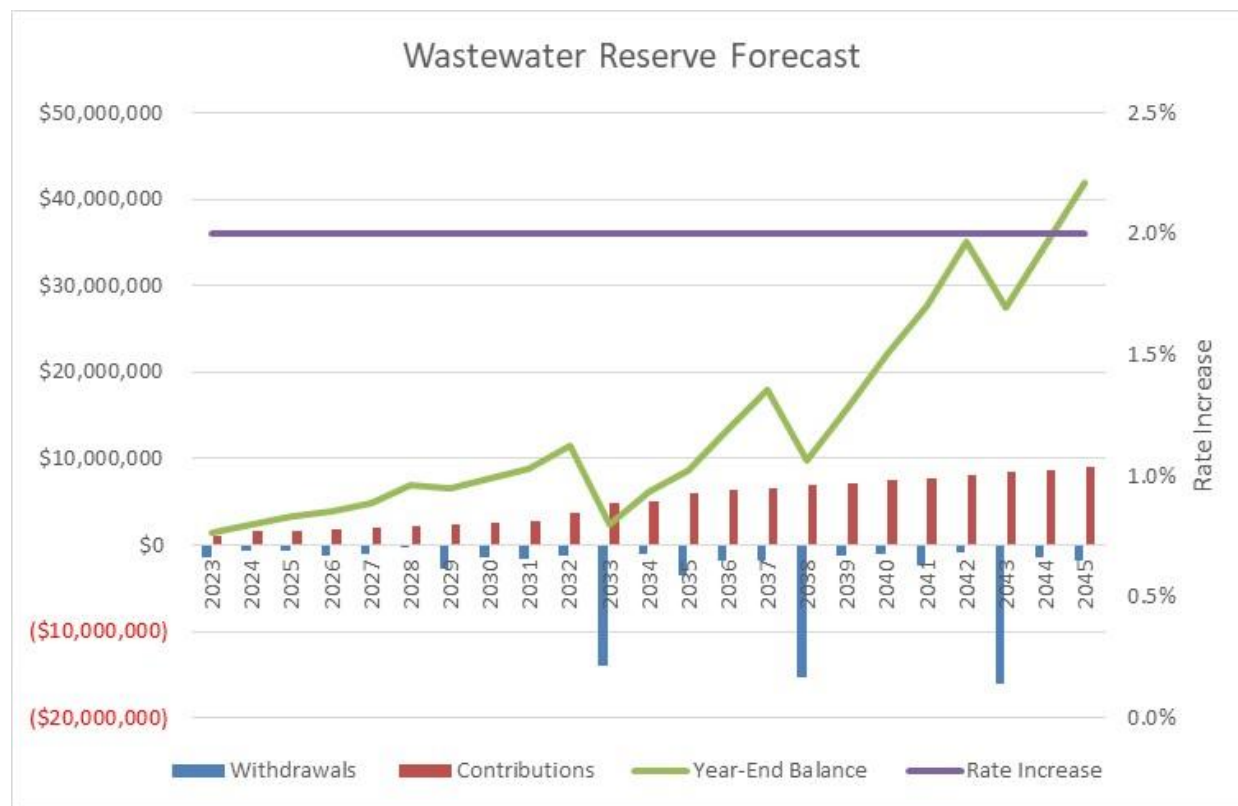


Figure 6: Wastewater Reserve Forecast – High Growth Scenario

For comparison purposes, the analysis indicates the following impact to rate increases for alternative growth scenarios as described in Section 3.1:

- Low Growth Scenario would require annual rate increases of approximately 3.3%.
- Medium Growth Scenario would require annual rate increases of approximately 2.6%.

6 Conclusions and Discussion

The water and wastewater systems are in strong financial positions. The following conclusions provide guidance to Town decision makers:

- Annual rate increases of between 2% (high growth scenario) and 3.5% (low growth scenario) should maintain appropriate reserve balances over the short to medium term while funding the necessary operating and capital expenditures.
- A 3% increase in 2024 for both the water and wastewater rates is appropriate since there was no increase to rates in 2023. The Town should continue to monitor real growth rates to inform future rate adjustments.
- Real growth rates have a significant impact on the annual rate increase required to fund expenditures because of the increasing customer base. In recent years, the Town has experienced dramatic swings in development pressures as first demand increased in the early pandemic years, with now demand slowing with rising interest rates. Incorporating real growth rate data from building permits and development applications into this analysis on an annual basis will continually improve growth forecasts.
- The water system is in the midst of several large enhancement projects with the reservoir recently completed and two large projects planned for the next 5-10 years.
- The wastewater system will likely require large projects in the 10+ year time horizon. This analysis has made allowances for \$10M projects in 2033, 2038 and 2043. Updates to this analysis to reflect the results of the technical wastewater master servicing plans will provide greater clarity on long-term rate increase requirements.
- Canada is in a prolonged period of high inflation. Although the typical update cycle for a Rate Study is around 5 years, it may be appropriate to update the analysis more frequently (i.e. annually) in the next few years as high inflation persists



Town of Amherstburg Asset Management Plan for Water and Wastewater Systems

SUBMITTED BY

Ontario Clean Water Agency
2085 Hurontario Street, 5th Floor
Mississauga, ON L5A 4G1

Date: November 1, 2023

Rev: 2

Revision History

REV. NO.	DATE	PREPARED BY:	APPROVED BY:	DESCRIPTION
1	May 26, 2023	Anna Duong, Nick Larson	Nick Larson	Draft
2	November 1, 2023	Anna Duong, Nick Larson	Nick Larson	Final

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Executive Summary

Water and Wastewater Facility Asset Portfolio

The scope of this Asset Management Plan (AMP) includes all water and wastewater assets. The infrastructure portfolio has an estimated replacement value of approximately \$661 million.

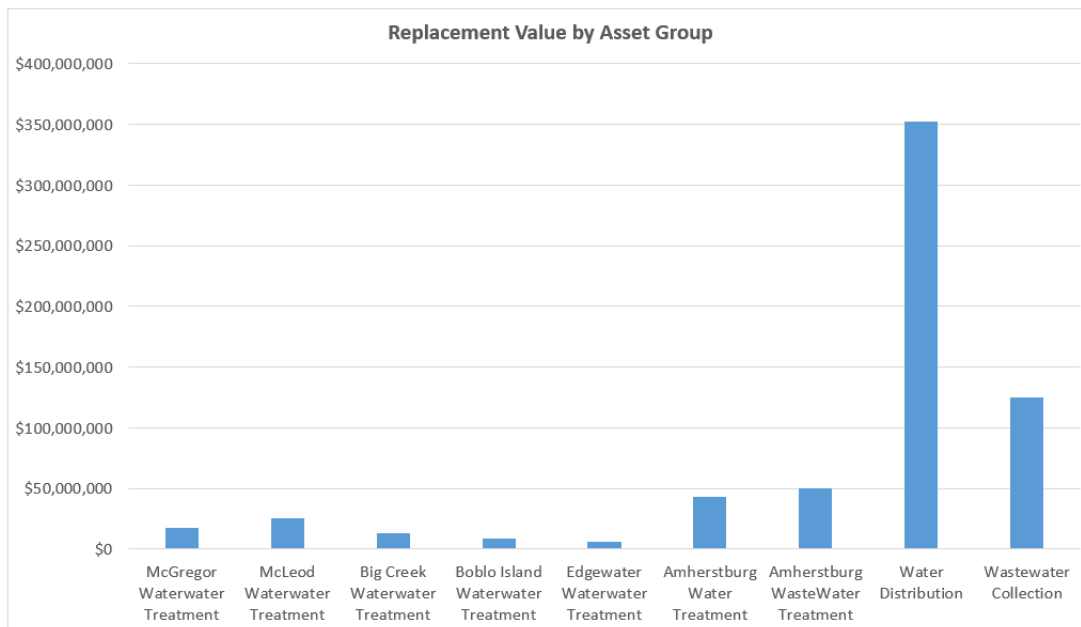


Figure ES1: Asset Portfolio Summary

Note: Actual costing values are subject to market forces at the time of infrastructure construction/improvement activity, the above values are based on historical averages and industry standards.

Current Asset Performance

The best available asset information combines with the judgement of subject matter experts to establish the current performance of each of the individual asset records represented in the asset portfolio. The performance of individual assets aggregates to present the performance distribution of each asset group. Table ES1 and Figure ES2 presents the current asset performance results.

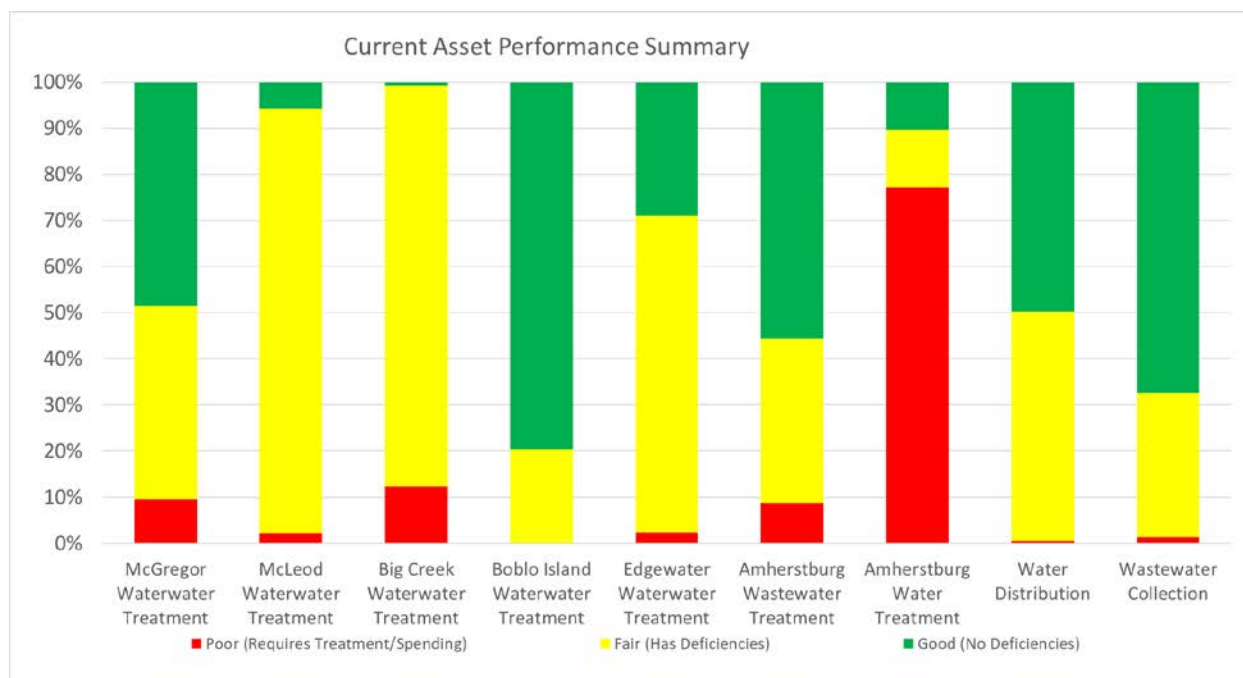


Figure ES2 – Current Performance Summary

The total replacement cost of the assets in the poor performance category is of approximately \$45 million, which represents approximately 7% of the total asset portfolio. The spending required to restore these assets to the good performance category is not necessarily equal to the replacement costs, since some assets only require rehabilitation while others require replacement with a more expensive asset.

Table ES1: Current Performance by Replacement Value

		McGregor Water Treatment	McLeod Water Treatment	Big Creek Water Treatment	Boblo Island Water Treatment	Edgewater Water Treatment	Amherstburg Wastewater Treatment	Amherstburg Water Treatment	Water Distribution	Wastewater Collection	Total
Performance Category	Good (No Deficiencies)	\$8,412,050	\$1,474,700	\$108,300	\$6,787,748	\$1,769,700	\$27,667,808	\$4,477,672	\$174,998,698	\$98,141,148	\$323,837,824
	Fair (Has Deficiencies)	\$7,247,696	\$23,613,300	\$11,067,000	\$1,726,300	\$4,201,300	\$17,759,520	\$5,442,513	\$175,673,722	\$45,363,836	\$292,095,187
	Poor (Requires Treatment/Spending)	\$1,660,000	\$550,500	\$1,567,000	\$0	\$140,000	\$4,350,000	\$33,328,500	\$1,499,412	\$2,094,992	\$45,190,405
	Total	\$17,319,746	\$25,638,500	\$12,742,300	\$8,514,048	\$6,111,000	\$49,777,328	\$43,248,685	\$352,171,832	\$145,599,977	\$661,123,416

Spending Forecast

Figure ES3 summarizes the spending forecast results. An average of \$4.0 million per year over the long term is required to achieve asset performance requirements.

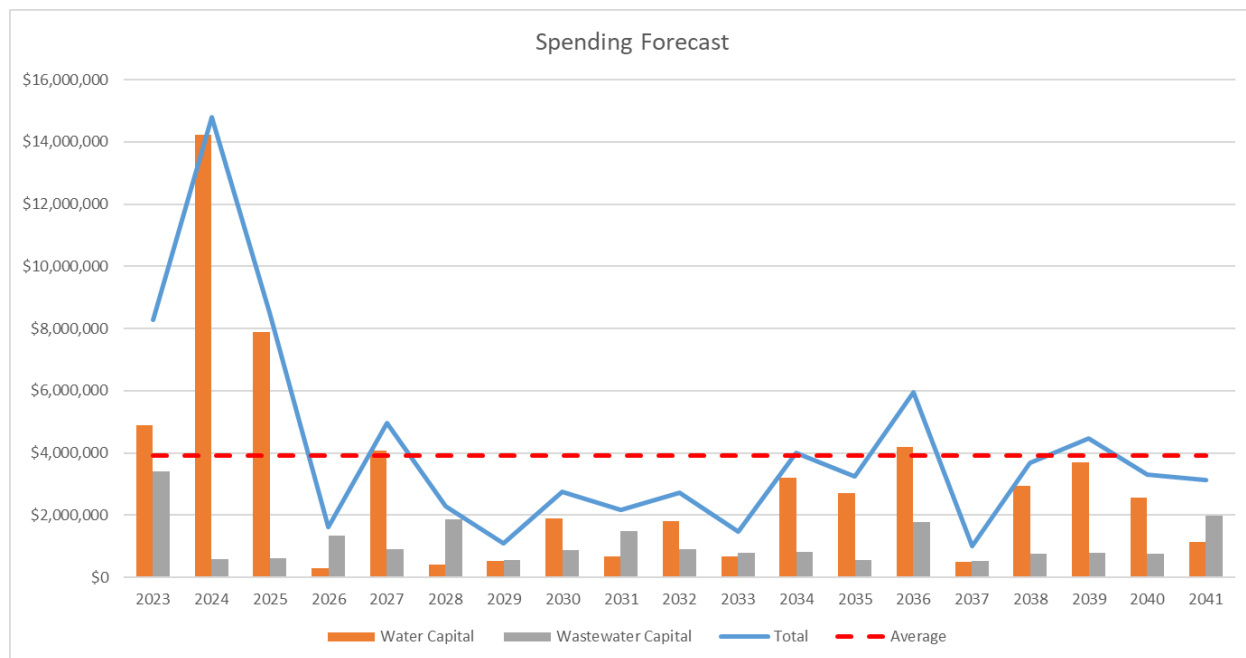


Figure ES3: Spending Forecast Summary

Funding Gap

The long-term funding needs are generally consistent with recent capital and maintenance spending levels. The Town is in the process of completing a rate study, which will provide better understanding of the Town's strategy to fund future infrastructure related expenditures.

Financial Strategy

The objective of the Town's financing strategy should be to maximize new assessment growth at the lowest real cost impact to ratepayers (i.e. maximize real revenue growth through expanded customer base and minimize rate increases). This would prioritize the following options:

1. Provincial/Federal Government Grants
2. Internal Financing using Reserves
3. Debt
4. Rate Increases

Future budgets will present the optimal balance of the available financing options to fund the Town's infrastructure program.

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1 INTRODUCTION

1.1 Overview

This Asset Management Plan (AMP) builds a structured relationship between infrastructure spending and asset performance. Periodic (annual) updates ensure it reflects changing circumstances and actively supports infrastructure decision-making processes.

1.2 Defining Asset Performance

The definition of Asset Performance is “the ability of an asset to fulfill the organization’s objectives or requirements”.

The performance of an asset directly relates to the level of service it provides:

- An asset in the good performance category is one which is meeting the expectations of the community (i.e. providing an appropriate level of service); and
- An asset in the poor performance category is one which is not meeting expectations (i.e. not providing an appropriate level of service), and requires spending to have it meet expectations.

The community’s asset performance expectations balance costs and affordability and are therefore unique to each community based on its infrastructure inventory, financial status and community/corporate priorities.

1.3 Provincial Asset Management Planning Requirements

The Province of Ontario developed Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act (2015). The following points summarize the requirements of O.Reg. 588/17:

- An AM policy is required to articulate specific principles and commitments that will guide decisions around when, why and how to spend money on the Town’s infrastructure assets. The Policy is required by July 1, 2019. The Town successfully adopted their AM Policy in 2019.
- By July 1, 2022 the AMP will be required to establish the spending that is required **to maintain current** asset performance expectations for water, wastewater, stormwater, roads and bridges.
- By July 1, 2024 the AMP will be required to establish the spending that is required to **maintain** current asset performance expectations for all asset groups.
- By July 1, 2025 the AMP will be required to establish the spending that is required to achieve desired asset performance expectations, and the financial strategy to fund the required spending.

1.4 AMP Development Approach

OCWA’s Asset Stewardship Quality Management System (ASQMS), depicted in Figure 1, guides the approach to develop this AMP. The ASQMS Framework shows how technical asset lifecycle strategies

connect to community priorities to develop optimized spending plans that balance service levels and costs. An AMP is a tactical output of the ASQMS.

The ASQMS aligns with Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure and the international standard for infrastructure asset management (ISO 55000).

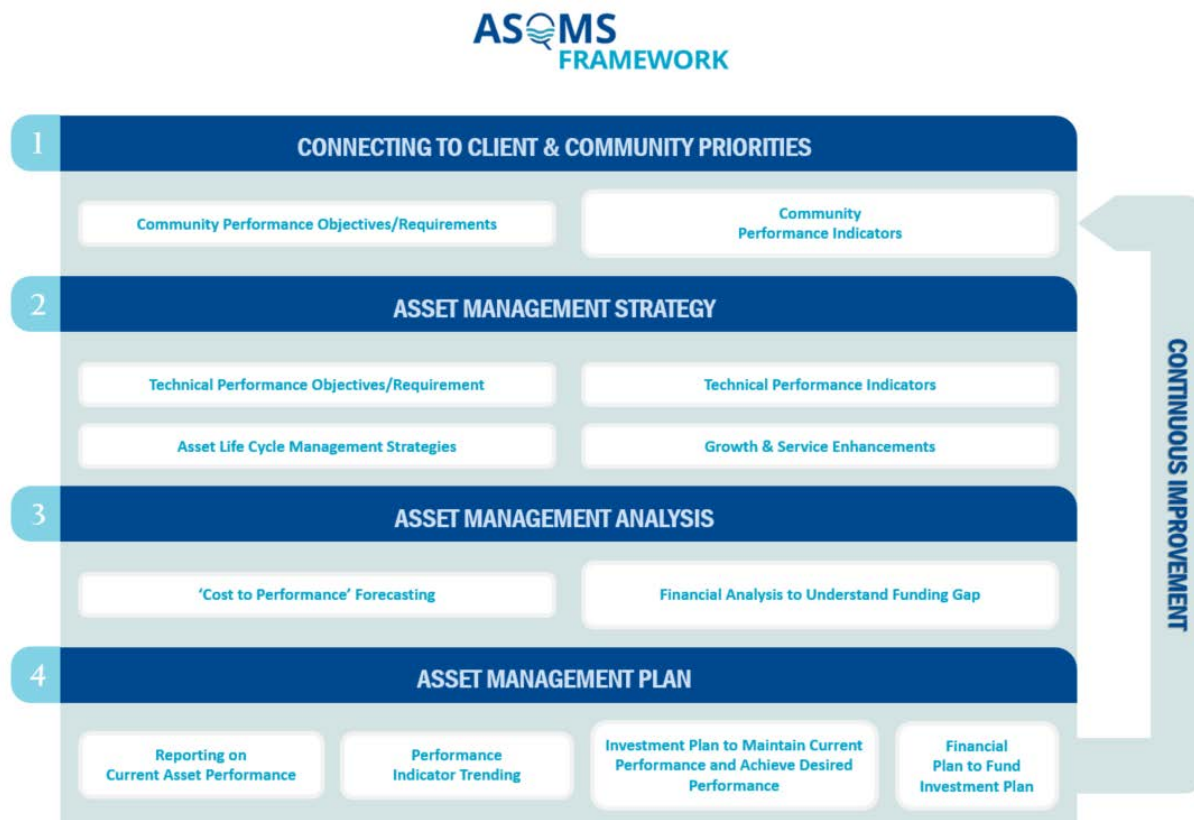


Figure 1-1: ASQMS Framework

The development of this AMP leverages the Town's best available asset and financial information, staff input, subject matter expert professional judgement, and AM best practices, to complete the following steps:

1. Develop a complete listing of infrastructure assets to be included in the AMP.
2. Assess current performance (level of service) of the assets based on existing information.
3. Prepare an asset lifecycle management strategy (i.e. spending plan) that maintains the current performance of the Town's infrastructure assets.
4. Determine the gap between required spending levels to achieve asset performance objectives versus historic spending.

1.5 Updating the Asset Management Plan

A periodic update to the AMP ensures it reflects the latest information and responds to evolving asset performance expectations in the community. Ideally, this update occurs annually in conjunction with the Town's budget processes, or more frequently if required to support funding applications.

1.6 Asset Management Plan Scope

This AMP includes all water and wastewater assets owned by the Town. Section 2 summarizes the infrastructure portfolio.

1.7 Growth Planning

As seen in Table 1-1, the population of Amherstburg was relatively stable over the past decade. However, recent trends are showing an increase in population growth. The Town is about to start a growth-planning exercise that will provide the best current estimates for future growth. This information will inform updates to the Water and Wastewater Master Plans, Development Charges Background Study, and this AMP. The spending identified in this AMP includes growth-related projects that are identified on the current 5 year capital plan.

Table 1-1: Amherstburg Population History

YEAR	POPULATION
2006	22,440
2011	22,250
2016	22,640

Population data from 2019 DC Report.

2 OVERVIEW OF ASSET PORTFOLIO

The infrastructure portfolio has an estimated replacement value of approximately \$661 million (Figure 2-1). A detailed asset inventory is available in Appendix C.

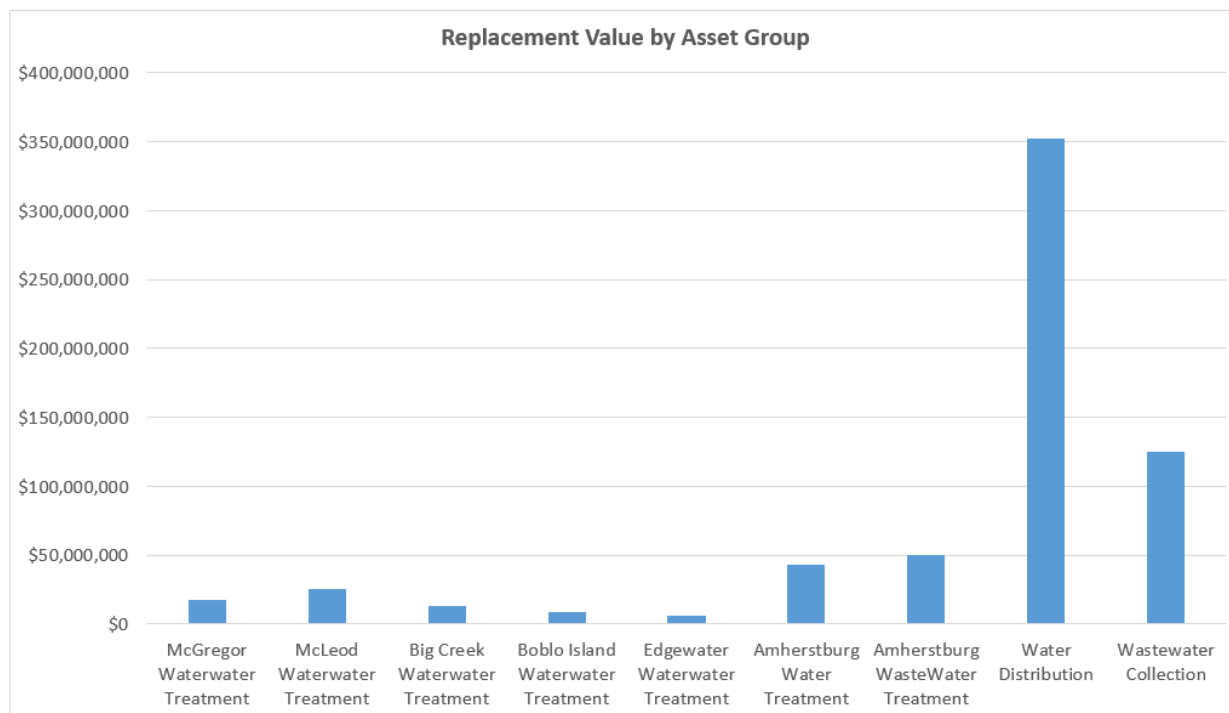


Figure 2-1: Amherstburg's Water and Wastewater Infrastructure Portfolio

Note: Actual costing values are subject to market forces at the time of infrastructure construction/improvement activity, the above values are based on historical averages and industry standards.

3 ASSET PERFORMANCE ASSESSMENT

As described in Section 1, the new landscape of AM that aligns with ISO 55000 defines asset performance as the ability for an asset to fulfill its objectives or requirements. This means that the performance of an asset is directly proportional to the level of service it provides. Levels of service are also at the core of O.Reg. 588/17, which requires municipalities to understand the cost to achieve higher or lower levels of service.

3.1 Measuring Asset Performance

The Town's asset inventory contains performance information for all infrastructure assets. This includes information related to both asset condition and asset function. The performance information is collected from a variety of sources, ranging from sophisticated technologies to investigate the assets to visual observations from qualified professionals.

All asset performance data combines with the professional judgment of subject matter experts to establish the current performance of each asset as defined in Table 3-1 below.

Table 3-1: Asset Performance Rating Descriptions

PERFORMANCE CATEGORY	DESCRIPTION	STATE OF ASSET
Good	Asset performance meets or exceeds its objectives/requirements.	No Deficiencies
Fair	Asset performance is nearing the point where it will not meet its objectives/requirements.	Has Deficiencies
Poor	Asset performance is not meeting its objectives/requirements.	Requires Treatment (Spending)

3.2 Current Asset Performance

Figure 3-1 and Table 3-2 provide the current performance distribution of each asset group. The total replacement cost of the assets in the poor performance category is of approximately \$45 million, which represents approximately 7% of the total asset portfolio. Note that the spending required to restore these assets to the good performance category is not equal to the replacement costs, since some assets only require rehabilitation while others require replacement with a more expensive asset.

The performance category of each asset updates on a continual basis to reflect actual spending on assets, new asset data, and changing asset performance objectives or requirements.

Detailed performance metrics are provided in Appendix A.

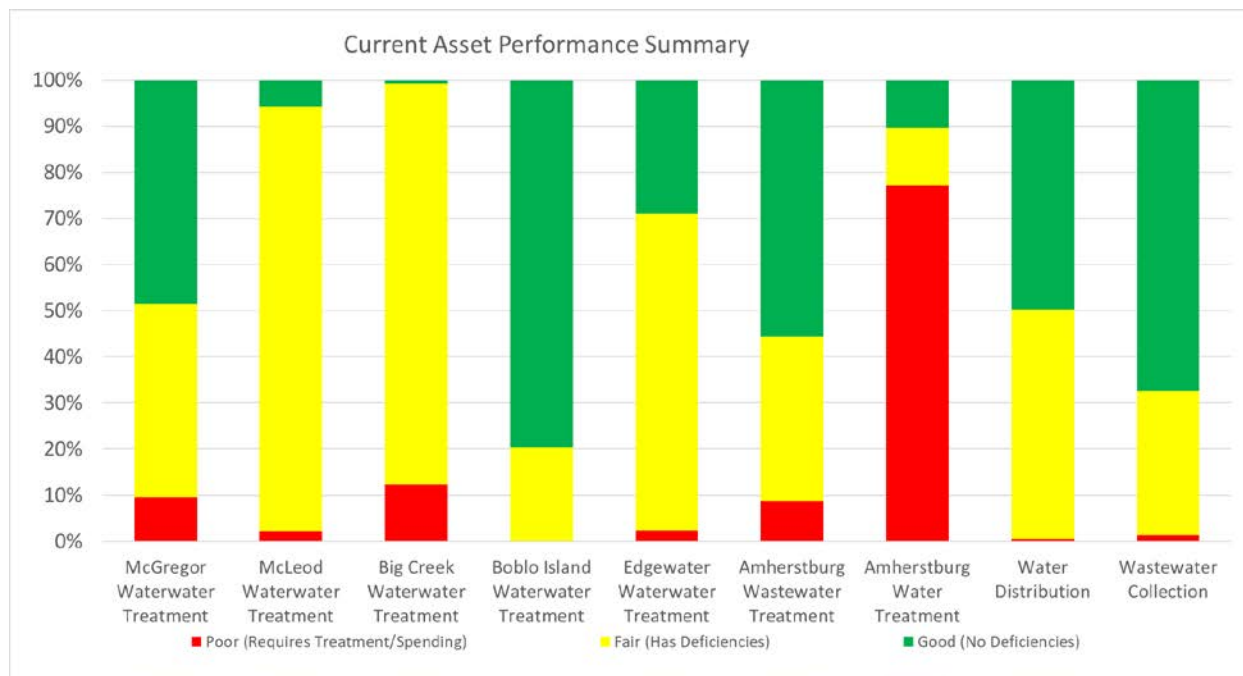


Figure 3-1: Current Performance Distribution

Table 3-2: Current Performance by Replacement Value

		McGregor Water Treatment	McLeod Water Treatment	Big Creek Water Treatment	Boblo Island Water Treatment	Edgewater Water Treatment	Amherstburg Wastewater Treatment	Amherstburg Water Treatment	Water Distribution	Wastewater Collection	Total
Performance Category	Good (No Deficiencies)	\$8,412,050	\$1,474,700	\$108,300	\$6,787,748	\$1,769,700	\$27,667,808	\$4,477,672	\$174,998,698	\$98,141,148	\$323,837,824
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	Poor (Requires Treatment/Spending)	\$1,660,000	\$550,500	\$1,567,000	\$0	\$140,000	\$4,350,000	\$33,328,500	\$1,499,412	\$2,094,992	\$45,190,405
Total		\$17,319,746	\$25,638,500	\$12,742,300	\$8,514,048	\$6,111,000	\$49,777,328	\$43,248,685	\$352,171,832	\$145,599,977	\$661,123,416

4 ASSET LIFECYCLE MANAGEMENT

4.1 Asset Lifecycle Activities Overview

Table 4-1 provides an overview of typical asset lifecycle activities applied to public infrastructure. The spending forecasts in this section represent a combination of major maintenance, rehabilitation and replacement treatments. Appendix C contains the detailed spending plan.

Table 4-1: Typical Asset Lifecycle Activities

LIFECYCLE ACTIVITY	DESCRIPTION
Operational	Operational activities, routine preventative maintenance, studies on asset performance
(Major) Maintenance	Repairs and component replacement to maintain asset performance, typically costing between 5-10% of asset replacement value.
Rehabilitation	Project to extend asset service life, typically costing between 15% - 40% of asset replacement value.
Replacement	A project resulting in a replacement of an asset with one asset that meets top industry and community expectations.
New Asset	Construction or purchase of new assets that results in net growth of the asset inventory and an enhancement in service levels provided to the community.

4.2 Spending Forecast

4.2.1 Approach

The analysis approach involves connecting real planned projects against specific assets where feasible and iteratively adjusting annual spending levels until the forecasted performance distribution will be relatively stable (i.e. the proportion of the asset network in the poor performance category is consistent).

For example, Figure 4-1 shows a scenario where there is not sufficient spending, resulting in the proportion of assets in the poor performance category increase from 5% in 2021 to 90% in 2040, and a declining trend in the Network Average performance index. This indicates that additional spending is required. Analysis updates continue to achieve a suitable performance forecast.

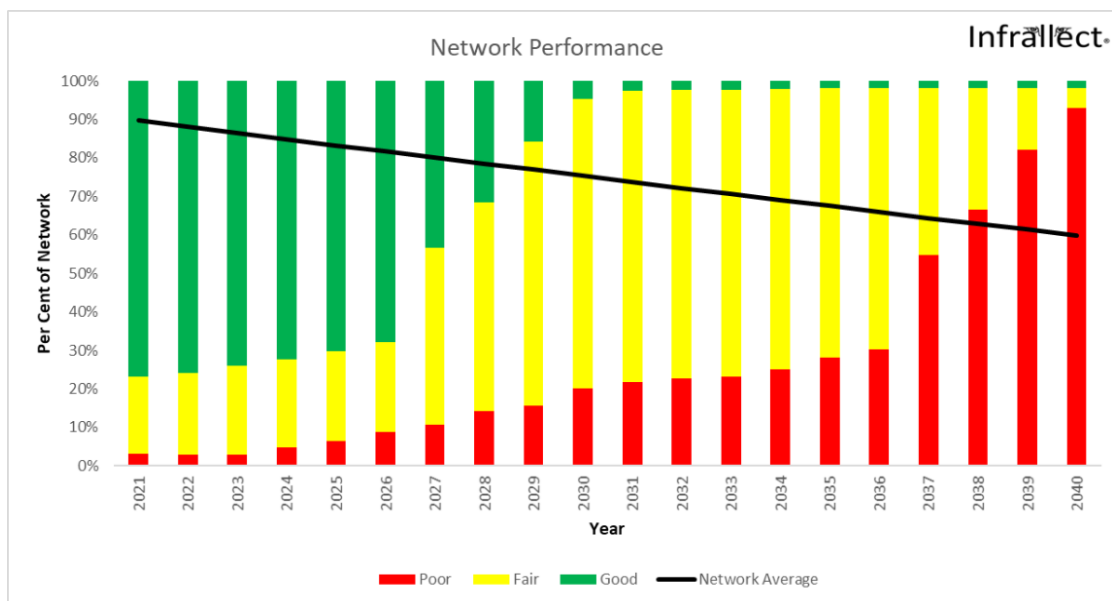


Figure 4-1: Sample Performance Forecast

4.2.2 Results

Figure 4-2 to Figure 4-10 provide the performance and spending forecasts for each asset group. Figure 4-11 provides the summary of spending needs. Appendix D provides the detailed planned program.

Figure 4-2: Amherstburg Water Treatment Performance Forecast

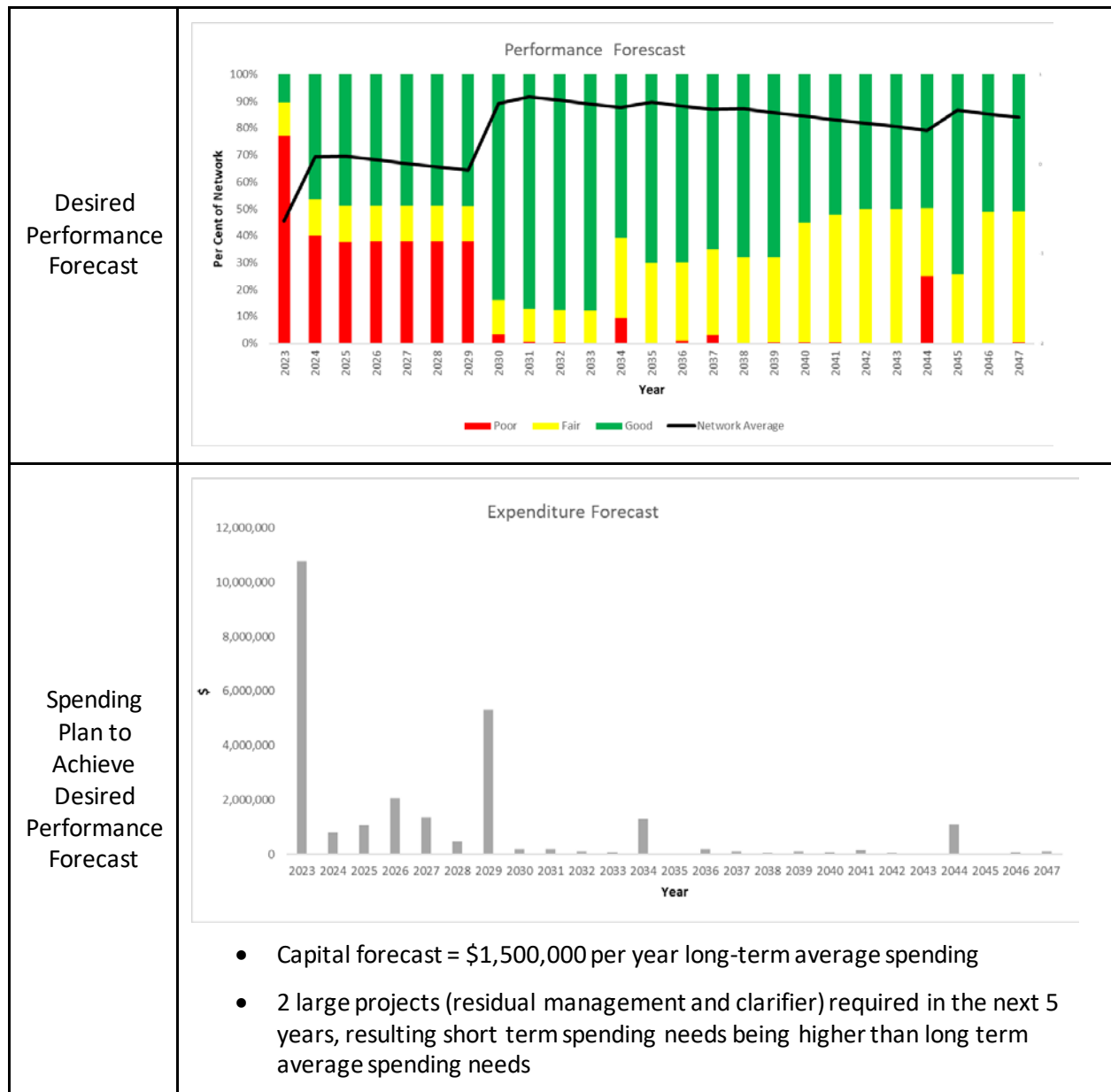


Figure 4-3: Watermains Performance Forecast

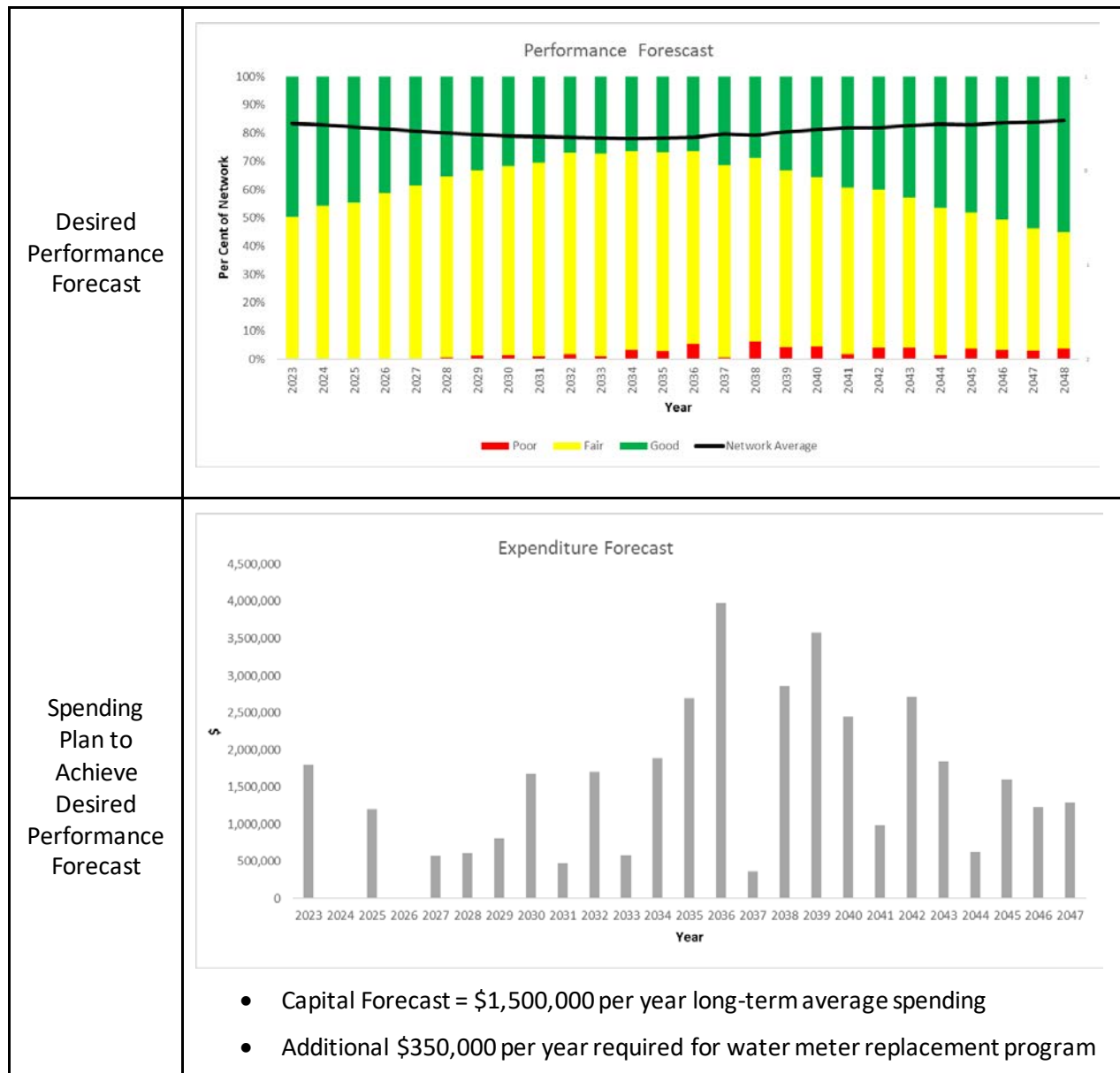


Figure 4-4: Amherstburg Wastewater Treatment and Pumping Performance Forecast

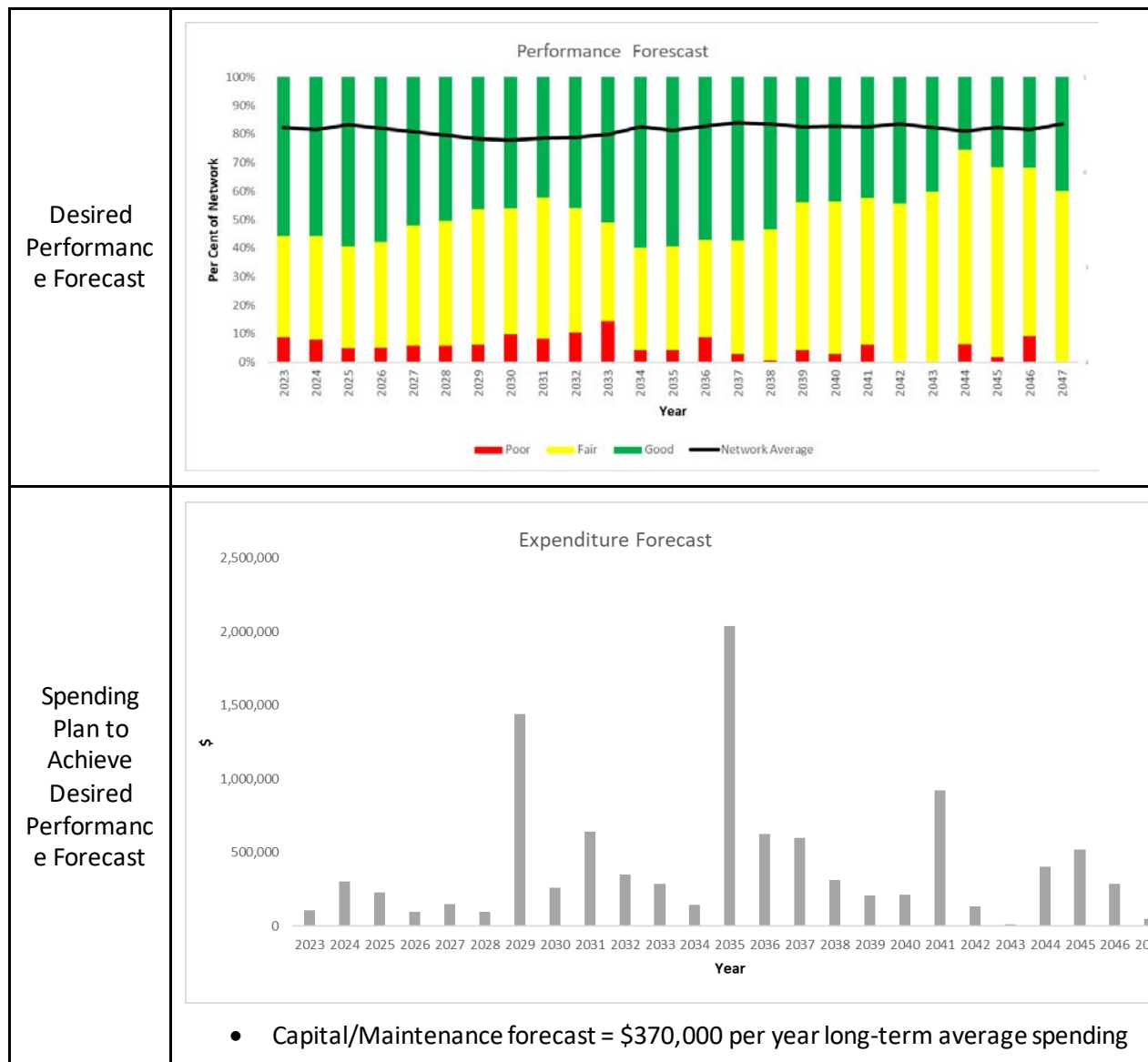


Figure 4-5: McGregor Wastewater Treatment and Pumping Performance Forecast

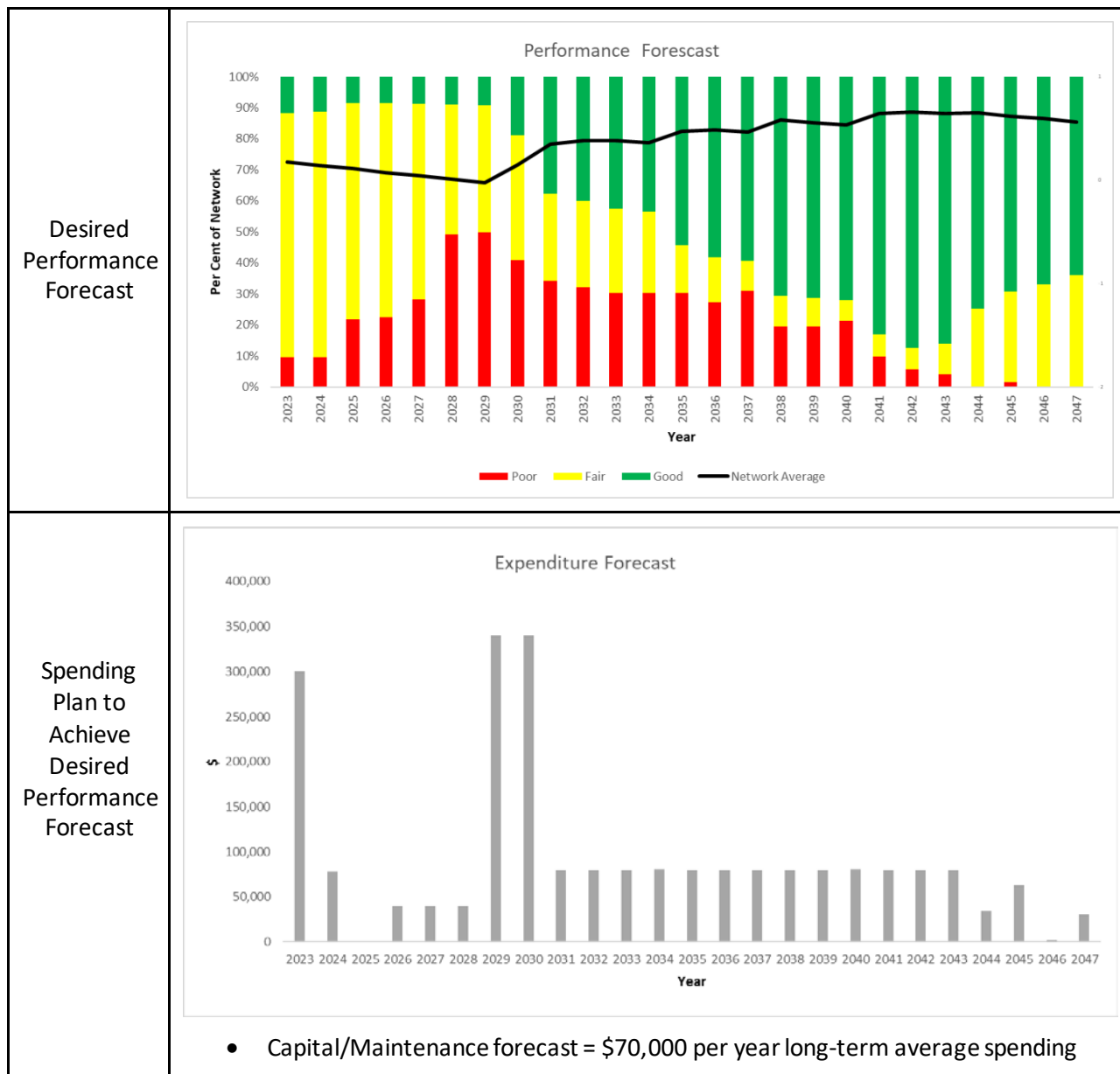


Figure 4-6: McLeod Wastewater Treatment and Pumping Performance Forecast

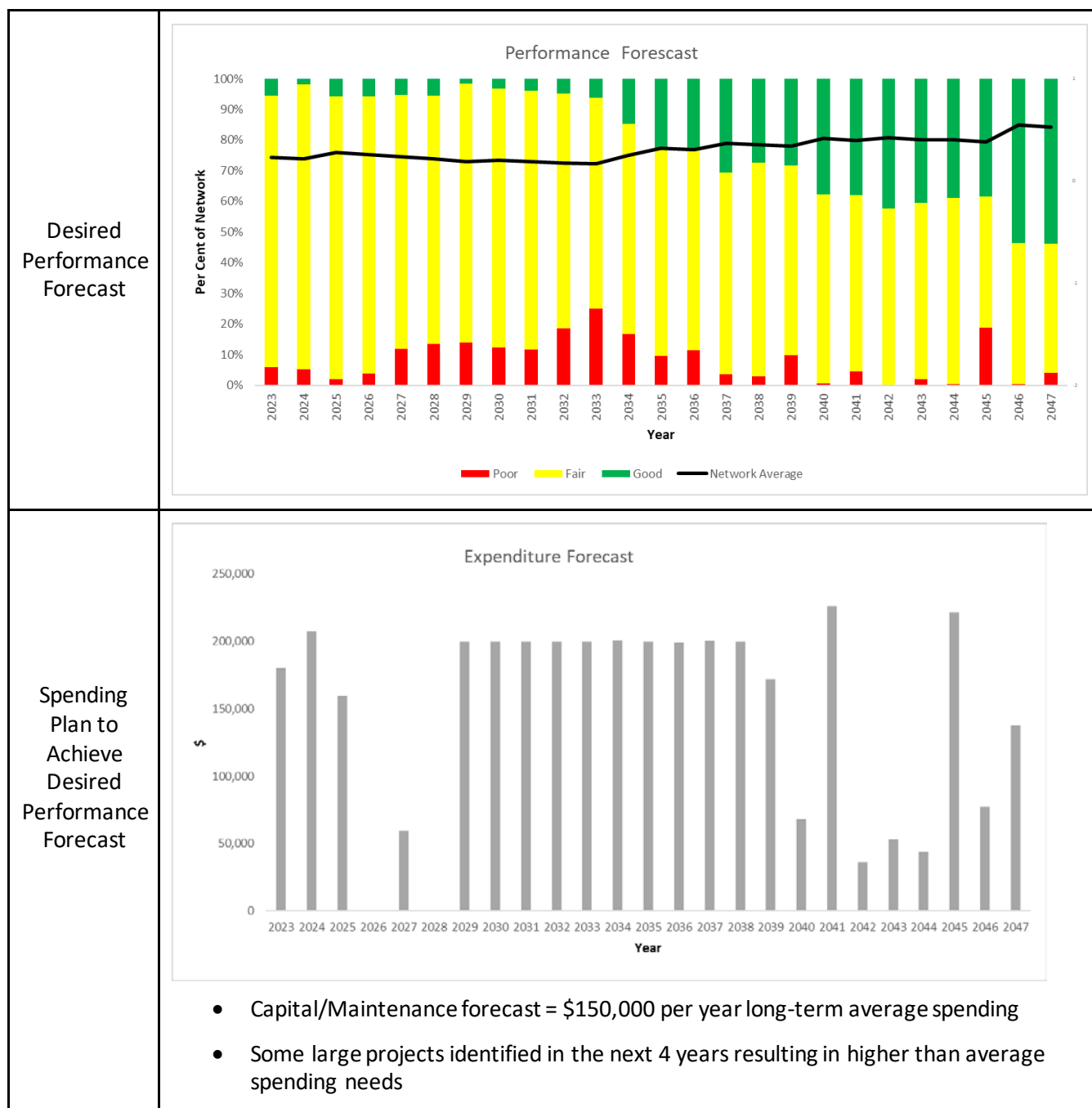


Figure 4-7: Big Creek Wastewater Treatment and Pumping Performance Forecast

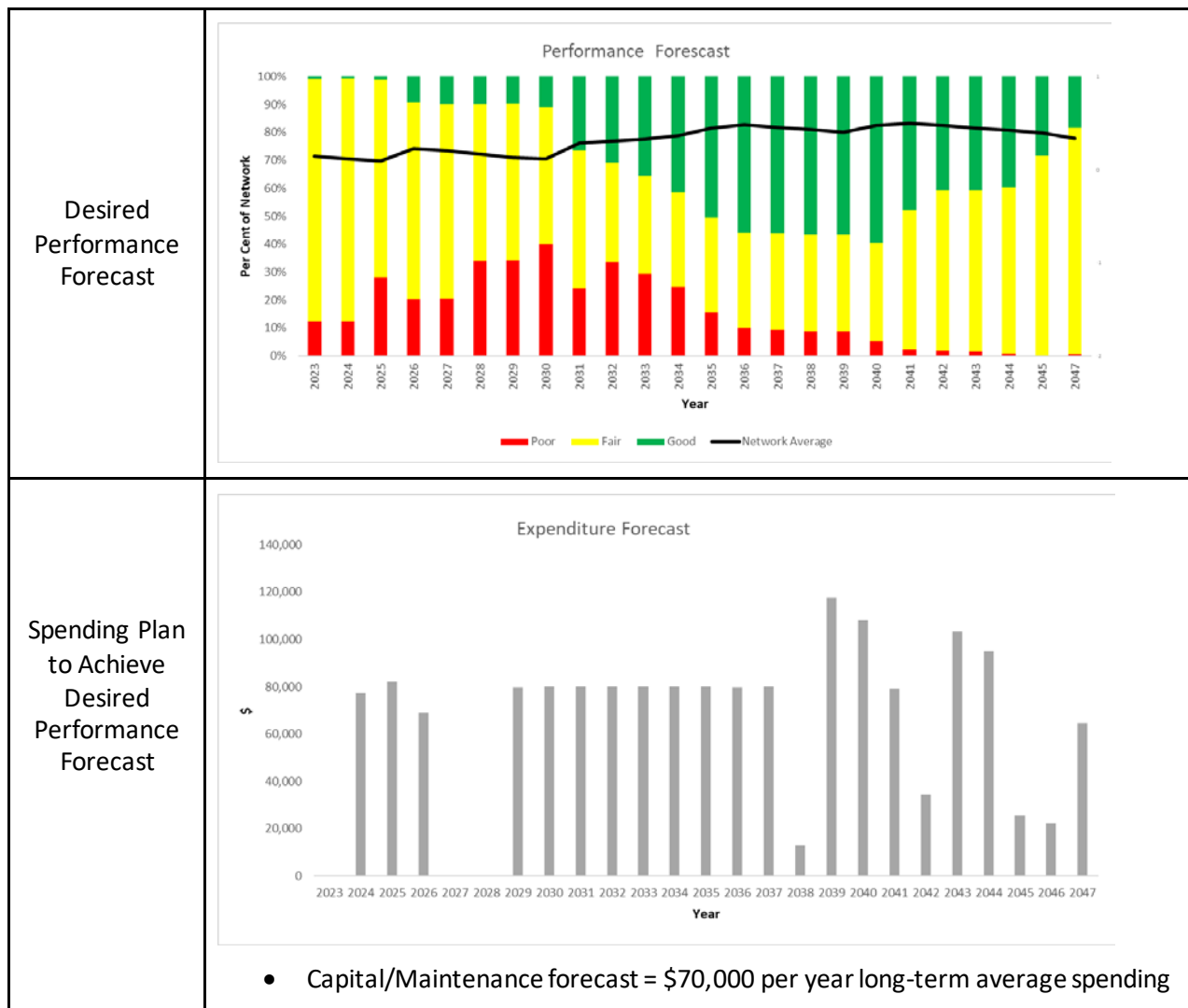


Figure 4-8: Boblo Island Pumping Performance Forecast

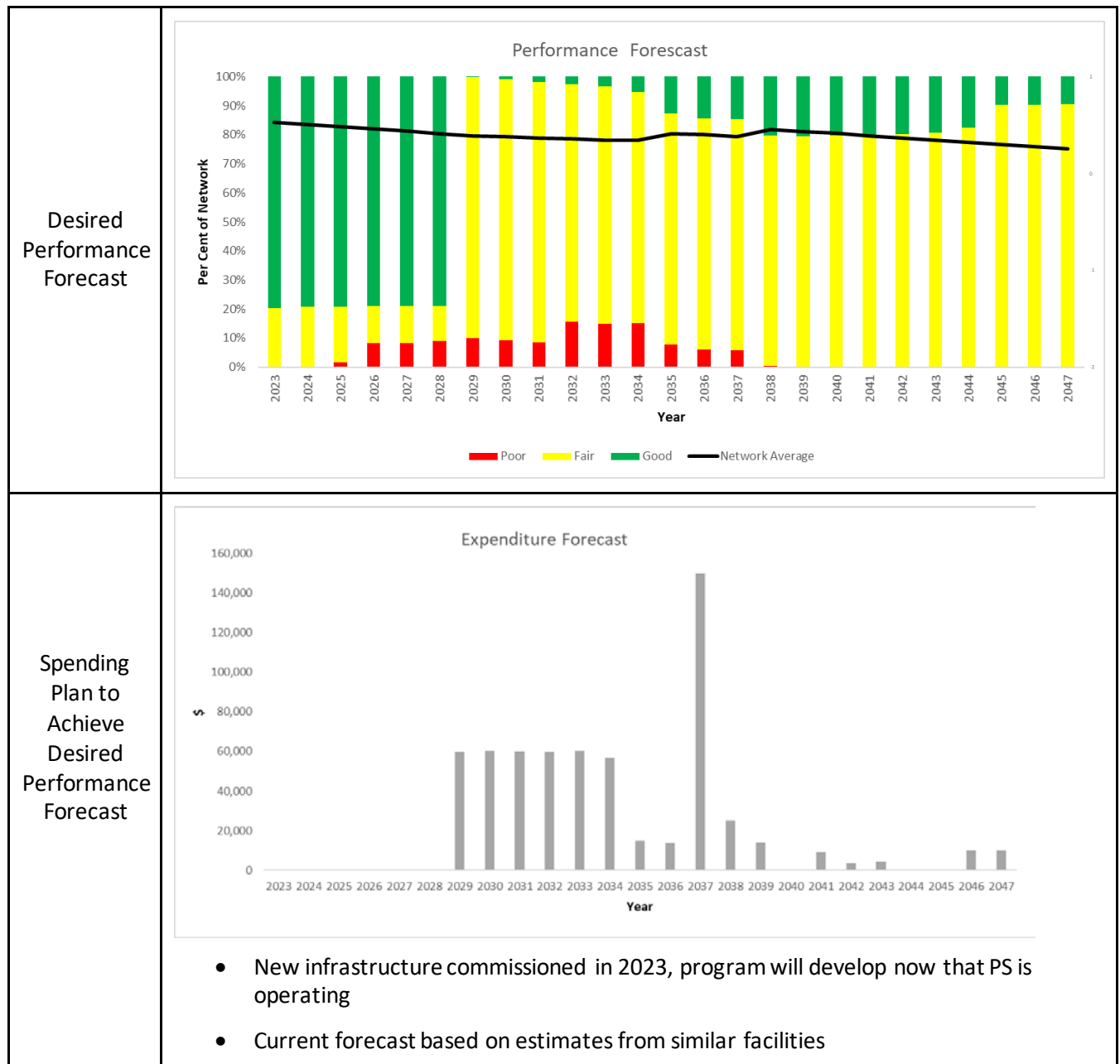


Figure 4-9: Edgewater Wastewater Treatment and Pumping Performance Forecast

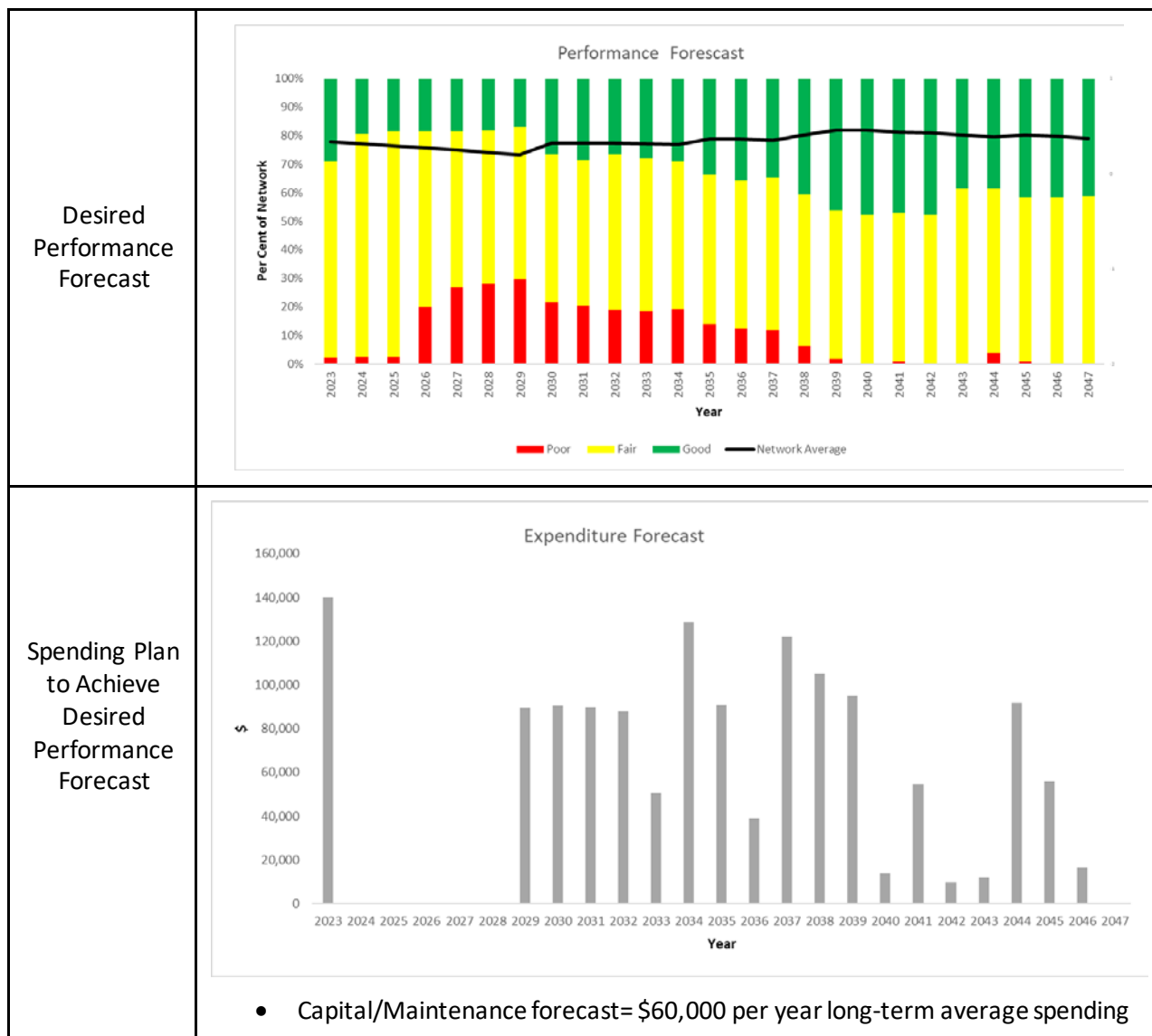


Figure 4-10: Wastewater Collection Performance Forecast

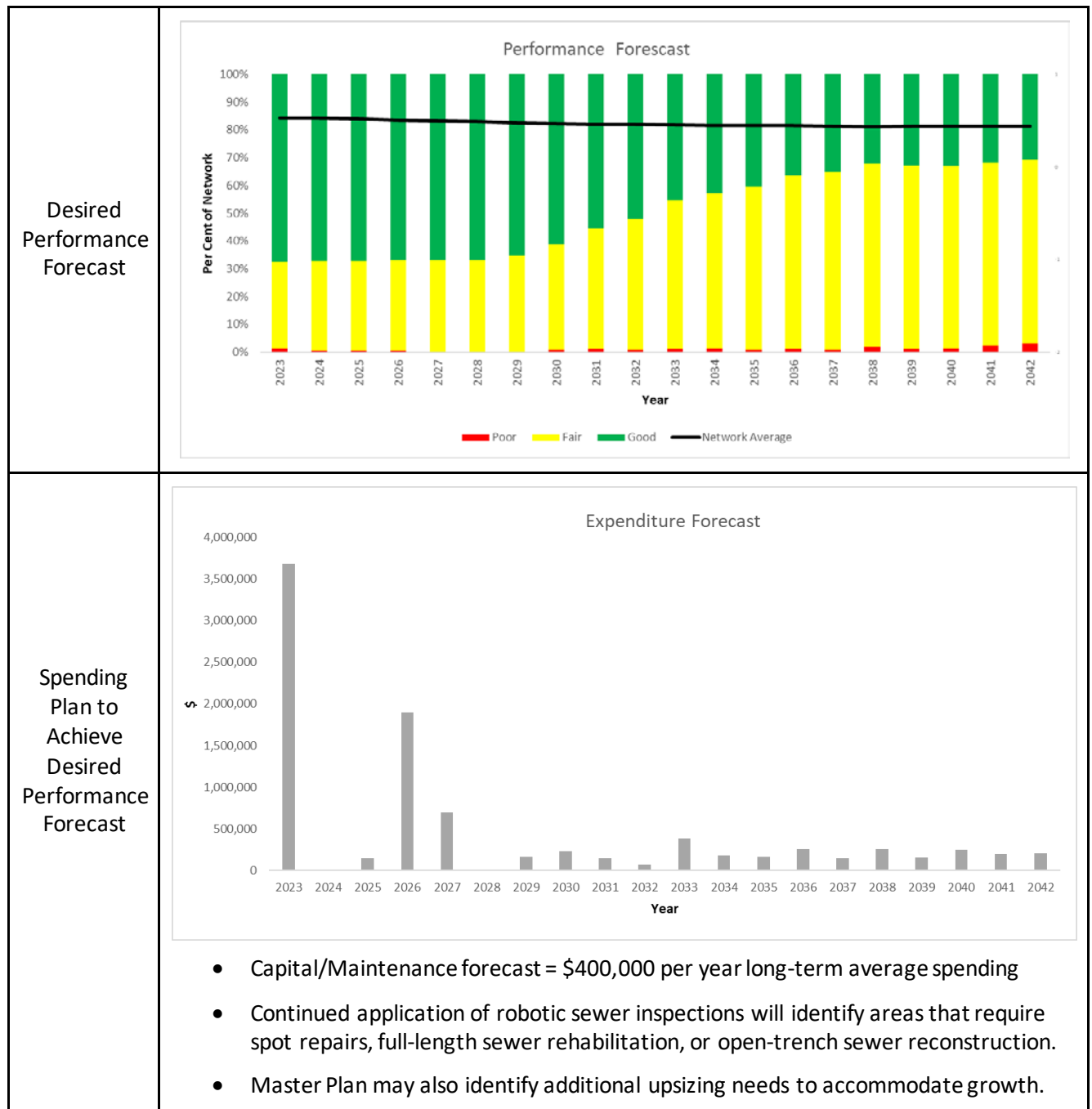


Figure 4-11 summarizes the combined spending forecast. An average of \$4.0 million per year over the long term is required to achieve the Town’s desired asset performance expectations. The detailed planned program is provided in Appendix D.

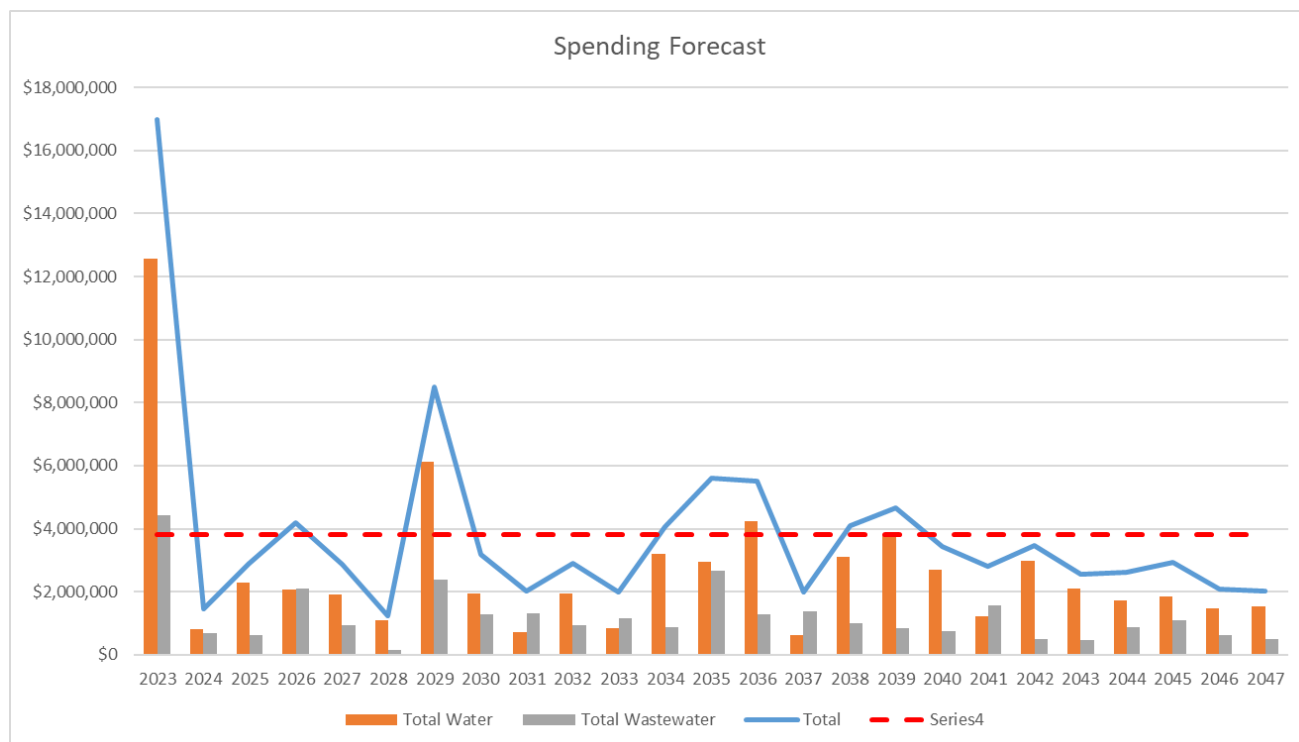


Figure 4-11: Spending Forecast Summary

4.3 Funding Gap Summary

The long-term funding needs are generally consistent with recent capital spending levels. The Town is in the process of completing a rate study, which will provide better understanding of the Town’s strategy to fund future infrastructure related expenditures.

4.4 Risk Management

The approach to managing risk in this AMP is to consider the overall criticality of each asset related to the role it plays in providing services to the community (by understanding the required performance of each asset based on its location, function, size, etc.). This understanding establishes when an asset is not meeting its objectives or requirements based on the available technical performance indicators and subject matter expert judgement. Assets that are more critical have higher performance expectations, while less critical assets have lower performance expectations.

4.5 Managing Climate Change

The expected impacts of climate change have been considered and included throughout the analysis used to inform this AMP. This includes consideration of climate change when establishing the current performance category of an asset, forecasting the deterioration rate of an asset, or establishing the lifecycle activities completed on an asset.

The most prominent climate factors affecting the Town's water and wastewater infrastructure are severe wet weather events, prolonged periods of cold weather, and prolonged periods of heat or drought. The climate factors discussed are referenced to the Climate Atlas of Canada¹, an online tool to learn about the impacts of climate change in the area for different scenarios.

- *Climate Factor 1 - Severe Wet Weather Events*

Severe wet weather events put added strain on the wastewater collection and treatment systems. This strain can lead to additional overflows or a reduction in treatment effectiveness. At this point, this climate factor is not causing any specific performance deficiencies as the heavy rain days are projected to decrease one day from 147.9 to 147.3 days in the next 20 years. The Town should continue to monitor the impacts of severe wet weather events on the wastewater collection and treatment system.

- *Climate Factor 2 – Mild Winters*

This climate factor can lead to high lagoon inflows following winter rain or interim snowmelt scenarios. This can lead to a need to complete the spring lagoon discharge earlier than typical. At this point, this climate factor is not causing any specific performance deficiencies, as there is no increase in mild winter days forecasted in the next 20 years. The Town should continue to monitor the impacts of mild winters on the lagoons.

- *Climate Factor 3 – Periods of Prolonged Heat or Drought*

This climate factor can lead to more days of high peak water demand and reductions to the quantity and/or quality of source water. Based on the climate model of Climate Atlas of Canada, the number of heat waves increases from 2.6 days to 5.6 days in the next 20 years. However, due to the stable supply of fresh water, this climate factor is not causing any specific performance deficiencies. The Town should continue to monitor the impacts of periods of prolonged heat or drought on the water supply and storage system.

¹ [Climate Atlas of Canada](#)

5 FINANCING STRATEGY

A number of financing strategies are available to fund infrastructure expenditures. The objective of the Town's financing strategy should be to maximize new assessment growth at the lowest real cost impact to ratepayers (i.e. maximize real revenue growth through expanded customer base and minimize rate increases). This would prioritize the following options:

1. Provincial/Federal Government Grants
2. Internal Financing using Reserves
3. Debt
4. Rate Increases

Future budgets will present the optimal balance of the available financing options to fund the Town's infrastructure program.

6 DISCUSSION AND NEXT STEPS

This AMP represents the tactical output of a corporate management system. The corporate management system is the series of interconnected processes that work together to realize value from assets. This AMP uses the best available asset and financial information. The AMP is a living document that requires periodic updates to reflect new information and changing community priorities.

6.1 Monitoring Asset Performance

Moving forward, Provincial Regulation requires the Town to provide an annual update on the progress of the AMP. The practical steps to complete these activities are as follows:

1. Each year, update the asset inventory with the best available asset data. This adds/removes assets as appropriate.
2. Each year, update current asset performance based on the best available information.
3. Each year, update the spending analysis to record completed spending, and to connect planned spending to assets or asset networks.

These three steps enable updates the forecast performance versus spending analysis. Over time, the Town will be able to see connections between the changing performance distribution and annual spending levels. This will increase the confidence of the Town's AMPs each year.

6.2 Roadmap for Enhancing Asset Management Processes

The following points provide a roadmap to enhance asset management planning processes in the Town:

1. Continue to maintain the inventory of all assets owned. Asset inventories should be comprehensive of all assets in an asset network.
2. Continue to strengthen the connection between actual or planned spending and specific assets (or asset networks). This will provide greater line of sight from the current or planned spending and the resulting performance improvement in an asset or asset network.
3. Continue to strengthen the quality of asset-centric performance indicator data that is available to measure the current performance of assets and asset networks.
4. Engage the community to understand their current perspective on the performance of assets and asset networks. This understanding calibrates the current performance of the asset networks and prioritizes the allocation of funding to improve the performance of asset networks relative to community expectations.

Appendix A – Performance Indicator Tracking

System	Indicator	2019	2020	2021	2022
Water Treatment and Distribution	Boil Water Advisory	0	0	1 (due to Total coliform)	0
	Adverse Water Quality Incident (AWQI)	0	0	1 (Total Coliforms)	0
	Watermain Breaks	2	4	3	5
Wastewater Treatment, Pumping and Collection	Effluent Non-Compliance*	4 (Nitrogen exceeded limit at Boblo; TSS, CBOD5, pH exceeded)	1 (Nitrogen exceeded limit at Boblo)	3 (TSS exceeded at Boblo; CBOD, TSS exceeded at McGregor)	3 (Nitrogen exceeded at Big Creek; TSS exceeded at Boblo;
	Bypass event	1 (equipment failure at AWT)	0	0	0
	Community Complaint	0	1 (AWT)	3 (three complaints at AWT)	0

**Note: The recorded number represents the annual count of monthly instances where the effluent quality limit is exceeded in all wastewater treatment plants*

O. Reg. 588/17 Mandatory Metrics

Asset Group	Metric	Result	Comment
Water	User groups or areas that are connected to the municipal water system	Most properties within the settlement of Amherstburg are connected to the municipal water system.	
Water	User groups or areas that have fire flow	All properties connected to the municipal water system have some fire flow coverage.	
Water	Percentage of properties connected to the municipal water system	88%	
Water	Percentage of properties where fire flow is available	100%	Assume all properties connected to municipal system have fire flow.
Water	Description of boil water advisories and service interruptions	The samples were identified as adverse due to Total Coliforms present in the distribution system, a boil water advisory put into effect. The station was re-sampled. On August 5th the re-sample results showed that all stations tested and re-sampled had 0 Total Coliforms. The boil water advisory was in effect from August 4th, 5th. The Town of Amherstburg, Ministry of Health, and Spills Actions Centre, MECP were all notified and involved.	1 Boil Water Advisory in 2021
Water	Number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0 Boil Water Advisory and 9,960 accounts	
Water	Number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system	5 Watermain breaks (33 connection-days of impacted service) and 9,960 accounts	Customer-hours interruption based on assumption of 8 hours to repair break and 20 properties impacted.
Water	Average Age of Water Treatment Assets	43 Years	
Water	Average Age of Water Distribution Assets	33 Years	
Wastewater	User groups or areas that are connected to the municipal wastewater system	Most properties within the settlement of Amherstburg are connected to the municipal wastewater system.	
Wastewater	Percentage of properties connected to the municipal wastewater system	71%	
Wastewater	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place (to prevent backups into homes by allowing overflow during storm events)	N/A - no combined sewers	
Wastewater	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	N/A - no combined sewers	
Wastewater	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Infiltration inflow into sanitary sewers in both groundwater and stormwater which are not intended to be in sanitary system. Infiltration can enter through a variety of sources (cracks in pipes, weeping tile connections, cross connection, catch basins, etc.).	
Wastewater	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid sewage overflow into streets or backup into homes	A By-Law is in place in the Town which forces residents to disconnect.	
Wastewater	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	Effluent can be defined as water pollution, such as the outflow from a sewage treatment facility. The effluent from the treatment facilities have documented compliance limits, objectives, and actual performance. The effluent criteria include effluent flow rates, and parameters for suspended solids, Biochemical Oxygen Demand (BOD), phosphorous, ammonia, and E. coli.	
Wastewater	The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system.	No wastewater backups	
Wastewater	Annual number of events where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	N/A - no combined sewers	
Wastewater	The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.	3 Effluent Non-Compliance, 7,606 Connections	
Wastewater	Average Age of Wastewater Treatment and Pumping Assets	22 Years	
Wastewater	Average Age of Wastewater Collection Assets	31 Years	

Appendix B – 5 Year Capital Plan

CAPITAL BUDGET

APPROVED 2024 5-YEAR CAPITAL BUDGET



Questica ID	ENV-001-23	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Water Network	Project Lead	Todd Hewitt		
Title	Watermain Upgrade and Replacement Program				
Budget Status	Senior Management Team				
Vadim Account Reference	40-7-4010000-2301	40-7-3010000-2309	80-7-0000000-2306		
Project Description					
Work required to replace watermain due to lifecycle or capacity concerns.					
Annual Budget Request - Scenario Description					
2025 - \$1,125,000					
McCurdy Avenue / Linden Court / Oak Court:					
Replacement of ductile Iron watermain with PVC. - \$575,000					
Road rehabilitation is being coordinated with this project. - \$500,000					
Sanitary sewer cleanouts are also being installed - \$50,000					
2027 - \$600,000					
McCurdy Avenue / Lilac Court / Poplar Court:					
Road rehabilitation is being coordinated with this project. - \$550,000					
Sanitary sewer cleanouts are also being installed - \$50,000					
NOTE: funding in 2027 and 2028 is required prior to work commencing on this project as all of the work must be done at the same time.					
2028 - \$575,000					
McCurdy Avenue / Lilac Court / Poplar Court –					
Replacement of ductile Iron watermain with PVC. \$575,000					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
8907 - Water Mains	-	575,000	-	-	575,000
1902 - Asphalt Road Surface (Urban)	-	500,000	-	550,000	-
9907 - Wastewater Mains	-	50,000	-	50,000	-
Total	-	1,125,000	-	600,000	575,000
Revenues					
0200 - RESERVE - CAPITAL WATER	-	575,000	-	-	575,000
0210 - RESERVE - CAPITAL WASTEWATER	-	50,000	-	50,000	-
0410 - GAS TAX RESERVE/Canada Community Benefit-CCBF	-	500,000	-	550,000	-
Total	-	1,125,000	-	600,000	575,000

Questica ID	ENV-001-24	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Water Network	Project Lead	Dwayne Grondin		
Title	Water Meter Exchange Program				
	Senior Management				
Budget Status	Team				
Vadim Account Reference					
Project Description					
The Town last completed a water meter exchange program between 2003-2017 which converted the various meters and reading types to one standard Sensus water meter and a Sensus drive by reading system. The expected battery life on a water meter is approximately 20 years. During and after COVID the Sensus meters had an approx. wait time of 50 weeks when placing an order for either a meter or reader. The decision was made to move to a readily available Badger meter with the Itron reading system both being supplied from our local distributor. Currently both the Sensus and Itron systems are being used to read meters. The goal is to systematically change the Sensus meters and readers to the Badger meter and Itron reader over the next 16 -17 years.					
Annual Budget Request - Scenario Description					
Annually - \$350,000					
This price includes approx. 500 meter and reader purchases as well as a yearly tendered program for the labour and incidentals to complete the exchanges.					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
8902 - Water Machinery & Equipment	350,000	350,000	350,000	350,000	350,000
Total	350,000	350,000	350,000	350,000	350,000
Revenues					
0200 - RESERVE - CAPITAL WATER	350,000	350,000	350,000	350,000	350,000
Total	350,000	350,000	350,000	350,000	350,000

Questica ID	ENV-002-23	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Wastewater Network	Project Lead	Antonietta Giofu		
Title	McGregor Lagoon Expansion - Environmental Assessment				
Budget Status	Senior Management Team				
Vadim Account Reference	40-7-4010000-2302	40-7-4010000-2302			
Project Description					
The McGregor Lagoon has reached its capacity. An environmental assessment is required to review options with respect to capacity expansion. This project will be completely jointly with the Town of Essex with the exception of the additional cost for the Howard Industrial Lands.					
Annual Budget Request - Scenario Description					
2024 - \$50,000					
Additional cost for EA to expand scope to include the Howard Industrial Lands area. This area has completed a Secondary Plan review which provides a long term vision for the area including potential industrial use. As the area is currently on septic options to attract industry are limited so the inclusion and clarity around options to transition from septic will provide additional information needed to inform and plan for the future of these lands.					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
9900 - Wastewater Network - Studies/Common Designs General	50,000	-	-	-	-
Total	50,000	-	-	-	-
Revenues					
0210 - RESERVE - CAPITAL WASTEWATER	50,000	-	-	-	-
Total	50,000	-	-	-	-

Questica ID	ENV-002-24	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Wastewater Network	Project Lead	Dwayne Grondin		
Title	McGregor Lagoon Upgrades				
Budget Status	Senior Management Team				
Vadim Account Reference					
Project Description					
This project includes reinstalling granular lanes around the top of the lagoons as well as the installation of boat ramps for in water maintenance					
Annual Budget Request - Scenario Description					
The driveable lanes around the top of the lagoons are in disrepair and required new granular material for heavily rutted areas. This budget request will also allow for a boat ramp to be installed at each lagoon so OCWA may launch their boat for in water inspections and chemical applications.					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
9904 - Lagoons	150,000	-	-	-	-
Total	150,000	-	-	-	-
Revenues					
0210 - RESERVE - CAPITAL WASTEWATER	150,000	-	-	-	-
Total	150,000	-	-	-	-

Questica ID	ENV-003-23	Department	Infrastructure Services
Budget Year	2024	Division	Environment
Asset Category	Wastewater Network	Project Lead	Todd Hewitt
Title	Sanitary Sewer Upgrades and Replacements		
Budget Status	Senior Management Team		
Vadim Account Reference	80-7-0000000-2302	40-7-4010000-2203	40-7-4010000-2303 40-7-4012021-0005 40-7-3010000-2209
Project Description			
This program is to provide for clarity on all of the planned sanitary sewer upgrades and replacements Town wide. It is comprehensive listing of all aspects of the project, including any work required for water, storm, road and or other infrastructure costs included as part of the whole project.			
Annual Budget Request - Scenario Description			
2024 - River Canard Pump Station - \$60,000			
The current generator is located in a small building that was constructed in the early 1980's. This request will eliminate the building and replace the generator with an outdoor unit & outdoor control panel similar to what has been installed within the Amherst/Bar Point sewer systems. - \$140,000 was approved during the 2023 budget deliberations. Additional review has identified that additional funding is required for this project to relocate the hydro service from overhead to underground. If funding is approved the work will commence in 2024.			
2025 - \$150,000			
Richmond Street sewer replacement – Fryer to States: \$150,000			
Engineering study to address the recommended sanitary sewer analysis for Civica. This section of sewer was identified for increased capacity to assist in relieving sanitary sewer surcharging. The engineering study for the project will include watermain replacement and road rehabilitation requirements.			
2026 - \$1,875,000			
Richmond Street sewer replacement – Fryer to States: \$1,700,000			
Estimated construction costs for this project will be revisited as the work in the engineering study is completed to provide more clarity on actual scope of work. Costs estimates included in 2026 are to ensure there is some funding identified so that the construction stage can commence soon after completion of the study. This project will include watermain replacement and road rehabilitation			
Sewer Component - \$600,000			
Water Component - \$600,000			
Roads Component - \$500,000			
Brock Street Sewer Replacement – Richmond to Kempt - \$175,000			
Engineering design to replace the vitrified clay sewer on Brock Street. This section of sewer is identified in the now category in the Towns asset management database. The engineering study for the project will include watermain replacement and road rehabilitation requirements.			
2027			
Brock Street Sewer Replacement – Richmond to Kempt - \$675,000			
Estimated construction costs for this project will be revisited as the work in the engineering study is completed to provide more clarity on actual scope of work. Costs estimates included in 2026 are to ensure there is some funding identified so that the construction stage can commence soon after completion of the study. This project will include watermain replacement and road rehabilitation			
Sewer Component - \$300,000			
Roads Component - \$375,000			

Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
9907 - Wastewater Mains	60,000	150,000	600,000	300,000	-
8907 - Water Mains	-	-	600,000	-	-
1902 - Asphalt Road Surface (Urban)	-	-	500,000	375,000	-
9900 - Wastewater Network - Studies/Common Designs General	-	-	175,000	-	-
Total	60,000	150,000	1,875,000	675,000	-
Revenues					
0200 - RESERVE - CAPITAL WATER	-	-	600,000	375,000	-
0210 - RESERVE - CAPITAL WASTEWATER	-	150,000	775,000	300,000	-
0125 - DC-SANITARY SEWER RESERVE	60,000	-	-	-	-
0625 - ONTARIO GRANTS RESERVE (OCIF)	-	-	500,000	-	-
Total	60,000	150,000	1,875,000	675,000	-

Questica ID	ENV-003-24	Department	Infrastructure Services			
Budget Year	2024	Division	Environment			
Asset Category	Wastewater Network	Project Lead	Dwayne Grondin			
Title	AWWTP – Amherstburg Wastewater Treatment Plant					
Budget Status	Senior Management Team					
Vadim Account Reference						
Project Description						
Forklift Purchase						
Annual Budget Request - Scenario Description						
The Wastewater Treatment Plant needs to arrange with PWD to off-load heavy deliveries with the Town's backhoe. This practice is problematic as the Town's backhoe is usually out on service work. The purchase of a used forklift will alleviate this issue.						
Annual Budget Request & Funding Sources						
	2024	2025	2026	2027	2028	
Expenses						
9906 - Wastewater Machinery & Equipment	50,000	-	-	-	-	-
Total	50,000	-	-	-	-	-
Revenues						
0210 - RESERVE - CAPITAL WASTEWATER	50,000	-	-	-	-	-
Total	50,000	-	-	-	-	-

Questica ID	ENV-004-23	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Stormwater Network	Project Lead	Sam Paglia		
Title	Lakewood Drive Pumping System				
Budget Status	Senior Management Team				
Vadim Account Reference					
Project Description					
This project is related to a new pumping system to address flooding and high water issues along Lakewood Drive. A new engineering report is currently being completed in accordance with the provisions of the Drainage Act. Council has appointed Dillon Consulting to complete this report. As of the October 2022, the report has not yet been finalized or submitted to the municipality. Based on this, and the legislated steps and timelines required under the Drainage Act, it is anticipated that this project will not be finalized until 2024.					
Annual Budget Request - Scenario Description					
2024 - Pumping Station 1,006,600 \$683,000 (Town Share) \$323,600 (Landowner Share)					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
3905 - Drains	1,006,600	-	-	-	-
Total	1,006,600	-	-	-	-
Revenues					
3010 - RECOVERY OF EXPENSES	323,600	-	-	-	-
0109 - RESERVE - MUNICIPAL DRAINS	683,000	-	-	-	-
Total	1,006,600	-	-	-	-

Questica ID	ENV-004-24	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Water Network	Project Lead	Dwayne Grondin		
Title	AWTP Installation of Safety Equipment				
	Senior Management				
Budget Status	Team				
Vadim Account Reference					
Project Description					
Auto Isolation Valve Installation					
Annual Budget Request - Scenario Description					
The handling of Chlorine Gas is one of the most dangerous duties at the Water Treatment Plant. The installation of automatic isolation valves on the Chlorine Gas Tanks will close the tanks immediately and alarm the operator in the event of a chlorine leak.					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
8902 - Water Machinery & Equipment	75,000	-	-	-	-
Total	75,000	-	-	-	-
Revenues					
0200 - RESERVE - CAPITAL WATER	75,000	-	-	-	-
Total	75,000	-	-	-	-

Questica ID	ENV-005-23	Department	Infrastructure Services			
Budget Year	2024	Division	Environment			
Asset Category	Wastewater Network	Project Lead	Dwayne Grondin			
Title	McLeod Sewage Treatment Plant Upgrades and Replacements					
Budget Status	Senior Management Team					
Vadim Account Reference	40-7-4010000-2304					
Project Description						
This project includes all upgrades and/or replacements required at the McLeod Sewage Treatment Plant						
Annual Budget Request - Scenario Description						
2024 - \$30,000						
McLeod Sewage Plant – Ultraviolet light is the disinfection method for inactivating disease-causing organisms in wastewater effluent at the McLeod Sewage Treatment Facility. The UV Modules for this plant are approximately 21 years old, located outside and have reached their useful lifespan. After securing pricing an additional \$30,000 is required to complete the project in 2024						
Annual Budget Request & Funding Sources						
	2024	2025	2026	2027	2028	
Expenses						
9905 - Mcleod Wastewater Treatment Plant	30,000	-	-	-	-	-
Total	30,000	-	-	-	-	-
Revenues						
0125 - DC-SANITARY SEWER RESERVE	30,000	-	-	-	-	-
Total	30,000	-	-	-	-	-

Questica ID	ENV-005-24	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Wastewater Network	Project Lead	Dwayne Grondin		
Title	Waste Water Facilities – Annual General Maintenance				
Budget Status	Senior Management Team				
Vadim Account Reference					
Project Description					
This budget entry allows for the replacement of smaller unforeseen infrastructure asset failures in the Wastewater Treatment Facilities such as pumps, controls, etc. In 2017, Lifecycle Renewal funding was approved in the operational budget. In 2020 this was moved to the Capital Budget and has been an approved source of funding since. With the rise in equipment replacement costs and labour a \$25,000 increase has been included increasing the total annual amount to \$275,000.					
Annual Budget Request - Scenario Description					
Annually - \$275,000					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
9901 - Amherstburg Wastewater Treatment Plant	275,000	275,000	275,000	275,000	275,000
Total	275,000	275,000	275,000	275,000	275,000
Revenues					
0210 - RESERVE - CAPITAL WASTEWATER	275,000	275,000	275,000	275,000	275,000
Total	275,000	275,000	275,000	275,000	275,000

Questica ID	ENV-006-24	Department	Infrastructure Services		
Budget Year	2024	Division	Environment		
Asset Category	Water Network	Project Lead	Dwayne Grondin		
Title	ATWP – Annual General Maintenance				
Budget Status	Senior Management Team				
Vadim Account Reference					
Project Description					
This budget entry allows for the replacement of smaller unforeseen infrastructure asset failures in the Water Treatment Plant such as pumps, controls, etc. In 2017, Lifecycle Renewal funding was approved in the operational budget. In 2020 this was moved to the Capital Budget and has been an approved source of funding since. With the rise in equipment replacement costs and labour a \$50,000 increase has been included increasing the total annual amount to \$250,000.					
Annual Budget Request - Scenario Description					
Annually - \$250,000					
Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
8904 - Water Treatment Plant	250,000	250,000	250,000	250,000	250,000
Total	250,000	250,000	250,000	250,000	250,000
Revenues					
0200 - RESERVE - CAPITAL WATER	250,000	250,000	250,000	250,000	250,000
Total	250,000	250,000	250,000	250,000	250,000

Questica ID	ENV-007-24	Department	Infrastructure Services			
Budget Year	2024	Division	Environment			
Asset Category	Wastewater Network	Project Lead				
Title	Sanitary Masterplan					
Budget Status	Senior Management Team					
Vadim Account Reference						
Project Description						
The recently issued Consolidated Linear Infrastructure - Environmental Compliance Approval (CLI-ECA) that was issued to the Town by the Ministry of Environment, Conservation and Parks (MECP) includes a requirement to complete an assessment of Wet weather flows compared to Dry weather flows as well as a requirement to complete an updated sewer model. The most recent flow monitoring was completed in 2016 and modelling in 2019. This work is not applicable to the requirements of the CLI-ECA and was only completed for the Amherstburg Wastewater Treatment Plant sewer system. The requirement of the CLI-ECA applies to all sewer systems.						
Infrastructure services is proposing to complete a Sanitary Masterplan that will address the requirements of the CLI-ECA and will also review all sewers in the systems to identify areas that have surcharging and require upsizing to address. Once complete the plan of Infrastructure services is to maintain the sewer model internally to provide immediate access for assessing sewer capacity for future developments.						
Annual Budget Request - Scenario Description						
2024 Professional Fees: 300000						
Annual Budget Request & Funding Sources						
	2024	2025	2026	2027	2028	
Revenues						
0210 - RESERVE - CAPITAL WASTEWATER	300,000	-	-	-	-	-
Total	300,000	-	-	-	-	-
Expenses						
9900 - Wastewater Network - Studies/Common Designs General	300,000	-	-	-	-	-
Total	300,000	-	-	-	-	-

Questica ID	ENV-008-23	Department	Infrastructure Services
Budget Year	2024	Division	Environment
Asset Category	Water Network	Project Lead	Todd Hewitt
Title	ATWP - Upgrades and Replacements		
Budget Status	Senior Management Team		
Vadim Account Reference	80-7-0000000-2208		
Project Description			
This project includes upgrades and replacements that are required at the Amherstburg Water Treatment Plant due to lifecycle timing, redundancies and Ministry of Environment, Conservation and Parks requirements			
Annual Budget Request - Scenario Description			
2024 - \$500,000			
Process Waste System / Engineering Component: This would allow for the collection, thickening, and dewatering of backwash and filter waste for plant rated flow of 22,400 cubic metres per day. The waste is not currently being treated and is being directly discharged back to the Detroit River. The Fisheries Act manages and protects Canada's fisheries resources and the discharge of chlorinated water can potentially cause harm and/or damage to fish. The requirement to meet discharge parameters for total chlorine and suspended solids has been included in the Town's Drinking Water Licence by the MECP with a requirement to be completed by September 30th . 2026. This project is DC eligible and as such \$454,648 is funded from DC's the balance of \$45,352 from Water Reserve to allow for the engineering and design to proceed at an estimated cost of - \$500,000			
2025 - \$1,000,000			
Process Waste System / Construction Component: Due to the date set out by the MECP, the construction of the Process Waste system must be completed by September 30th, 2026. The total construction cost of the Process Waste System project is estimated at \$3,000,000. The project is DC eligible however the maximum DC funding has been allocated in 2024.to allow the engineering and design to be completed. The construction will commence in 2025 and will continue into 2026.			
2026 - \$2,000,000			
Process Waste System / Construction Component - \$2,000,000 Completion of the Process Waste System construction started in 2025.			
2028 - \$350,000			
New Clarifier / Engineering Component - \$350,000 Construction of a new clarifier at the water treatment plant to provide 100% redundancy of the existing clarifier. This work has been recommended by the Ministry of Environment, Conservation and Parks. It is a DC eligible project so \$80,413 has been allocated out of DC's and \$269,588 from water reserves for the project to be able to proceed			
Funding estimates for the process waste system may be able to be lower, however Administration needs to investigate emerging technologies to confirm and will amend the 2025 to 2028 amounts if and as required.			

Annual Budget Request & Funding Sources					
	2024	2025	2026	2027	2028
Expenses					
8904 - Water Treatment Plant	500,000	1,000,000	2,000,000	-	350,000
Total	500,000	1,000,000	2,000,000	-	350,000
Revenues					
0200 - RESERVE - CAPITAL WATER	45,352	910,000	1,820,000	-	269,500
0126 - DC-WATER RESERVE-WATER	454,648	90,000	180,000	-	80,500
Total	500,000	1,000,000	2,000,000	-	350,000

Questica ID	ENV-009-23	Department	Infrastructure Services			
Budget Year	2024	Division	Environment			
Asset Category	Water Network	Project Lead	Antonietta Giofu			
Title	Work Order Module					
Budget Status	Senior Management Team					
Vadim Account Reference	80-7-0000000-2304 40-7-4010000-2305					
Project Description						
A pilot project to transition from a paper based work order system to electronic.						
Annual Budget Request - Scenario Description						
2024 - \$20,000						
The Water/ Wastewater area will be the pilot department for transitioning from a paper based work order system to electronic. The electronic system will provide efficiencies in tracking work orders and will also provide efficiencies is reporting and trending.						
The quote received from ESRI for this project was \$70,000, \$50,000 was approved in 2023 and an additional \$21,211.65 is being requested in the 2024 budget. Funding approved by Council October 23, 2023 for immediate use, as such this project is approved and not able to be altered.						
Annual Budget Request & Funding Sources						
		2024	2025	2026	2027	2028
Expenses						
8902 - Water Machinery & Equipment		15,909	-	-	-	-
9906 - Wastewater Machinery & Equipment		5,303	-	-	-	-
Total		21,212	-	-	-	-
Revenues						
0200 - RESERVE - CAPITAL WATER		15,909	-	-	-	-
0210 - RESERVE - CAPITAL WASTEWATER		5,303	-	-	-	-
Total		21,212	-	-	-	-

Questica ID	FAC-001-23	Department	Parks, Facilities, Recreation & Culture			
Budget Year	2024	Division	Facilities			
Asset Category	Machinery Equipment	Project Lead	Ryan Wismer			
Title	LIBRO - Arena and Ice Infrastructure					
Budget Status	Senior Management Team					
Vadim Account Reference	40-7-7017300-2301					
Project Description						
The Libro Centre has two ice pads and one mini pad that operate under a specialized geothermal system. The capital infrastructure required to make and maintain the ice is paramount to providing users with recreational access to ice-based service. There are a number of capital infrastructure items that are covered under this program including but not limited to, equipment to operate the facility, dasher boards, ice surfacing equipment (Zamboni), panel replacements, safety gear and apparatus that can be costly.						
Annual Budget Request - Scenario Description						
2024- \$25,000						
There are two locations in each of the rinks with clear Lexon panels that are in need of replacement due to scratching and poor visibility. These clear panels permit individuals with accessible needs to view the action on the rink. 1. the lobby end of the two rinks 2. in front of the player benches on Rink “B”						
Lexon Panel replacment was submitted in the 2022 budget however, the pannels were not replaced because project funds were re-allocated to cover the cost of the Kube and piping replacements that were needed.. It is recommended the sections be replaced in 2024, when the ice comes out for the summer.						
2025 - \$100,000						
Re-lamping arena with LED lights for energy efficiency and dasher board replacements.						
2028 - \$260,000						
This is a place holder for a new electric Zamboni in the 2028 budget year. This project is being identified to replace the Town's last propane powered Zamboni. In 2028 the Towns second Zamboni will be 10 years old and will be due for replacement. Price for a current Zamboni purchase is approximately \$210,000. At 5% inflation, the cost is estimated to be \$260,000 in 2028.						
Annual Budget Request & Funding Sources						
		2024	2025	2026	2027	2028
Expenses						
6905 - Recreation		-	-	-	-	260,000
4904 - Libro Credit Union Buildings		25,000	100,000	-	-	-
Total		25,000	100,000	-	-	260,000
Revenues						
0400 - RESERVE - GENERAL FUND		25,000	100,000	-	-	160,000
0410 - GAS TAX RESERVE/Canada Community Benefit-CCBF		-	-	-	-	100,000
Total		25,000	100,000	-	-	260,000



Development Charges Background Study

Town of Amherstburg

September 16, 2024

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

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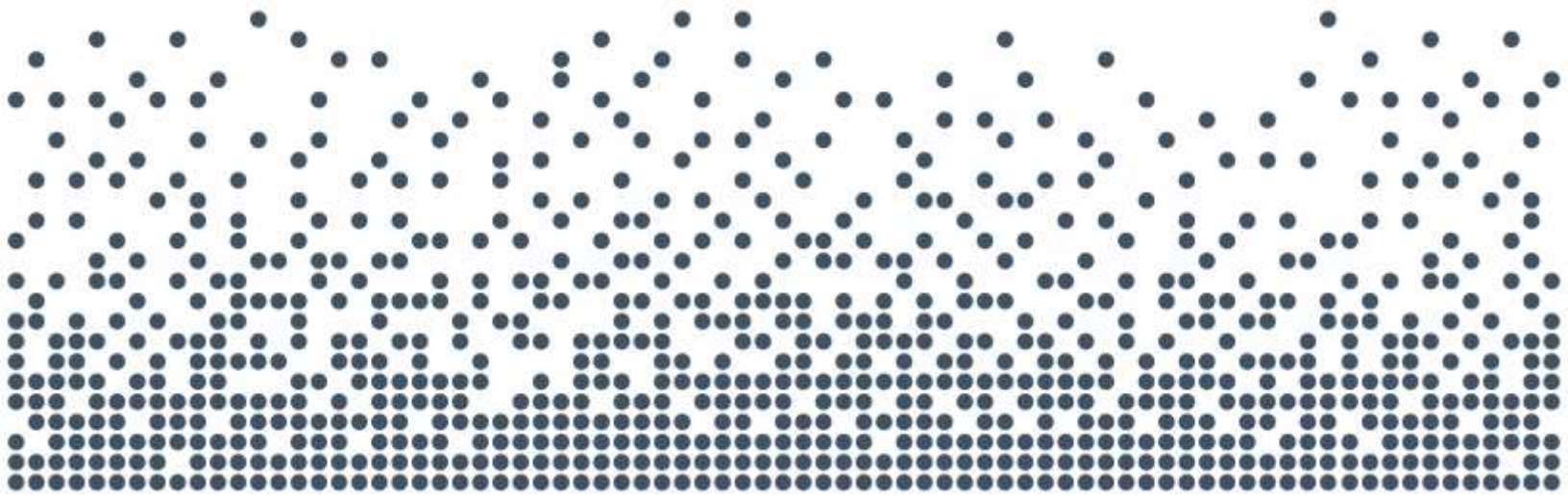
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List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
A.M.P.	Asset management plan
C.B.C.	Community Benefits Charge
D.C.	Development charge
D.C.A.	Development Charges Act, 1997, as amended
F.I.R.	Financial Information Return
G.F.A.	Gross floor area
LPAT	Local Planning Appeal Tribunal
N.F.P.O.W.	No fixed place of work
O.L.T.	Ontario Land Tribunal
O.M.B.	Ontario Municipal Board
O.P.A.	Official Plan Amendment
O. Reg.	Ontario Regulation
P.O.A.	Provincial Offences Act
P.P.U.	Persons per unit
S.D.E.	Single detached equivalent
S.D.U.	Single detached unit
S.W.M.	Stormwater management
sq.ft.	square foot
sq.m	square metre
W.W.T.P.	wastewater treatment plant



Executive Summary



Executive Summary

1. The report provided herein represents the Development Charges (D.C.) Background Study for the Town of Amherstburg required by the *Development Charges Act, 1997*, as amended (D.C.A.). This report has been prepared in accordance with the methodology required under the D.C.A. The contents include the following:
 - Chapter 1 – Overview of the legislative requirements of the Act;
 - Chapter 2 – Review of present D.C. policies of the Town;
 - Chapter 3 – Summary of the residential and non-residential growth forecasts for the Town;
 - Chapter 4 – Approach to calculating the D.C.;
 - Chapter 5 – Review of historical service standards and identification of future capital requirements to service growth and related deductions and allocations;
 - Chapter 6 – Calculation of the D.C.s;
 - Chapter 7 – D.C. policy recommendations and rules; and
 - Chapter 8 – By-law implementation.
2. D.C.s provide for the recovery of growth-related capital expenditures from new development. The D.C.A. is the statutory basis to recover these charges. The methodology is detailed in Chapter 4; a simplified summary is provided below.
 - 1) Identify amount, type and location of growth.
 - 2) Identify servicing needs to accommodate growth.
 - 3) Identify capital costs to provide services to meet the needs.
 - 4) Deduct:
 - Grants, subsidies and other contributions;
 - Benefit to existing development;
 - Amounts in excess of 15-year historical service calculation; and
 - D.C. reserve funds (where applicable);
 - 5) Net costs are then allocated between residential and non-residential benefit; and
 - 6) Net costs divided by growth to provide the D.C.



3. A number of changes to the D.C.A. have occurred since the passage of the Town's 2019 D.C. By-law. Some of the changes were introduced through four bills passed in the Ontario legislature: Bill 108, Bill 138, Bill 197, and Bill 213. The changes included the following:

- Instalment payments for rental housing, institutional developments, and non-profit housing;
- Rate freeze on D.C.s for applications proceeding through Site Plan or Zoning By-law Amendment applications;
- Removal of the 10% mandatory deduction on all D.C. eligible services;
- Introduction of a new authority under the *Planning Act* to implement Community Benefit Charges (C.B.C.);
- Eligible Services: The list of eligible services for the D.C. was expanded to include most services eligible under the D.C.A. prior to Bill 108.
- New exemption for universities that receive operating funds from the Government.

The Province has since introduced another set of revisions to the D.C.A. through Bill 23: *More Homes Built Faster Act, 2022*. Bill 23 was first introduced on October 25, 2022, and received Royal Assent on November 28, 2022. A summary of the changes provided from Bill 23 are outlined below (further details are provided in Chapter 1 of this report):

- Additional residential unit exemption: allowance of a third unit as-of-right;
- Removal of Housing as an eligible D.C. service;
- New statutory exemptions for:
 - Affordable Inclusionary Zoning Units;
 - Attainable Units (currently not in force); and
 - Affordable Units.

Note: Bill 134: *Affordable Homes and Good Jobs Act, 2023* which was released on September 28, 2023, provides for a modified definition of “affordable” under the D.C.A. and received Royal Assent on December 4, 2023:

- Owned unit (lesser of): cost is less than 30% of the 60th percentile of income for households in the municipality or



90% of the average purchase price as defined in a new Bulletin.

- Rental unit (lesser of): rent is less than 30% of the 60th percentile of income for rental households or average market rent set out in a new Bulletin.
 - New statutory exemption for Non-Profit Housing;
 - Historical level of service extended to previous 15-year period instead of the previous 10-year period;
 - Capital Cost definition revised to remove studies and prescribe services for which land or an interest in land will be restricted (nothing prescribed to date);
 - Mandatory phase-in of a D.C. for by-laws passed after January 1, 2022, as follows:
 - Year 1 – 80% of the maximum charge;
 - Year 2 – 85% of the maximum charge;
 - Year 3 – 90% of the maximum charge;
 - Year 4 – 95% of the maximum charge; and
 - Year 5 to expiry – 100% of the maximum charge.
 - D.C. By-law expiry will be a maximum of 10 years after the date the by-law comes into force;
 - D.C. for Rental Housing developments to receive a discount as follows:
 - Three or more bedrooms – 25% reduction;
 - Two bedrooms – 20% reduction; and
 - All other bedroom quantities – 15% reduction.
 - Maximum interest rate for instalments and determination of charge for eligible Site Plan and Zoning By-law Amendment applications to be set at the average prime rate plus 1%; and
 - Requirement to allocate funds received – municipalities are required to spend or allocate at least 60% of their reserve fund at the beginning of the year for water, wastewater, and services related to a highway.
4. On April 10, 2024, the Province introduced Bill 185: *Cutting Red Tape to Build More Homes Act*. The Bill received Royal Assent on June 6, 2024. A summary of the changes provided from Bill 185 are outlined below (further details are provided in Chapter 1 of this report):



- The definition of eligible capital costs has been amended to reinstate studies as an eligible capital cost;
 - The five-year mandatory phase-in of charges introduced by Bill 23 has been removed;
 - A process for minor amendments to D.C. by-laws has been provided;
 - The time for the D.C. rate freeze related to site plan and zoning by-law amendment planning applications has been reduced from two (2) years to 18 months;
 - Modernization of public notice requirements; and
 - Implementation of the Affordable Residential Unit exemptions as of June 1, 2024.
5. The growth forecast (Chapter 3) on which the D.C. study is based, projects the following population, housing, and non-residential floor area for the Town-wide and urban (wastewater serviced) 10-year periods (2024 to 2033).

Table ES-1
Summary of Growth Forecast by Planning Period
Town of Amherstburg

Measure	10 Year 2024 to 2033	10 Year Wastewater Service Area 2024 to 2033
(Net) Population Increase	4,120	4,106
Residential Unit Increase	1,383	1,378
Non-Residential Gross Floor Area Increase (sq.ft.)	1,748,600	617,200

Source: Watson & Associates Economists Ltd. Forecast 2024

6. On September 23, 2019, the Town of Amherstburg passed By-law 2019-083 under the D.C.A. The by-law imposes D.C.s on residential and non-residential uses. The Town is undertaking a D.C. public process and anticipates passing a new by-law on November 25, 2024, with the mandatory public meeting on October 15, 2024.
7. The Town's D.C.s currently in effect (as of January 1, 2024) for single detached dwelling units for full services are \$22,522. Non-residential charges per sq.ft. of



gross floor area for full services are \$11.80. This report has undertaken a recalculation of the charges based on future identified needs (presented in Schedule ES-3 for residential and non-residential). The corresponding single-detached unit charges for full services are \$34,744. The non-residential charge is \$11.29 per sq.ft. of building area. These rates are submitted to Council for their consideration.

8. Charges are also in effect for wind turbines, telecommunication towers and solar farms. For each type of development, charges will be imposed for services related to a highway – roads and related, public works (facilities and fleet), fire protection services, policing services, and growth studies. The rates currently in effect are \$4.07 per square foot for solar farms and \$7,130 per unit for wind turbines and telecommunication towers. This report has undertaken a recalculation of the charges and solar farms will be charged on a \$2.83 per sq.ft. basis for the panel surfaces whereas wind turbines and telecommunication tower development will be charged on a per unit basis of \$10,766 per unit. These rates are submitted to Council for their consideration.
9. The D.C.A. requires a summary be provided of the gross capital costs and the net costs to be recovered over the life of the by-law. This calculation is provided by service and is presented in Table 6-4. A summary of these costs is provided below:

Table ES-2
Summary of Expenditures Anticipated Over the Life of the By-law

Summary of Expenditures Anticipated Over the Life of the By-law	Expenditure Amount
Total gross expenditures planned over the next ten years	\$180,383,389
Less: Benefit to existing development	\$67,496,100
Less: Post planning period benefit	\$33,227,080
Less: Ineligible re: Level of Service	\$2,568,558
Less: Grants, subsidies and other contributions	\$5,920,000
Net costs to be recovered from development charges	\$71,171,651



This suggests that for the non-D.C. cost over the ten-year D.C. by-law (benefit to existing development, and grants, subsidies and other contributions), \$75.98 million (or an annual amount of \$7.60 million) will need to be contributed from taxes and rates, or other sources. With respect to the post period benefit amount of \$33.23 million, it will be included in subsequent D.C. study updates to reflect the portion of capital that benefits growth in the post period D.C. forecasts.

Based on the above table, the Town plans to spend \$180.38 million over the life of the by-law, of which \$71.17 million (39%) is recoverable from D.C.s. Of this net amount, \$56.78 million is recoverable from residential development and \$14.39 million from non-residential development. It is noted also that any exemptions or reductions in the charges would reduce this recovery further.

10. Considerations by Council – The background study represents the service needs arising from residential and non-residential growth over the forecast period.

The following services are calculated based on a 10-year 2024 to 2033 urban forecast period:

- Wastewater Services.

The following services are calculated based on a 10-year 2024 to 2033 forecast period:

- Services Related to a Highway – Roads and Related;
- Public Works (Facilities and Fleet);
- Fire Protection Services;
- Policing Services;
- Parks & Recreation Services;
- Growth Studies; and
- Water Services.

Council will consider the findings and recommendations provided in the report and, in conjunction with public input, approve such policies and rates it deems appropriate. These directions will refine the draft D.C. by-laws which are provided under separate cover. These decisions may include:

- adopting the charges and policies recommended herein;

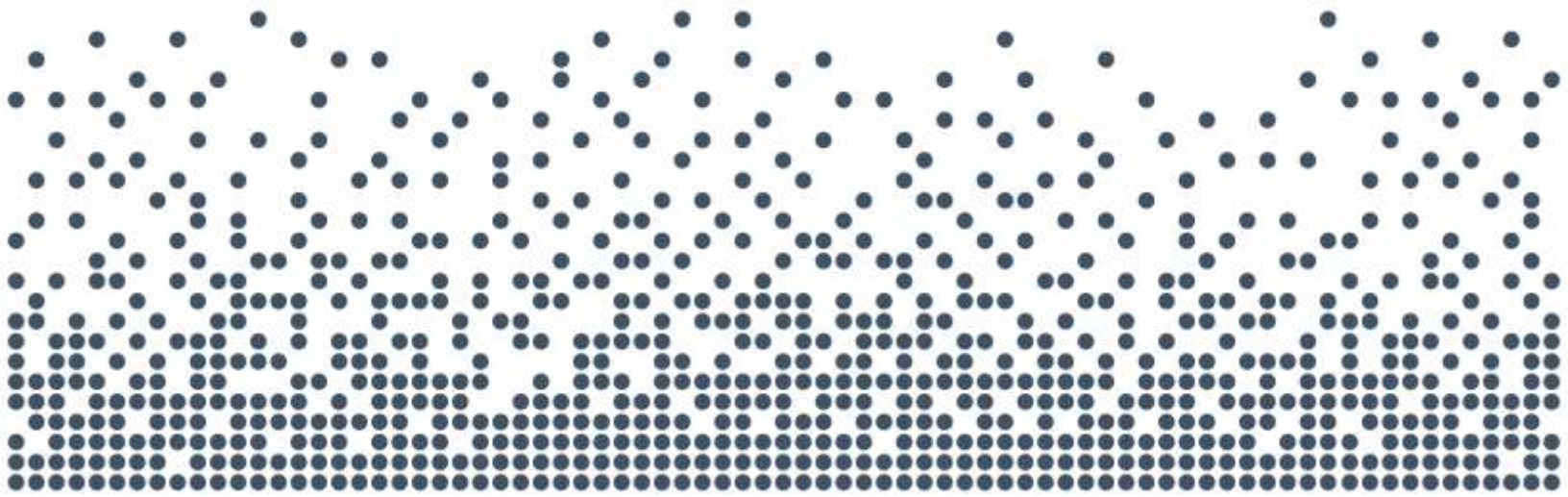


- considering additional exemptions to the by-law; and
- considering reductions in the charge by class of development (obtained by removing certain services on which the charge is based and/or by a general reduction in the charge).



Table ES-3
Town of Amherstburg
Schedule of Development Charges

Service/Class of Service	RESIDENTIAL					NON-RESIDENTIAL	Wind Turbines & Telecommunication Towers	Solar Farms (per sq.ft.)
	Single and Semi-Detached Dwelling	Other Multiples	Apartments - 2 Bedrooms +	Apartments - Studio and 1 Bedroom	Special Care/Special Dwelling Units	(per sq.ft. of Gross Floor Area)		
Town-Wide Services/Class of Service:								
Services Related to a Highway	4,356	3,044	2,945	2,069	1,620	1.16	4,356	1.16
Public Works (Facilities and Fleet)	2,095	1,464	1,416	995	779	0.55	2,095	0.55
Fire Protection Services	2,950	2,061	1,995	1,401	1,097	0.78	2,950	0.78
Policing Services	832	581	563	395	309	0.22	832	0.22
Parks and Recreation Services	5,157	3,604	3,487	2,449	1,918	0.22	-	-
Growth Studies	533	372	360	253	198	0.12	533	0.12
Water Services	6,470	4,521	4,375	3,073	2,406	1.72	-	-
Total Town-Wide Services/Class of Service	22,393	15,647	15,141	10,635	8,327	4.77	10,766	2.83
Wastewater Serviced Area Services:								
Wastewater Services	12,351	8,631	8,351	5,867	4,593	6.52	-	-
Total Wastewater Serviced Area Services	12,351	8,631	8,351	5,867	4,593	6.52	-	-
TOTAL TOWN-WIDE	22,393	15,647	15,141	10,635	8,327	4.77	10,766	2.83
TOTAL WASTEWATER SERVICED AREAS	34,744	24,278	23,492	16,502	12,920	11.29	10,766	2.83



Report



Chapter 1

Introduction



1. Introduction

1.1 Purpose of this Document

This background study has been prepared pursuant to the requirements of the Development Charges Act, as amended, (D.C.A.) (section 10) and, accordingly, recommends new development charges (D.C.s) and policies for the Town of Amherstburg.

The Town retained Watson & Associates Economists Ltd. (Watson), to undertake the D.C. study process throughout 2024. Watson worked with Town staff in preparing the D.C. analysis and policy recommendations.

This D.C. background study, and the proposed D.C. by-law, will be distributed to members of the public in order to provide interested parties with sufficient background information on the legislation, the study's recommendations, and an outline of the basis for these recommendations.

This report has been prepared, in the first instance, to meet the statutory requirements applicable to the Town's D.C. background study, as summarized in Chapter 4. It also addresses the requirement for "rules" (contained in Chapter 7) and the proposed by-law to be made available as part of the approval process (included as Appendix G).

In addition, the report is designed to set out sufficient background on the legislation (Chapter 4), Amherstburg's current D.C. policies (Chapter 2) and the policies underlying the proposed by-law, to make the exercise understandable to those who are involved.

Finally, it addresses post-adoption implementation requirements (Chapter 8) which are critical to the successful application of the new policy.

The chapters in the report are supported by Appendices containing the data required to explain and substantiate the calculation of the charge. A full discussion of the statutory requirements for the preparation of a background study and calculation of a D.C. is provided herein.



1.2 Summary of the Process

The public meeting required under section 12 of the D.C.A. has been scheduled for October 15, 2024. Its purpose is to present the study to the public and to solicit public input. The meeting is also being held to answer any questions regarding the study's purpose, methodology, and the proposed modifications to the Town's D.C.s.

In accordance with the legislation, the background study and proposed D.C. by-law will be available for public review on September 16, 2024.

The process to be followed in finalizing the report and recommendations includes:

- consideration of responses received prior to, at, or immediately following the public meeting; and
- finalization of the report and Council consideration of the by-law subsequent to the public meeting.

Figure 1-1 outlines the proposed schedule to be followed with respect to the D.C. by-law adoption process.

Figure 1-1
Schedule of Key D.C. Process Dates for the Town of Amherstburg

Schedule of Study Milestone	Dates
1. Data collection, staff review, engineering work, D.C. calculations and policy work	January 2024 to August 2024
2. Council Workshop	April 9, 2024
3. Public release of final D.C. Background study and proposed by-law	September 16, 2024
4. Public meeting advertisement placed in newspaper	At least 21 days prior to the Public Meeting
5. Public meeting of Council	October 15, 2024
6. Council considers adoption of background study and passage of by-law	November 25, 2024
7. Newspaper notice given of by-law passage	By 20 days after passage
8. Last day for by-law appeal	40 days after passage
9. Town makes pamphlet available (where by-law not appealed)	By 60 days after in force date



1.3 Changes to the D.C.A.: *Bill 108, 138, 197, 213 and 109*

1.3.1 *Bill 108: More Homes, More Choice Act – An Act to Amend Various Statutes with Respect to Housing, Other Development, and Various Matters*

On May 2, 2019, the Province introduced Bill 108, which proposed changes to the D.C.A. The Bill was introduced as part of the Province's "More Homes, More Choice: Ontario's Housing Supply Action Plan." The Bill received Royal Assent on June 6, 2019.

While having received Royal Assent, many of the amendments to the D.C.A. would not come into effect until they are proclaimed by the Lieutenant Governor (many of these changes were revised through Bill 197). The following provisions were proclaimed:

- Effective January 1, 2020, rental housing and institutional developments will pay D.C.s in six equal annual payments commencing at occupancy. Interest may be charged on the instalments, and any unpaid amounts may be added to the property and collected as taxes. As per Bill 23, non-profit housing developments are now exempt from paying D.C.s, however, prior to Bill 23, and as a result of Bill 108, non-profit housing developments paid D.C.s in 21 equal annual payments.
- Effective January 1, 2020, the D.C. amount for all developments occurring within 2 years of a Site Plan or Zoning By-law Amendment planning approval (for application submitted after this section is proclaimed), shall be determined based on the D.C. in effect on the day of Site Plan or Zoning By-law Amendment application. If the development is not proceeding via these planning approvals, then the amount is determined as of the date of issuance of a building permit.

On February 28, 2020, the Province released updated draft regulations related to the D.C.A. and the Planning Act. A summary of the changes that were to take effect upon proclamation by the Lieutenant Governor is provided below:

Changes to Eligible Services – Prior to Bill 108, the D.C.A. provided a list of ineligible services whereby municipalities could include growth related costs for any service that was not listed. With Bill 108, the changes to the D.C.A. would now specifically list the services that are eligible for inclusion in the by-law. Further, the initial list of eligible



services under Bill 108 was limited to "hard services", with the "soft services" being removed from the D.C.A. These services would be considered as part of a new community benefits charge (discussed below) imposed under the Planning Act. As noted in the next section this list of services has been amended through Bill 197.

Mandatory 10% deduction - The amending legislation would have removed the mandatory 10% deduction for all services that remain eligible under the D.C.A.

Remaining Services to be Included in a New Community Benefits Charge (C.B.C.) Under the Planning Act - A municipality may, by by-law, impose a C.B.C. against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies. The C.B.C. was proposed to include formerly eligible D.C. services that are not included in the above listing, in addition to parkland dedication and bonus zoning contributions.

1.3.2 Bill 138: Plan to Build Ontario Together Act, 2019

On November 6, 2019, the Province released Bill 138 which provided further amendments to the D.C.A. and Planning Act. This Bill received Royal Assent on December 10, 2019, and was proclaimed which resulted in sections related to the D.C.A. (schedule 10) becoming effective on January 1, 2020. The amendments to the D.C.A. included removal of instalment payments for commercial and industrial developments that were originally included in Bill 108.

1.3.3 Bill 197: COVID-19 Economic Recovery Act, 2020

In response to the global pandemic that began affecting Ontario in early 2020, the Province released Bill 197 which provided amendments to a number of Acts, including the D.C.A. and Planning Act. This Bill also revised some of the proposed changes identified in Bill 108. Bill 197 was tabled on July 8, 2020, received Royal Assent on July 21, 2020, and was proclaimed on September 18, 2020. The following provides a summary of the changes:



1.3.3.1 D.C. Related Changes

List of D.C. Eligible Services

- As noted above, under Bill 108 some services were to be included under the D.C.A. and some would be included under the C.B.C. authority. Bill 197, however, revised this proposed change and has included all services (with some exceptions) under the D.C.A. These services are as follows:
 - Water supply services, including distribution and treatment services;
 - Wastewater services, including sewers and treatment services.
 - Storm water drainage and control services.
 - Services related to a highway.
 - Electrical power services.
 - Toronto-York subway extension.
 - Transit services.
 - Waste diversion services.
 - Policing services.
 - Fire protection services.
 - Ambulance services.
 - Library services.
 - Long-term Care services.
 - Parks and Recreation services, but not the acquisition of land for parks.
 - Public Health services.
 - Childcare and early years services.
 - Housing services (no longer eligible as per Bill 23).
 - Provincial Offences Act services.
 - Services related to emergency preparedness.
 - Services related to airports, but only in the Regional Municipality of Waterloo.
 - Additional services as prescribed.

Classes of Services – D.C.

Pre-Bill 108/197 legislation (i.e., D.C.A., 1997) allowed for categories of services to be grouped together into a minimum of two categories (90% and 100% services).



The Act (as amended) repeals and replaces the above with the four following subsections:

- A D.C. by-law may provide for any eligible service or capital cost related to any eligible service to be included in a class set out in the by-law.
- A class may be composed of any number or combination of services and may include parts or portions of the eligible services or parts or portions of the capital costs in respect of those services.
- A D.C. by-law may provide for a class consisting of studies in respect of any eligible service whose capital costs are described in paragraphs 5 and 6 of s. 5 of the D.C.A.
- A class of service set out in the D.C. by-law is deemed to be a single service with respect to reserve funds, use of monies, and credits.

As well, the removal of the 10% deduction for soft services under Bill 108 has been maintained.

Note: An initial consideration of “class” appears to mean any group of services.

10-Year Planning Horizon

The 10-year planning horizon has been removed for all services except transit.

1.3.3.2 C.B.C. Related Changes

C.B.C. Eligibility

The C.B.C. is limited to lower-tier and single-tier municipalities; upper-tier municipalities will not be allowed to impose this charge.

1.3.3.3 Combined D.C. and C.B.C. Impacts

D.C. vs. C.B.C. Capital Cost

A C.B.C. may be imposed with respect to the services listed in s. 2 (4) of the D.C.A. (eligible services), “provided that the capital costs that are intended to be funded by the community benefits charge are not capital costs that are intended to be funded under a development charge by-law.”



1.3.4 Bill 213: Better for People, Smarter for Business Act, 2020

On December 8, 2020, Bill 213 received Royal Assent. One of the changes of the Bill that took effect upon Royal Assent included amending the Ministry of Training, Colleges and Universities Act by introducing a new section that would exempt the payment of D.C.s for developments of land intended for use by a university that receives operating funds from the Government. As a result, this mandatory exemption will be included in the D.C. by-law.

1.3.5 Bill 109: More Homes for Everyone Act, 2022

On April 14, 2022, Bill 109 received Royal Assent. One of the changes of the Bill and Ontario Regulation (O. Reg.) 438/22 that took effect upon Royal Assent included amending the D.C.A. and O. Reg. 82/98 related to the requirements for the information which is to be included in the annual Treasurer's statement on D.C. reserve funds and the requirement for publication of the statement.

- The following additional information must be provided for each D.C. service being collected for during the year:
 - a. whether, as of the end of the year, the municipality expects to incur the amount of capital costs that were estimated, in the relevant development charge background study, to be incurred during the term of the applicable development charge by-law; and
 - b. if the answer to a) is no, the amount the municipality now expects to incur and a statement as to why this amount is expected; and
- For any service for which a D.C. was collected during the year but in respect of which no money from a reserve fund was spent during the year, a statement as to why there was no spending during the year.

The changes to the D.C.A. has also been amended to now require that the annual Treasurer's statement be made available to the public on the website of the municipality or, if there is no such website, in the municipal office.



1.4 Changes to the D.C.A. – *Bill 23: More Homes Built Faster Act, 2022*

On November 28, 2022, Bill 23 received Royal Assent. This Bill amended a number of pieces of legislation including the *Planning Act* and D.C.A. The following provides a summary of the changes to the D.C.A.:

1.4.1 *Additional Residential Unit Exemption*

The rules for these exemptions are now provided in the D.C.A., rather than the regulations and are summarized as follows:

- Exemption for residential units in existing rental residential buildings – For rental residential buildings with four or more residential units, the greater of one unit or 1% of the existing residential units will be exempt from D.C.
- Exemption for additional residential units in existing and new residential buildings – The following developments will be exempt from a D.C.:
 - A second unit in a detached, semi-detached, or rowhouse if all buildings and ancillary structures cumulatively contain no more than one residential unit;
 - A third unit in a detached, semi-detached, or rowhouse if no buildings or ancillary structures contain any residential units; and
 - One residential unit in a building or structure ancillary to a detached, semi-detached, or rowhouse on a parcel of urban land, if the detached, semi-detached, or rowhouse contains no more than two residential units and no other buildings or ancillary structures contain any residential units.

1.4.2 *Removal of Housing as an Eligible D.C. Service*

Housing is removed as an eligible service as of November 28, 2022. Municipalities with by-laws that include a charge for housing services can no longer collect for this service. It is noted that the charge for housing services is still applicable where rates have been frozen for the purposes of instalment payments under the D.C.A.

1.4.3 *New Statutory Exemption for Non-Profit Housing*

Non-profit housing units are exempt from D.C.s and D.C. instalment payments due after November 28, 2022.



1.4.4 New Statutory Exemptions for Affordable Units, Attainable Units, and Affordable Inclusionary Zoning Units

Affordable units, attainable units, and inclusionary zoning units (affordable) are exempt from the payment of D.C.s, as follows:

- Affordable Rental Units: Where rent is no more than 80% of the average market rent as defined by a new bulletin published by the Ministry of Municipal Affairs and Housing.
- Affordable Owned Units: Where the price of the unit is no more than 80% of the average purchase price as defined by a new bulletin published by the Ministry of Municipal Affairs and Housing.

Note: As discussed in Section 1.4.13, the definitions above of an Affordable Rental Unit and Affordable Owned Unit have been modified through Bill 134.

- Attainable Units: Excludes affordable units and rental units; will be defined as prescribed development or class of development and sold to a person who is at “arm’s length” from the seller.

Note: for affordable and attainable units, the municipality shall enter into an agreement that ensures the unit remains affordable or attainable for 25 years.

Note: the above Affordable Owned and Rental Unit exemptions came into force as of June 1, 2024. At the time of writing, it is not known when the exemption for Attainable Units will be in force.

- Inclusionary Zoning Units: Affordable housing units required under inclusionary zoning by-laws are exempt from a D.C.

1.4.5 Historical Level of Service Extended to 15-Year Period Instead of the Historical 10-Year Period

Prior to Bill 23, the increase in need for service was limited by the average historical level of service calculated over the 10-year period preceding the preparation of the D.C. background study. This average is now extended to the historical 15-year period.



1.4.6 Revised Definition of Capital Costs

The definition of capital costs has been revised to remove studies. Further, the regulations to the Act may prescribe services for which land or an interest in land will be restricted. As at the time of writing, no services have been prescribed.

1.4.7 Mandatory Phase-in of a D.C.

For all D.C. by-laws passed after January 1, 2022, the charge must be phased-in annually over the first five years the by-law is in force, as follows:

- Year 1 – 80% of the maximum charge;
- Year 2 – 85% of the maximum charge;
- Year 3 – 90% of the maximum charge;
- Year 4 – 95% of the maximum charge; and
- Year 5 to expiry – 100% of the maximum charge.

1.4.8 D.C. By-law Expiry

A D.C. by-law now expires 10 years after the day it comes into force (unless the by-law provides for an earlier expiry date). This extends the by-law's life from five (5) years, prior to Bill 23.

1.4.9 Installment Payments

Non-profit housing development has been removed from the instalment payment section of the Act (section 26.1), as these units are now exempt from the payment of a D.C.

1.4.10 Rental Housing Discount

The D.C. payable for rental housing development will be reduced based on the number of bedrooms in each unit as follows:

- Three or more bedrooms – 25% reduction;
- Two bedrooms – 20% reduction; and
- All other bedroom quantities – 15% reduction.



1.4.11 Maximum Interest Rate for Instalments and Determination of Charge for Eligible Site Plan and Zoning By-law Amendment Applications

No maximum interest rate was previously prescribed. As per Bill 23, the maximum interest rate is set at the average prime rate plus 1%. This maximum interest rate provision would apply to all instalment payments and eligible site plan and zoning by-law amendment applications occurring after November 28, 2022.

1.4.12 Requirement to Allocate Funds Received

Annually, beginning in 2023, municipalities are required to spend or allocate at least 60% of the monies in a reserve fund at the beginning of the year for water, wastewater, and services related to a highway. Other services may be prescribed by the regulation.

1.4.13 Bill 134: Affordable Homes and Good Jobs Act, 2023

The exemption for affordable residential units was included in the More Homes Built Faster Act (Bill 23), enacted by the Province on November 28, 2022. Under this legislation, affordable residential units were defined within subsection 4.1 of the D.C.A. and exemptions for D.C.s were provided in respect of this definition. While the legislation was enacted in November 2022, the ability for municipalities to implement the exemptions is based on the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin” published by the Minister of Municipal Affairs and Housing. This bulletin informs the average market rent and purchase price to be used in determining which developments qualify as affordable residential units. This bulletin was published on April 5, 2024.

Bill 134 received Royal Assent on December 4, 2023 and provides for a modification to the affordable residential unit definition by:

- Introducing an income-based test for affordable rent and purchase price; and
- Increasing the threshold for the market test of affordable rent and purchase price.

This change provides the exemption based on the lesser of the two measures. Moreover, the rules in subsection 4.1 of the D.C.A. are unchanged with respect to:

- The tenant and purchaser transacting the affordable unit being at arm's length;



- The intent of maintaining the affordable residential unit definition for a 25-year period, requiring an agreement with the municipality (which may be registered on title); and
- Exemptions for attainable residential units and associated rules (requiring further regulations).

The following table provides a comparison of the definitions provided through Bill 23 and those provided through Bill 134 (underlining added for emphasis).

Item	Bill 23 Definition	Bill 134 Definition (Current D.C.A. Definition)
Affordable residential unit rent (subsection 4.1 (2), para. 1)	The rent is no greater than <u>80 per cent of the average market rent</u> , as determined in accordance with subsection (5).	The rent is no greater than <u>the lesser of</u> , <ul style="list-style-type: none"> i. the <u>income-based affordable rent</u> for the residential unit set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing in accordance with subsection (5), and ii. the <u>average market rent</u> identified for the residential unit set out in the Affordable Residential Units bulletin.
Average market rent/rent based on income (subsection 4.1 (5)) for the purposes of subsection 4.1 (2), para. 1	The <u>average market rent for the year in which the residential unit is occupied by a tenant</u> , as identified in the bulletin entitled the "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin."	The Minister of Municipal Affairs and Housing shall, <ul style="list-style-type: none"> (a) determine the <u>income of a household</u> that, in the Minister's opinion, is <u>at the 60th percentile of gross annual incomes for renter households in the applicable local municipality</u>; and (b) identify the <u>rent</u> that, in the Minister's opinion, is <u>equal to 30 per cent of the income of the household</u> referred to in clause (a).



Item	Bill 23 Definition	Bill 134 Definition (Current D.C.A. Definition)
Affordable residential unit ownership (subsection 4.1 (3), para. 1)	The price of the residential unit is no greater than <u>80 per cent of the average purchase price</u> , as determined in accordance with subsection (6).	The price of the residential unit is no greater than <u>the lesser of</u> , <ul style="list-style-type: none"> i. <u>the income-based affordable purchase price</u> for the residential unit set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing in accordance with subsection (6), and ii. <u>90 per cent of the average purchase price</u> identified for the residential unit set out in the Affordable Residential Units bulletin.
Average market purchase price/purchase price based on income (subsection 4.1 (6)) for the purposes of subsection 4.1 (3), para. 1	The <u>average purchase price for the year in which the residential unit is sold</u> , as identified in the bulletin entitled the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin,” as it is amended from time to time, that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario.	The Minister of Municipal Affairs and Housing shall, <ul style="list-style-type: none"> (a) determine the <u>income of a household</u> that, in the Minister’s opinion, is at the <u>60th percentile of gross annual incomes for households in the applicable local municipality</u>; and (b) identify the <u>purchase price</u> that, in the Minister’s opinion, <u>would result in annual accommodation costs equal to 30 per cent of the income of the household</u> referred to in clause (a)

Note: the Affordable Unit exemption came into force on June 1, 2024.



1.5 Bill 185: *Cutting Red Tape to Build More Homes Act*

On April 10, 2024, the Province released Bill 185: *Cutting Red Tape to Build More Homes Act*. The Bill received Royal Assent on June 6, 2024. This Bill reversed many of the key changes that were implemented through Bill 23. The following sections provide a summary of the changes.

1.5.1 *Revised Definition of Capital Costs*

Bill 185 reversed the capital cost amendments of Bill 23 by reinstating studies as an eligible capital cost. The following paragraphs were added to subsection 5(3) of the D.C.A.:

5. *Costs to undertake studies in connection with any of the matters referred to in paragraphs 1 to 4.*
6. *Costs of the development charge background study required under section 10.*

1.5.2 *Removal of the Mandatory Phase-in*

As noted in Section 1.4.7 above, Bill 23 required the phase-in of charges imposed in a D.C. by-law over a five-year term for any by-laws passed after January 1, 2022. Bill 185 removed this mandatory phase-in. This change is effective for any D.C. by-laws passed after Bill 185 came into effect.

For site plan and zoning by-law amendment applications that were made prior to Bill 185 receiving Royal Assent, the charges payable will be the charges that were in place on the day the planning application was made (i.e., including the mandatory phase-in).

1.5.3 *Process for Minor Amendments to D.C. By-laws*

Section 19 of the D.C.A. requires that a municipality must follow sections 10 through 18 of the D.C.A. (with necessary modifications) when amending D.C. by-laws. Sections 10 through 18 of the D.C.A. generally require the following:

- Completion of a D.C. background study, including the requirement to post the background study 60 days prior to passage of the D.C. by-law;
- Passage of a D.C. by-law within one year of the completion of the D.C. background study;



- A public meeting, including notice requirements; and
- The ability to appeal the by-law to the Ontario Land Tribunal.

Bill 185 allows municipalities to undertake minor amendments to D.C. by-laws for the following purposes without adherence to the requirements noted above (with the exception of the notice requirements):

1. To repeal a provision of the D.C. by-law specifying the date the by-law expires or to amend the provision to extend the expiry date (subject to the 10-year limitations provided in the D.C.A.);
2. To impose D.C.s for studies, including the D.C. background study; and
3. To remove the provisions related to the mandatory phase-in of D.C.s.

Minor amendments related to items 2 and 3 noted above may be undertaken only if the D.C. by-law being amended was passed after November 28, 2022, and before Bill 185 took effect. Moreover, the amending by-law must be passed within six months of Bill 185 coming into effect.

Notice requirements for these minor amending by-laws are similar to the typical notice requirements, with the exception of the requirement to identify the last day for appealing the by-law (as these provisions do not apply).

1.5.4 Reduction of D.C. Rate Freeze Timeframe

Bill 108 (see Section 1.3.1 above) provides for the requirement to freeze the D.C.s imposed on developments subject to a site plan and/or a zoning by-law amendment application. The D.C. rate for these developments is “frozen” at the rates that were in effect at the time the site plan and/or zoning by-law amendment application was submitted (subject to applicable interest). Once the application is approved by the municipality, if the date the D.C. is payable is more than two years from the approval date, the D.C. rate freeze would no longer apply. Bill 185 reduced the two-year timeframe to 18 months.

1.5.5 Modernizing Public Notice Requirements

The D.C.A. sets out the requirements for municipalities to give notice of public meetings and of by-law passage. These requirements are prescribed in sections 9 and 10 of O.



Reg. 82/98 and include giving notice in a newspaper of sufficiently general circulation in the area to which the by-law would apply. The regulatory changes modernized public notice requirements by allowing municipalities to provide notice on a municipal website if a local newspaper is not available.



Chapter 2

Current Town of Amherstburg D.C. Policies



2. Current Town of Amherstburg D.C. Policies

2.1 Schedule of Changes

On September 23, 2019, the Town of Amherstburg passed By-law 2019-083 under the D.C.A.

The by-law imposed D.C.s for residential and non-residential uses. The table below provides the rates currently in effect, as of January 1, 2024.

Table 2-1
Town of Amherstburg
Current D.C. Rates
January 1, 2024

Service	Residential					Non-Residential	Wind Turbines & Telecommunication Towers	Solar Farms (per sq.ft.)
	Single & Semi Detached	Multiples	Apartments with >= 2 Bedrooms	Apartments with < 2 Bedrooms	Special Care/Special Dwelling Units	(per sq.ft. of Gross Floor Area)		
Municipal Wide Services								
Services Related to a Highway	4,930	3,189	2,773	2,144	1,772	2.80	4,930	2.80
Fire Protection Services	1,062	688	598	462	383	0.61	1,062	0.61
Policing Services	-	-	-	-	-	-	-	-
Parks & Recreation Services	3,845	2,488	2,163	1,672	1,382	0.73	-	-
Administration Studies - Engineering & Protection Services	814	527	458	354	293	0.47	814	0.47
Administration Studies - Community Based Services	324	209	183	141	116	0.19	324	0.19
Water Services	1,871	1,211	1,052	814	673	1.07	-	-
Total Municipal Wide Services	12,846	8,312	7,227	5,587	4,619	5.87	7,130	4.07
Wastewater Serviced Area Services								
Wastewater Services	9,676	6,259	5,444	4,207	3,479	5.93	-	-
Total Wastewater Serviced Area Services	9,676	6,259	5,444	4,207	3,479	5.93	-	-
Total Municipal Wide Services	12,846	8,312	7,227	5,587	4,619	5.87	7,130	4.07
Total Wastewater Serviced Areas Services	22,522	14,571	12,671	9,794	8,098	11.80	7,130	4.07

2.2 Services Covered

The following services are covered under By-law 2019-083:

- Services Related to a Highway;
- Fire Protection Services;
- Police Services;
- Water Services;
- Wastewater Services;
- Parks and Recreation Services; and
- Administration Services.



2.3 Timing of D.C. Calculation and Payment

D.C.s are calculated and payable on the date that the first building permit is issued in relation to a building or structure on land to which the D.C. relates. Where D.C.s apply to land in relation to which a building permit is required, the building permit shall not be issued until the D.C. has been paid in full.

Council from time to time, and at any time, may enter into agreements providing for all or any part of a development charge to be paid before or after it would otherwise be payable, in accordance with section 27 of the D.C.A.

2.4 Indexing

Indexing of the D.C.s shall be implemented on a mandatory basis annually each January 1st, in accordance with the Statistics Canada Quarterly, Non-Residential Building Construction Price Index (Table 18-10-0276-02).^[1]

2.5 Redevelopment Allowance

As a result of the redevelopment of land, a building or structure existing on the same land within 60 months outside the downtown area and within 36 months inside the downtown area prior to the date of payment of D.C.s in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land, in order to facilitate the redevelopment, the D.C.s otherwise payable with respect to such redevelopment shall be reduced by the following amounts:

- (a) in the case of a residential building or structure, or in the case of a mixed-use building or structure, the residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable D.C. under subsection 3.10 of

^[1] Ontario Regulation (O. Reg.) 82/98 referenced “The Statistics Canada Quarterly, Construction Price Statistics, catalogue number 62-007” as the index source. Since implementation, Statistics Canada has modified this index twice and the above-noted index is the most current. The draft by-law provided herein refers to O. Reg. 82/98 to ensure traceability should this index continue to be modified over time.



the by-law by the number, according to type, of dwelling units that have been or will be demolished or converted to another principal use; and

- (b) in the case of a non-residential building or structure or, in the case of mixed-use building or structure, the non-residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable D.C.s under subsection 3.11 of the by-law by the gross floor area that has been or will be demolished or converted to another principal use;

provided that such amounts shall not exceed, in total, the amount of the D.C.s otherwise payable with respect to the redevelopment.

2.6 Exemptions

The following non-statutory exemptions are provided under By-law 2019-083, as amended:

- Lands, buildings or structures used or to be used for a place of worship or for the purposes of a churchyard or cemetery exempt from taxation under the Assessment Act;
- The development of non-residential farm buildings constructed for bona-fide farm uses, excluding marijuana production facilities and commercial greenhouses; and
- A building or structure used for a community use owned by a non-profit corporation.



Chapter 3

Anticipated Development in the Town of Amherstburg



3. Anticipated Development in the Town of Amherstburg

3.1 Requirement of the Act

The growth forecast contained in this chapter (with supplemental tables in Appendix A) provides for the anticipated development for which the Town will be required to provide services over a 10-year (2024 to 2034) time horizon.

Chapter 4 provides the methodology for calculating a D.C. as per the D.C.A. Figure 4-1 presents this methodology graphically. It is noted in the first box of the schematic that in order to determine the D.C. that may be imposed, it is a requirement of subsection 5 (1) of the D.C.A. that “the anticipated amount, type and location of development, for which development charges can be imposed, must be estimated.”

3.2 Basis of Population, Household and Non-Residential Gross Floor Area Forecast

The D.C. growth forecast has been derived by Watson in consultation with the Town of Amherstburg. In preparing the growth forecast, the following information sources were consulted to assess the residential and non-residential development potential for the Town over the forecast period, including:

- Essex County 2022 Comprehensive Review, Growth Analysis Final Draft Report, October 5, 2022, by Watson & Associates Economists Ltd.
- Town of Amherstburg 2019 Development Charges Background Study, July 24, 2019, by Watson & Associates Economists Ltd.;
- 2011, 2016 and 2021 population, household and employment Census data;
- Historical residential building permit data over the 2014 to 2023 period;
- Residential and non-residential supply opportunities as identified by Town of Amherstburg staff; and
- Discussions with Town staff regarding anticipated residential and non-residential development in the Town of Amherstburg.

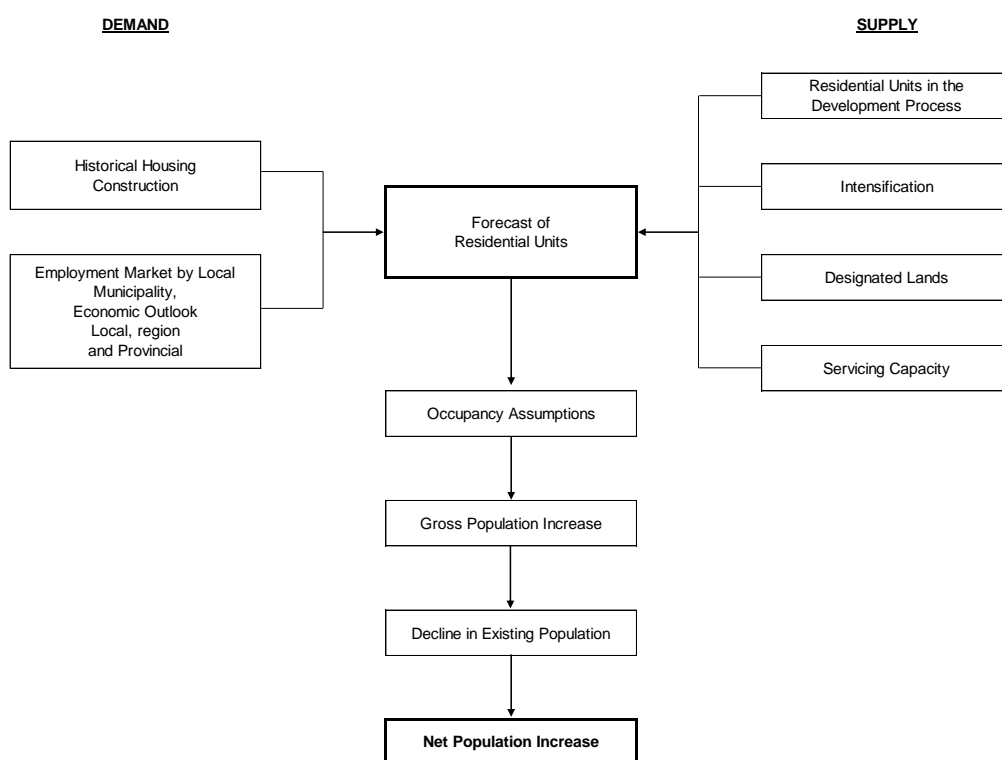


3.3 Summary of Growth Forecast

A detailed analysis of the residential and non-residential growth forecasts is provided in Appendix A and the methodology employed is illustrated in Figure 3-1. The discussion provided herein summarizes the anticipated growth for the Town and describes the basis for the forecast. The results of the residential growth forecast analysis are summarized in Table 3-1 below, and Schedule 1 in Appendix A.

As identified in Table 3-1 and Appendix A – Schedule 1, population in the Town of Amherstburg (excluding census undercount) is anticipated to reach approximately 30,010 by mid-2034, resulting in an increase of approximately 4,120 persons. ^[1]

Figure 3-1
Population and Household Forecast Model



^[1] The population figures used in the calculation of the 2024 D.C. exclude the net Census undercount, which is estimated at approximately 3.2%. Population figures presented herein have been rounded.



**Table 3-1
Town of Amherstburg
Residential Growth Forecast Summary**

Year		Population (Including Census Undercount) ^[1]	Excluding Census Undercount			Housing Units						Person Per Unit (P.P.U.): Total Population/ Total Households
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings ^[2]	Apartments ^[3]	Other	Total Households	Equivalent Institutional Households	
Historical	Mid 2011	22,240	21,556	266	21,290	7,030	416	659	19	8,124	242	2.653
	Mid 2016	22,630	21,936	281	21,655	7,330	440	735	15	8,520	255	2.575
	Mid 2021	24,270	23,524	224	23,300	7,910	455	805	15	9,185	204	2.561
Forecast	Mid 2024	26,710	25,889	247	25,642	8,378	557	1,069	15	10,019	225	2.584
	Mid 2034	30,960	30,009	286	29,723	9,347	788	1,217	15	11,367	260	2.640
Incremental	Mid 2011 - Mid 2016	390	380	15	365	300	24	76	-4	396	13	
	Mid 2016 - Mid 2021	1,640	1,588	-57	1,645	580	15	70	0	665	-51	
	Mid 2021 - Mid 2024	2,440	2,365	23	2,342	468	102	264	0	834	21	
	Mid 2024 - Mid 2034	4,250	4,120	39	4,081	969	231	148	0	1,348	35	

^[1] Population includes the Census undercount estimated at approximately 3.2% and has been rounded.

^[2] Includes townhouses and apartments in duplexes.

^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

Notes:

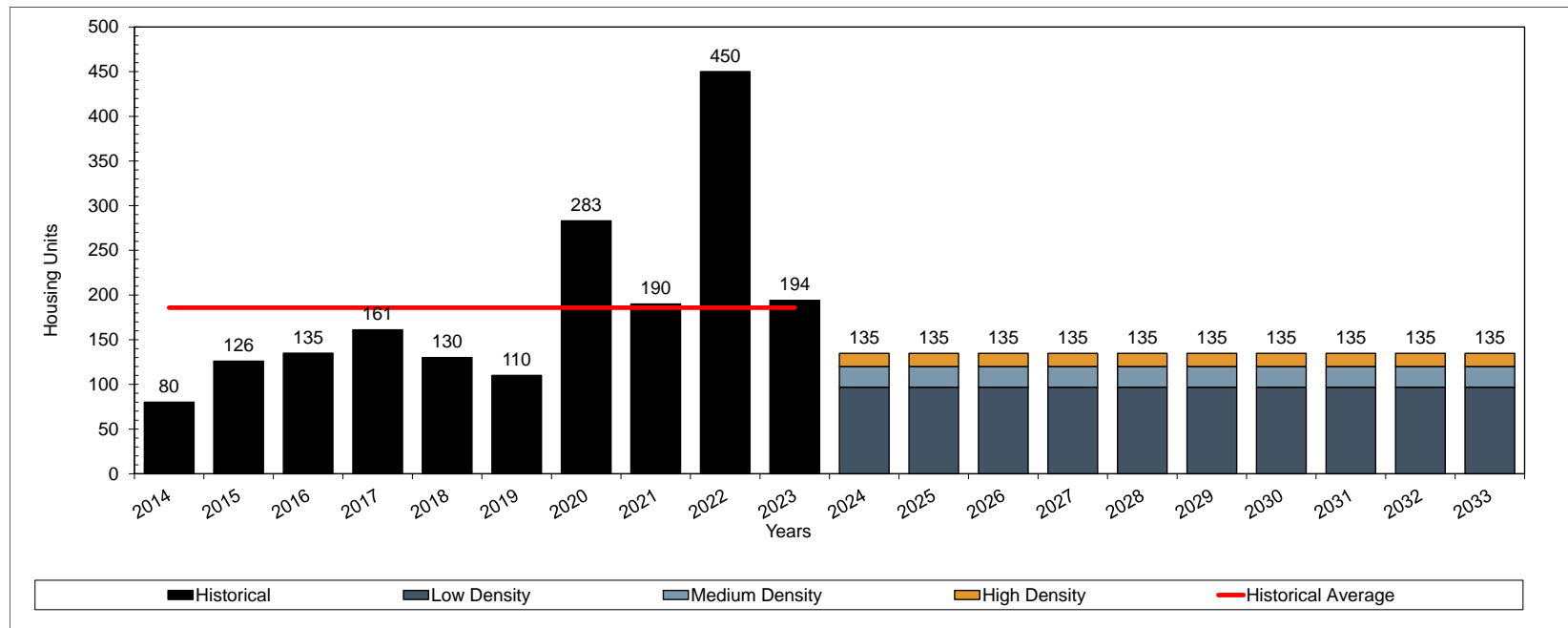
Numbers may not add due to rounding.

Source: Derived from Essex County 2022 Comprehensive Review, Growth Analysis Final Draft Report, October 5, 2022.

Forecast is based on the high scenario. By Watson & Associates Economists Ltd.



Figure 3-2
Town of Amherstburg
Annual Housing Forecast ^[1]



^[1] Growth forecast represents calendar year.

Source: Historical housing activity derived from building permit data for the Town of Amherstburg, 2014 to 2023.



Provided below is a summary of the key assumptions and findings regarding the Town of Amherstburg D.C. growth forecast:

1. Unit Mix (Appendix A – Schedules 1 and 5)

- The housing unit mix for the Town was derived from a detailed review of historical development activity (as per Schedule 5), as well as active residential development applications and discussions with Town staff regarding anticipated development trends for the Town of Amherstburg.
- Based on the above indicators, the 2024 to 2034 household growth forecast for the Town is comprised of a unit mix of 72% low density units (single detached and semi-detached), 17% medium density (multiples except apartments) and 11% high density (bachelor, 1-bedroom and 2-bedroom apartments).

2. Geographic Location of Residential Development (Appendix A – Schedule 2)

- Schedule 2 summarizes the anticipated amount, type, and location of development by area for the Town of Amherstburg
- In accordance with forecast demand and available land supply, the amount and percentage of forecast housing growth between 2024 and 2034 by development location is summarized below.

Table 3-2
Town of Amherstburg
Geographic Location of Residential Development

Development Location	Amount of Housing Growth, 2024 to 2034	Percentage of Housing Growth, 2024 to 2034
Water & Wastewater (SE Quadrant)	679	50%
Water & Wastewater (Other Areas)	664	49%
Water Only	5	<1%
Town of Amherstburg	1,348	100%

Note: Figures may not sum precisely due to rounding.



3. Planning Period

- Short- and longer-term time horizons are required for the D.C. process. The D.C.A. limits the planning horizon for transit services to a 10-year planning horizon. All other services can utilize a longer planning period if the municipality has identified the growth-related capital infrastructure needs associated with the longer-term growth planning period.

4. Population in New Units (Appendix A – Schedules 3 and 4)

- The number of housing units to be constructed by 2034 in the Town of Amherstburg over the forecast period is presented in Table 3-1. Over the 2024 to 2034 forecast period, the Town is anticipated to average approximately 135 new housing units per year.
- Institutional population ^[1] is anticipated to increase by approximately 40 people between 2024 to 2034.
- Population in new units is derived from Schedules 3 and 4, which incorporate historical development activity, anticipated units (see unit mix discussion) and average persons per unit (P.P.U.) by dwelling type for new units.
- Schedule 6a summarizes the average P.P.U. assumed for new housing units by age and type of dwelling based on Statistics Canada 2021 custom Census data for the Town of Amherstburg. Due to data limitations medium and high density P.P.U. data was derived from Essex County Census Division which includes the Town of Amherstburg and is outlined in Schedule 7b. The total calculated P.P.U. for all density types has been adjusted accordingly to account for the P.P.U. trends which has been recently experienced in both new and older units. Forecasted 15-year average P.P.U.s by dwelling type are as follows:
 - Low density: 2.958
 - Medium density: 2.067
 - High density: 1.844

^[1] Institutional population largely includes special care facilities such as nursing home or residences for senior citizens. A P.P.U. of 1.100 depicts 1-bedroom and 2-or-more-bedroom units in collective households.



5. Existing Units and Population Change (Appendix A – Schedules 3 and 4)

- Existing households for mid-2024 are based on the 2021 Census households, plus estimated residential units constructed between mid-2021 to the beginning of the growth period, assuming a minimum six-month lag between construction and occupancy (see Schedule 3).
- The change in average occupancy levels for existing housing units is calculated in Schedules 3 and 4.^[1] The forecast population change in existing households over the 2024 to 2034 forecast period is forecast to increase by approximately 470.

6. Employment (Appendix A – Schedules 8a, 8b and 8c)

- The employment projections provided herein are largely based on the activity rate method, which is defined as the number of jobs in the Town divided by the number of residents. Key employment sectors include primary, industrial, commercial/population-related, institutional, and work at home, which are considered individually below.
- 2016 employment data ^{[2],[3]} (place of work) for the Town of Amherstburg is outlined in Schedule 8a. The 2016 employment base is comprised of the following sectors:
 - 115 primary (2%);
 - 460 work at home employment (10%);
 - 1,135 industrial (24%);
 - 1,975 commercial/population-related (43%); and
 - 970 institutional (21%).

^[1] Change in occupancy levels for existing households occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

^[2] 2016 employment is based on Statistics Canada 2016 Place of Work Employment dataset by Watson & Associates Economists Ltd.

^[3] Statistics Canada 2021 Census place of work employment data has been reviewed. The 2021 Census employment results have not been utilized due to a significant increase in work at home employment captured due to Census enumeration occurring during the provincial COVID-19 lockdown from April 1, 2021 to June 14, 2021.



- The 2016 employment by usual place of work, including work at home, is 4,655. An additional 490 employees have been identified for the Town of Amherstburg in 2016 that have no fixed place of work (N.F.P.O.W.).^[1]
- Total employment, including work at home and N.F.P.O.W. for the Town of Amherstburg is anticipated to reach approximately 7,490 by mid-2034. This represents an employment increase of approximately 1,710 for the 10-year forecast period.
- Schedule 8b, Appendix A, summarizes the employment forecast, excluding work at home employment and N.F.P.O.W. employment, which is the basis for the D.C. employment forecast. The impact on municipal services from work at home employees has already been included in the population forecast. The need for municipal services related to N.F.P.O.W. employees has largely been included in the employment forecast by usual place of work (i.e., employment and gross floor area generated from N.F.P.O.W. construction employment). Furthermore, since these employees have no fixed work address, they cannot be captured in the non-residential G.F.A. calculation. Accordingly, work at home and N.F.P.O.W. employees have been removed from the D.C.A. employment forecast and calculation.
- Total employment for the Town of Amherstburg (excluding work at home and N.F.P.O.W. employment) is anticipated to reach approximately 5,720 by mid-2034. This represents an employment increase of approximately 1,360 for the 10-year forecast.^[2]

^[2] No fixed place of work is defined by Statistics Canada as "persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc."

^[2] G.F.A. and employment associated within special care institutional dwellings treated as residential, resulting in an institutional employment difference between Schedules 8a and 8b. Total employment growth in Schedule 8b (excluding work at home and N.F.P.O.W. employment) has been downwardly adjusted to account for institutional employment associated with special care facilities. Total employment in Schedule 8b is anticipated to reach approximately 5,700 by mid-2034.



7. Non-Residential Sq.ft. Estimates (G.F.A.), Appendix A – Schedule 8b)

- Square footage estimates were calculated in Schedule 8b based on the following employee density assumptions:
 - 20,000 sq.ft. per employee for primary;
 - 1,300 sq.ft. per employee for industrial;
 - 500 sq.ft. per employee for commercial/population-related; and
 - 675 sq.ft. per employee for institutional employment.
- The Town-wide incremental G.F.A. is anticipated to increase by approximately 1.75 million sq.ft. over the 10-year forecast period.
- In terms of percentage growth, the 2024 to 2034 incremental G.F.A. forecast by sector is broken down as follows:
 - Primary – 38%
 - industrial – 36%;
 - commercial/population-related – 16%; and
 - institutional – 10%.

8. Geographic Location of Non-Residential Development (Appendix A, Schedule 8c)

- Schedule 8c summarizes the anticipated amount, type and location of non-residential development by area for the Town of Amherstburg.
- The amount and percentage of forecast total non-residential growth between 2024 and 2034 by development location is summarized below.



Table 3-3
Town of Amherstburg
Geographic Location of Non-Residential Development

Development Location	Amount of Non-Residential G.F.A. (sq.ft.), 2024 to 2034	Percentage of Non-Residential G.F.A., 2024 to 2034
Water and Wastewater (SE Quadrant)	241,000	14%
Water and Wastewater (Other Areas)	376,200	21%
Water only	1,131,400	65%
Town of Amherstburg	1,748,600	100%

Note: Figures may not sum precisely due to rounding



Chapter 4

The Approach to the Calculation of the Charge



4. The Approach to the Calculation of the Charge

4.1 Introduction

This chapter addresses the requirements of subsection 5 (1) of the D.C.A. with respect to the establishment of the need for service which underpins the D.C. calculation. These requirements are illustrated schematically in Figure 4-1.

4.2 Services Potentially Involved

Table 4-1 lists the full range of municipal services that are provided within the Town.

A number of these services are not included in the list of eligible services provided in subsection 2 (4) of the D.C.A. as being ineligible for inclusion in D.C.s. These are shown as “ineligible” on Table 4-1. Two ineligible costs defined in subsection 5 (3) of the D.C.A. are “computer equipment” and “rolling stock with an estimated useful life of (less than) seven years.” In addition, local roads are covered separately under subdivision agreements and related means (as are other local services). Services that are potentially eligible for inclusion in the Town’s D.C. are indicated with a “Yes.”

4.3 Increase in the Need for Service

The D.C. calculation commences with an estimate of “the increase in the need for service attributable to the anticipated development,” for each service to be covered by the by-law. There must be some form of link or attribution between the anticipated development and the estimated increase in the need for service. While the need could conceivably be expressed generally in terms of units of capacity, subsection 5 (1) 3, which requires that Town Council indicate that it intends to ensure that such an increase in need will be met, suggests that a project-specific expression of need would be most appropriate.



Figure 4-1
The Process of Calculating a Development Charge under the Act that Must be Followed

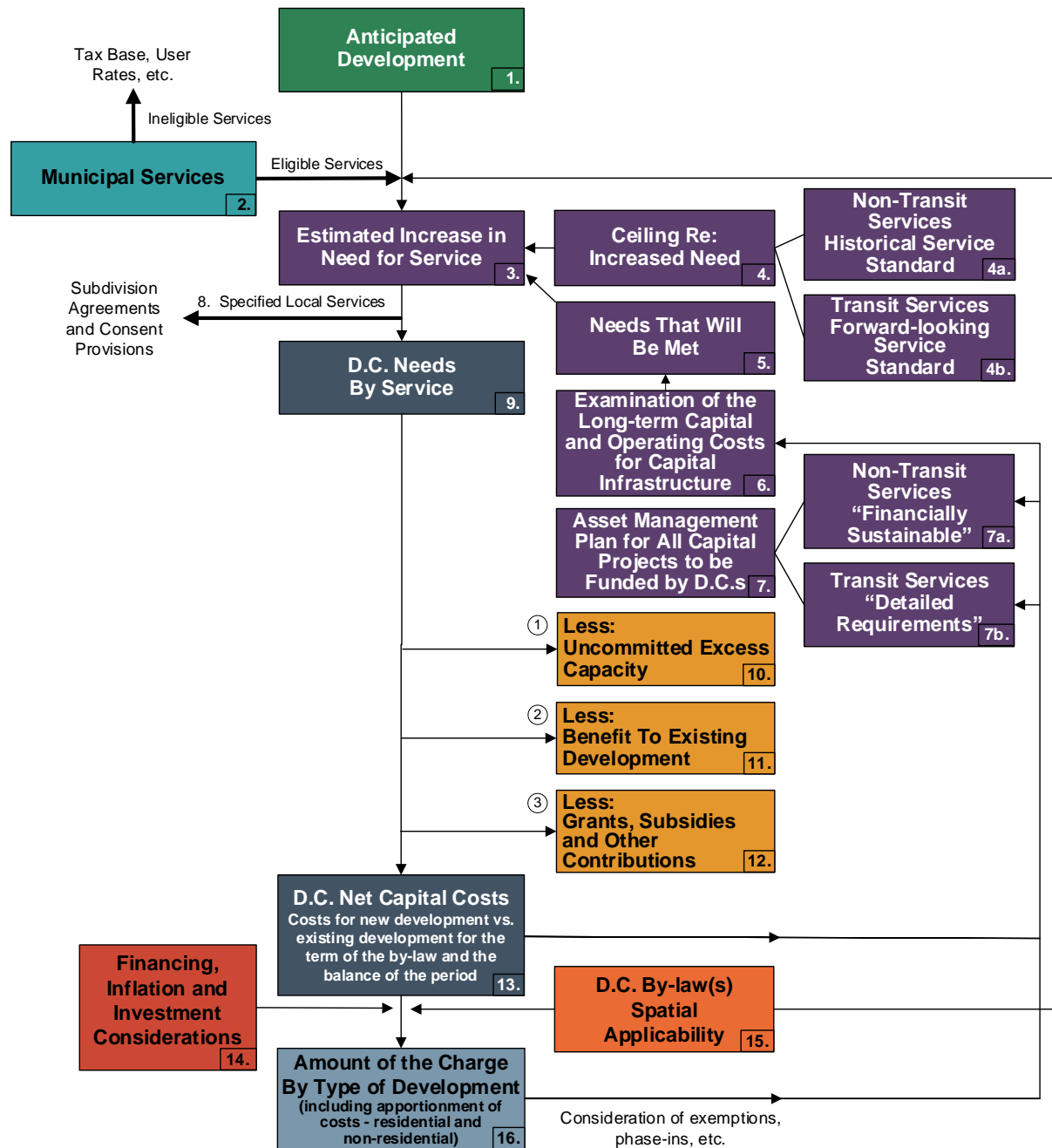




Table 4-1
Categories of Municipal Services to be Addressed as Part of the Calculation

Eligibility for Inclusion in the D.C. Calculation	Description
Yes	Municipality provides the service – service has been included in the D.C. calculation.
No	Municipality provides the service – service has not been included in the D.C. calculation.
n/a	Municipality does not provide the service.
Ineligible	Service is ineligible for inclusion in the D.C. calculation.

Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
1. Services Related to a Highway	Yes	1.1 Arterial roads	100
	Yes	1.2 Collector roads	100
	Yes	1.3 Bridges, culverts and roundabouts	100
	No	1.4 Local municipal roads	0
	Yes	1.5 Traffic signals	100
	Yes	1.6 Sidewalks and streetlights	100
	Yes	1.7 Active transportation	100
2. Other Transportation Services	n/a	2.1 Transit vehicles ^[1] & facilities	100
	n/a	2.2 Other transit infrastructure	100
	Ineligible	2.3 Municipal parking spaces - indoor	0
	Ineligible	2.4 Municipal parking spaces - outdoor	0
	Yes	2.5 Works yards	100
	Yes	2.6 Rolling stock ¹	100
	n/a	2.7 Ferries	100
	n/a	2.8 Airport	100
3. Stormwater Drainage and Control Services	No	3.1 Main channels and drainage trunks	100
	No	3.2 Channel connections	100
	No	3.3 Retention/detention ponds	100

^[1] with 7+ year lifetime



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
4. Fire Protection Services	Yes	4.1 Fire stations	100
	Yes	4.2 Fire pumpers, aerials and rescue vehicles ^[1]	100
	Yes	4.3 Small equipment and gear	100
5. Park Services (i.e., Parks and Open Space)	Ineligible	5.1 Acquisition of land for parks, woodlots and E.S.A.s	0
	Yes	5.2 Development of area municipal parks	100
	Yes	5.3 Development of district parks	100
	Yes	5.4 Development of municipal-wide parks	100
	Yes	5.5 Development of special purpose parks	100
6. Recreation Services	Yes	6.1 Arenas, indoor pools, fitness facilities, community centres, etc. (including land)	100
	Yes	6.2 Recreation vehicles and equipment ^[1]	100
7. Library Services	No	7.1 Public library space (incl. furniture and equipment)	100
	n/a	7.2 Library vehicles ^[1]	100
	n/a	7.3 Library materials	100
8. Emergency Preparedness Services	No	8.1 Facility space (incl. furniture and equipment)	100
	No	8.2 Vehicles ^[1]	100
	No	8.3 Equipment	100
9. Electrical Power Services	Ineligible	9.1 Electrical substations	0
	Ineligible	9.2 Electrical distribution system	0
	Ineligible	9.3 Electrical system rolling stock	0

^[1] with 7+ year lifetime



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
10. Provision of Cultural, Entertainment and Tourism Facilities and Convention Centres	Ineligible	10.1 Cultural space (e.g., art galleries, museums and theatres)	0
	Ineligible	10.2 Tourism facilities and convention centres	0
11. Wastewater Services	Yes	11.1 Treatment plants	100
	Yes	11.2 Sewage trunks	100
	n/a	11.3 Local systems	0
	Yes	11.4 Vehicles and equipment ^[1]	100
12. Water Supply Services	Yes	12.1 Treatment plants	100
	Yes	12.2 Distribution systems	100
	n/a	12.3 Local systems	0
	Yes	12.4 Vehicles and equipment ^[1]	100
13. Waste Management Services	Ineligible	13.1 Landfill collection, transfer vehicles and equipment	0
	Ineligible	13.2 Landfills and other disposal facilities	0
	n/a	13.3 Waste diversion facilities	100
	n/a	13.4 Waste diversion vehicles and equipment ^[1]	100
14. Policing Services	Yes	14.1 Policing detachments	100
	Yes	14.2 Policing rolling stock ^[1]	100
	Yes	14.3 Small equipment and gear	100
15. Homes for the Aged	n/a	15.1 Homes for the aged space	100
	n/a	15.2 Vehicles ^[1]	100
16. Child Care	n/a	16.1 Child-care space	100
	n/a	16.2 Vehicles ^[1]	100
17. Health	n/a	17.1 Health department space	100
	n/a	17.2 Health department vehicles ^[1]	100
18. Social Housing	Ineligible	18.1 Social housing space	0
19. Provincial Offences Act (P.O.A.)	n/a	19.1 P.O.A. space	100

^[1] with 7+ year lifetime



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
20. Social Services	Ineligible	20.1 Social service space	0
21. Ambulance	n/a n/a	21.1 Ambulance station space 21.2 Vehicles ^[1]	100 100
22. Hospital Provision	Ineligible	22.1 Hospital capital contributions	0
23. Provision of Headquarters for the General Administration of Municipalities and Area Municipal Boards	Ineligible Ineligible Ineligible	23.1 Office space 23.2 Office furniture 23.3 Computer equipment	0 0 0
24. Other Services	Yes	24.1 Studies in connection with acquiring buildings, rolling stock, materials and equipment, and improving land and facilities, including the D.C. background study cost	100
	Yes	24.2 Interest on money borrowed to pay for growth-related capital	0-100

^[1] with a 7+ year lifetime

4.4 Local Service Policy

Some of the need for services generated by additional development consists of local services related to a plan of subdivision. As such, they will be required as a condition of subdivision agreements or consent conditions. The Town's detailed Local Service Policy is provided in Appendix E.



4.5 Capital Forecast

Paragraph 7 of subsection 5 (1) of the D.C.A. requires that “the capital costs necessary to provide the increased services must be estimated.” The Act goes on to require two potential cost reductions and the regulation sets out the way in which such costs are to be presented. These requirements are outlined below.

These estimates involve capital costing of the increased services discussed above. This entails costing actual projects or the provision of service units, depending on how each service has been addressed.

The capital costs include:

- a) costs to acquire land or an interest therein (including a leasehold interest);
- b) costs to improve land;
- c) costs to acquire, lease, construct or improve buildings and structures;
- d) costs to acquire, lease or improve facilities, including rolling stock (with a useful life of 7 or more years), furniture and equipment (other than computer equipment), materials acquired for library circulation, reference, or information purposes;
- e) Costs to undertake studies in connection with any of the matters referred to in paragraphs a to d;
- f) Costs of the development charge background study required under section 10; and
- g) interest on money borrowed to pay for the above-referenced costs;

In order for an increase in need for service to be included in the D.C. calculation, Town Council must indicate “that it intends to ensure that such an increase in need will be met” (subsection 5 (1) 3). This can be done if the increase in service forms part of a Council-approved Official Plan, capital forecast, or similar expression of the intention of Council (O. Reg. 82/98 section 3). The capital program contained herein reflects the Town’s approved and proposed capital budgets and master servicing/needs studies.



4.6 Treatment of Credits

Section 8, paragraph 5, of O. Reg. 82/98 indicates that a D.C. background study must set out “the estimated value of credits that are being carried forward relating to the service.” Subsection 17, paragraph 4, of the same regulation indicates that “the value of the credit cannot be recovered from future D.C.s,” if the credit pertains to an ineligible service. This implies that a credit for eligible services can be recovered from future D.C.s. As a result, this provision should be made in the calculation, in order to avoid a funding shortfall with respect to future service needs. There are no outstanding credit obligations to include in the D.C. calculations.

4.7 Classes of Services

Section 7 of the D.C.A. states that a D.C. by-law may provide for any D.C. eligible service or the capital costs with respect to those services. Further, a class may be composed of any number or combination of services and may include parts or portions of each D.C. eligible service.

These provisions allow for services to be grouped together to create a class for the purposes of the D.C. by-law and D.C. reserve funds. The D.C. calculations and by-law provided herein have identified Public Works (Facilities and Fleet) and Growth Studies as classes of service.

4.8 Existing Reserve Funds

Section 35 of the D.C.A. states that:

“The money in a reserve fund established for a service may be spent only for capital costs determined under paragraphs 2 to 7 of subsection 5 (1).”

There is no explicit requirement under the D.C.A. calculation method set out in subsection 5 (1) to net the outstanding reserve fund balance as part of making the D.C. calculation; however, section 35 does restrict the way in which the funds are used in the future.

For services that are subject to a per capita based, service level “cap,” the reserve fund balance should be applied against the development-related costs for which the charge



was imposed once the project is constructed (i.e., the needs of recent growth). This cost component is distinct from the development-related costs for the future forecast periods, which underlie the D.C. calculation herein.

The alternative would involve the Town spending all reserve fund monies prior to renewing each by-law, which would not be a sound basis for capital budgeting. Thus, the Town will use these reserve funds for the Town's cost share of applicable development-related projects, which are required but have not yet been undertaken, as a way of directing the funds to the benefit of the development that contributed them (rather than to future development, which will generate the need for additional facilities directly proportionate to future growth).

The Town's D.C. Reserve Fund balances by service as of December 31, 2023, are shown below:

Table 4-2
Summary of Development Charges Reserve Fund Balances
As of December 31, 2023

Service	Balance as of December 31, 2023
Services Related to a Highway	4,335,199
Fire Protection Services	1,035,747
Policing Services	113,281
Parks and Recreation Services	2,992,355
Wastewater Services	(432,632)
Water Services	2,664,176
Administration	416,719
Total	11,124,845

Note: Amounts in brackets are deficit balances.

4.9 Deductions

The D.C.A. potentially requires that four deductions be made to the increase in the need for service. These relate to:

- the level of service ceiling;
- uncommitted excess capacity;
- benefit to existing development; and



- anticipated grants, subsidies, and other contributions.

The requirements behind each of these reductions are addressed below.

4.9.1 Reduction Required by Level of Service Ceiling

This is designed to ensure that the increase in need included in section 4.3 does “not include an increase that would result in the level of service [for the additional development increment] exceeding the average level of the service provided in the municipality over the 15-year period immediately preceding the preparation of the background study” (D.C.A., subsection 5 (1) 4). O. Reg. 82/98 (section 4) goes further to indicate that “both the quantity and quality of a service shall be taken into account in determining the level of service and the average level of service.”

In many cases, this can be done by establishing a quantity measure in terms of units as floor area, land area, or road length per capita and a quality measure, in terms of the average cost of providing such units based on replacement costs, engineering standards, or recognized performance measurement systems, depending on circumstances. When the quantity and quality factors are multiplied together, they produce a measure of the level of service which meets the requirements of the Act, i.e., cost per unit.

With respect to transit services, the changes to the Act introduced in 2015 have provided for an alternative method for calculating the service standard ceiling. Transit services must now utilize a forward-looking service standard analysis, described later in this section.

The average service level calculation sheets for each service component in the D.C. calculation are set out in Appendix B.

4.9.2 Reduction for Uncommitted Excess Capacity

Paragraph 5 of subsection 5 (1) requires a deduction from the increase in the need for service attributable to the anticipated development that can be met using the Town’s “excess capacity,” other than excess capacity which is “committed.”

“Excess capacity” is undefined, but in this case must be able to meet some or all of the increase in need for service, in order to potentially represent a deduction. The deduction of uncommitted excess capacity from the future increase in the need for



service would normally occur as part of the conceptual planning and feasibility work associated with justifying and sizing new facilities, e.g., if a road widening to accommodate increased traffic is not required because sufficient excess capacity is already available, then widening would not be included as an increase in need, in the first instance.

4.9.3 *Reduction for Benefit to Existing Development*

Section 5 (1) 6 of the D.C.A. provides that, “The increase in the need for service must be reduced by the extent to which an increase in service to meet the increased need would benefit existing development.” The general guidelines used to consider benefit to existing development included:

- the repair or unexpanded replacement of existing assets that are in need of repair;
- an increase in average service level of quantity or quality (compare water as an example);
- the elimination of a chronic servicing problem not created by growth; and
- providing services where none previously existed (generally considered for water or wastewater services).

This step involves a further reduction in the need, by the extent to which such an increase in service would benefit existing development. The level of service cap in section 4.9.1 is related but is not the identical requirement. Sanitary, storm, and water trunks are highly localized to growth areas and can be more readily allocated in this regard than other services such as services related to a highway, which do not have a fixed service area.

Where existing development has an adequate service level which will not be tangibly increased by an increase in service, no benefit would appear to be involved. For example, where expanding existing library facilities simply replicates what existing residents are receiving, they receive very limited (or no) benefit as a result. Alternatively, where a clear existing service problem is to be remedied, a deduction should be made accordingly.

In the case of services such as recreation facilities, community parks, libraries, etc., the service is typically provided on a Town-wide system basis. For example, facilities of the same type may provide different services (i.e., leisure pool vs. competitive pool),



different programs (i.e., hockey vs. figure skating), and different time availability for the same service (i.e., leisure skating available on Wednesdays in one arena and Thursdays in another). As a result, residents will travel to different facilities to access the services they want at the times they wish to use them, and facility location generally does not correlate directly with residence location. Even where it does, displacing users from an existing facility to a new facility frees up capacity for use by others and generally results in only a very limited benefit to existing development. Further, where an increase in demand is not met for a number of years, a negative service impact to existing development is involved for a portion of the planning period.

4.9.4 Reduction for Anticipated Grants, Subsidies and Other Contributions

This step involves reducing the capital costs necessary to provide the increased services by capital grants, subsidies, and other contributions (including direct developer contributions required due to the local service policy) made or anticipated by Council and in accordance with various rules such as the attribution between the share related to new vs. existing development. That is, some grants and contributions may not specifically be applicable to growth or where Council targets fundraising as a measure to offset impacts on taxes (O. Reg. 82/98, section 6).

4.10 Municipal-wide vs. Area Rating

This step involves determining whether all of the subject costs are to be recovered on a uniform municipal-wide basis or whether some or all are to be recovered on an area-specific basis. Under the amended D.C.A., it is now mandatory to “consider” area rating of services (providing charges for specific areas and services), however, it is not mandatory to implement area rating. Further discussion is provided in section 7.4.4 of this report.

4.11 Allocation of Development

This step involves relating the costs involved to anticipated development for each period under consideration and using allocations between residential and non-residential development and between one type of development and another, to arrive at a schedule of charges.



4.12 Asset Management

The legislation now requires that a D.C. background study must include an asset management plan (A.M.P.) (subsection 10 (2) c. 2). The A.M.P. must deal with all assets that are proposed to be funded, in whole or in part, by D.C.s. The current regulations provide very extensive and specific requirements for the A.M.P. related to transit services (as noted in the subsequent subsection); however, they are silent with respect to how the A.M.P. is to be provided for all other services. As part of any A.M.P., the examination should be consistent with the municipality's existing assumptions, approaches, and policies on the asset management planning. This examination has been included in Appendix F.

4.13 Transit

The D.C.A. provides for the following matters for Transit:

- The Background Study requires the following in regard to transit costs (as per subsection 8 (2) of the Regulations):
 - The calculations that were used to prepare the estimate for the planned level of service for the transit services, as mentioned in subsection 5.2 (3) of the Act.
 - i. An identification of the portion of the total estimated capital cost relating to the transit services that would benefit,
 - ii. the anticipated development over the 10-year period immediately following the preparation of the background study, or
 - iii. the anticipated development after the 10-year period immediately following the preparation of the background study.
 - An identification of the anticipated excess capacity that would exist at the end of the 10-year period immediately following the preparation of the background study.
 - An assessment of ridership forecasts for all modes of transit services proposed to be funded by the development charge over the 10-year period immediately following the preparation of the background study, categorized by development types, and whether the forecasted ridership will be from existing or planned development.



- An assessment of the ridership capacity for all modes of transit services proposed to be funded by the development charge over the 10-year period immediately following the preparation of the background study.
- A forward-looking service standard (as per 6.1(2) of the Regulations):
 - The service is a discrete service.
 - No portion of the service that is intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study may be included in the estimate.
 - No portion of the service that is anticipated to exist as excess capacity at the end of the 10-year period immediately following the preparation of the background study may be included in the estimate.
- A detailed asset management strategy and reporting requirements (subsection 6.1 (3) of the Regulation) that includes lifecycle costs, action plans that will enable the assets to be sustainable, summary of how to achieve the proposed level of service, discussion on procurement measures and risk.

The Town neither currently provides nor intends to provide transit services in the near future; therefore, the above calculations and reporting requirements are not applicable for this study.



Chapter 5

D.C.-Eligible Cost Analysis by Service



5. D.C.-Eligible Cost Analysis by Service

5.1 Introduction

This chapter outlines the basis for calculating eligible costs for the D.C.s to be applied on a uniform basis. In each case, the required calculation process set out in subsection 5 (1) paragraphs 2 to 7 in the D.C.A. and described in Chapter 4, was followed in determining D.C. eligible costs.

The service component is evaluated on two format sheets:

- The service standards that provide the average historical 15-year level of service calculation (see Appendix B), which “caps” the D.C. amounts; and
- The infrastructure cost calculation, which determines the potential D.C. recoverable cost.

The nature of the capital projects and timing identified in the chapter reflects Council’s current intention. Over time, however, Town projects and Council priorities change; accordingly, Council’s intentions may alter, and different capital projects (and timing) may be necessary to meet the need for services required by new growth.

5.2 Urban (Wastewater Serviced) 10-Year Capital Costs for Amherstburg’s D.C. Calculation

This section evaluates the development-related capital requirements for wastewater services over an urban (wastewater serviced) 10-year planning period. Note that the growth forecast identified in Chapter 3 identifies growth from mid-2024 to mid-2034 which equates to 10 full calendar years of growth. As the capital needs are budgeted using calendar years, the capital needs forecast is based on the period 2024 to 2033.

5.2.1 Wastewater Services

The anticipated capital needs for wastewater services include the McGregor Plant Expansion, Wastewater Treatment Plant (W.W.T.P) – Digester Complex, Howard Industrial Servicing, and Pump Stations and Mains in the Southeast Quadrant. The gross capital cost estimate of all works anticipated is approximately \$68.84 million,



including \$432,632 for recovery of the reserve fund deficit. Note that approximately \$13.83 million is related to the Southeast Quadrant.

The Town is currently undertaking a joint Environmental Assessment for the McGregor Treatment Plant with the Town of Essex as this plant also services the McGregor Hamlet located in the Town of Essex. Once the Environmental Assessment is complete, more detailed project costs will be determined.

The costs identified in this study are estimates based on the replacement of the existing lagoons and additional capacity for anticipated growth of approximately 600 single-detached equivalent units¹. This is comprised of 300 single detached units in each Town. Utilizing an assumption of 1.1 cubic meters of volume required per single detached equivalent household per day, the Town would need an additional 660 cubic meters of capacity. This would be in addition to the current capacity of 1,127 cubic meters. Based on comparable projects in other jurisdictions, the anticipated cost for this additional capacity is approximately \$32.00 million, of which 63% benefits existing development.

Of the total gross capital costs, approximately \$32.59 million has been deducted for the share of the works that benefit existing development. Further deductions of approximately \$9.16 million and \$5.92 million have been made for the portion of costs related to growth beyond the urban forecast period, and the Town of Essex's share of the McGregor Plant Expansion, respectively. Additionally, a deduction in the amount of \$1.95 million has been made against the residential share of the costs to reflect the share of the capital program that benefits growth in existing units. The net growth-related capital cost is approximately \$19.22 million. This amount has been included in the D.C. calculations.

The growth-related costs have been allocated between residential and non-residential development based on the incremental growth in population to employment over the urban forecast period. This results in an 81% allocation to residential development and a 19% allocation to non-residential development.

¹ A single detached equivalent conversion is an approach to normalize all unit types into a single detached unit. This conversion is undertaken by dividing the average P.P.U.s of a medium or high-density unit by the average P.P.U. of a single detached unit.



Table 5-1
Infrastructure Cost Included in the Development Charges Calculation
Wastewater Services

Proj. No.	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	2024 to 2033									81%	19%
1	W.W.T.P. - Digester Complex	2029	16,000,000	-		16,000,000	12,160,000		3,840,000	3,110,400	729,600
2	McGregor EA - Expansion	2027	32,000,000	-		32,000,000	20,160,000	5,920,000	5,920,000	4,795,200	1,124,800
3	Howard Industrial Servicing	2031	6,525,000	4,893,800		1,631,200	-		1,631,200	1,321,272	309,928
4	Edgewater Growth Related Debt - Principal	2024-2037	45,882	-		45,882	-		45,882	37,165	8,718
5	Edgewater Growth Related Debt - Interest (Discounted)	2024-2037	4,879	-		4,879	-		4,879	3,952	927
	Southeast Quadrant										
6	350mm Pump Station and Forcemain	2025	5,916,000	1,826,800		4,089,200	115,300		3,973,900	3,218,859	755,041
7	Trunk Sewer on Lowes	2025	2,710,000	836,800		1,873,200	52,800		1,820,400	1,474,524	345,876
8	250mm Forcemain and Pump Station	2025	3,910,000	1,207,400		2,702,600	76,200		2,626,400	2,127,384	499,016
9	Trunk Sewer on 2nd Concession	2025	1,295,000	399,900		895,100	25,200		869,900	704,619	165,281
	Population Incline Adjustment						1,945,693		(1,945,693)	(1,945,693)	
	Reserve Fund Adjustment		432,632	-		432,632	-		432,632	350,432	82,200
	Total		68,839,394	9,164,700	-	59,674,694	34,535,193	5,920,000	19,219,501	15,198,114	4,021,387



5.3 Service Levels and 10-Year Capital Costs for Amherstburg's D.C. Calculation

This section evaluates the development-related capital requirements for water services, services related to a highway – roads and related, public works (facilities and fleet), fire protection services, policing services, parks and recreation services, and growth studies over a Town-wide 10-year planning period. Note that the growth forecast identified in Chapter 3 identifies growth from mid-2024 to mid-2034 which equates to 10 full calendar years of growth. As the capital needs are budgeted using calendar years, the capital needs forecast is based on the period 2024 to 2033.

5.3.1 Water Services

The Town has identified several capital projects that are required for growth including a New Clarifier, a Process Waste Treatment Facility, New Filters, a Reservoir Upgrade and Expansion, a Trunk Main to Howard Industrial/McGregor, etc. The gross capital cost estimate for all works provided is approximately \$47.69 million. Of this amount, approximately \$18.77 million has been deducted for the share of the works that benefit existing development. Additionally, approximately \$2.36 million has been deducted from the Reservoir Upgrade and Expansion project to reflect the portion of the project that has already been funded from the D.C. reserve fund. Further deductions in the amounts of approximately \$11.89 million and \$2.66 million have been provided to reflect the benefit to growth beyond the forecast period, and the existing reserve fund balance, respectively. In addition, approximately \$1.02 million has been deducted to address the share of the costs that are anticipated to benefit growth within existing residential units over the forecast period. As a result, the net growth-related capital cost is approximately \$11.00 million. This amount has been included in the D.C. calculations.

The growth-related costs have been allocated between residential and non-residential development based on the incremental growth in population to employment over the ten-year forecast period. This results in a 75% allocation to residential development and a 25% allocation to non-residential development.



Table 5-2
Infrastructure Cost Included in the Development Charges Calculation
Water Services

Proj. No.	Increased Service Needs Attributable to Anticipated Development 2024 to 2033	Timing (year)	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 75%	Non-Residential Share 25%
1	New Clarifier	2028	5,750,000	710,400		5,039,600	2,875,000		2,164,600	1,623,450	541,150
2	Process Waste Treatment Facility	2024-2026	4,660,000	230,300		4,429,700	3,728,000		701,700	526,275	175,425
3	Reservoir Upgrade and Expansion	2025	20,000,000	2,471,000	2,359,978	15,169,022	10,000,000		5,169,022	3,876,767	1,292,256
4	New Filters	2024-2029	3,110,000	768,500		2,341,500	-		2,341,500	1,756,125	585,375
5	Second Screen	2024-2029	1,180,000	291,600		888,400	-		888,400	666,300	222,100
6	Low Lift Pump	2024-2029	311,000	76,800		234,200	-		234,200	175,650	58,550
7	Chemical Feed System & Storage Room	2024-2029	2,640,000	117,400		2,522,600	2,164,800		357,800	268,350	89,450
8	Diesel Generator	2024-2029	620,000	153,200		466,800	-		466,800	350,100	116,700
9	Trunk Main to Howard Industrial / McGregor	2030-2033	9,423,000	7,067,300		2,355,700	-		2,355,700	1,766,775	588,925
	Population Incline Adjustment						1,017,093		(1,017,093)	(1,017,093)	
	Reserve Fund Adjustment						2,664,176		(2,664,176)	(1,998,132)	(666,044)
	Total		47,694,000	11,886,500	2,359,978	33,447,522	22,449,069	-	10,998,453	7,994,567	3,003,887



5.3.2 Services Related to a Highway – Roads and Related

Amherstburg owns and maintains 205 km of gravel, tar and chip, and asphalt roads within the Town. These roads have a total replacement cost of approximately \$296.90 million. Over the historical 15-year period the Town has provided an average level of service of 8.60 km of roads per 1,000 population. The level of service provided results in a D.C. eligible amount over the forecast period of approximately \$48.90 million for roads.

The Town also provides 56 km of sidewalks, 30 bridges, 78 culverts, 1,337 streetlights, 5 traffic lights, and 3 pedestrian crossovers. Over the historical 15-year period, the Town provided an average level of service which equates to an investment of \$3,763 per capita. Based on the growth over the forecast period to 2034, the Town is eligible to collect approximately \$15.50 million for sidewalks, bridges, culverts, and streetlights.

In total the D.C.-eligible amount for services related to a highway – roads and related is approximately \$64.41 million.

Based on the anticipated growth in the Town over the forecast period, approximately \$22.47 million of future capital has been identified for roads and related services, including road improvements to various intersections, paved shoulders, a multi-use pathway, and electric vehicle chargers. A deduction of approximately \$7.24 million has been made to recognize the portion of the capital works that will benefit development beyond the forecast period. Additionally, deductions of approximately \$2.80 million and \$4.34 million have been made to account for the benefit to existing development and the existing reserve fund balance, respectively. Further, a deduction of approximately \$684,823 has been made to address the anticipated increase in need from population growth within existing residential units over the forecast period. Therefore, the net growth-related D.C. recoverable amount of approximately \$7.41 million has been included in the calculations.

The residential/non-residential capital cost allocation for services related to a highway – roads and related is based on the ratio of the anticipated population and employment growth over the 2024 to 2033 forecast period. This results in 75% being allocated to residential development and 25% to non-residential development.



Table 5-3
Infrastructure Costs Included in the Development Charge Calculation
Services Related to a Highway – Roads and Related

Proj. No.	Increased Service Needs Attributable to Anticipated Development 2024 to 2033	Timing (year)	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 75%	Non-Residential Share 25%
	<u>Roads</u>										
1	Fryer St. - Lowes SR to Pickering	2024-2034	3,000,000	580,700		2,419,300	650,000		1,769,300	1,326,975	442,325
2	Lowes S.R. - Sandwich St to Meloche Rd Upgrades & A.T.	2024-2034	5,600,000	1,037,300		4,562,700	1,402,000		3,160,700	2,370,525	790,175
3	Fort Street Intersection Improvements	2029-2030	250,000	-		250,000	-		250,000	187,500	62,500
4	Meloche Road Intersection Improvements	2024-2033	300,000	-		300,000	45,000		255,000	191,250	63,750
5	Provision for Capacity Improvements	2024-2028	500,000	-		500,000	-		500,000	375,000	125,000
6	EV Chargers	2024-2029	40,000	-		40,000	-		40,000	30,000	10,000
7	CR20 - Alma Street to CR3 - Bike Lane / Buffer Paved Shoulder	2029-2034	1,705,000	-		1,705,000	255,800		1,449,200	1,086,900	362,300
8	CR10 to CR20 to 2nd Concession & Greenway to CR11 Buffered Paved Shoulder	2027-2029	665,000	-		665,000	99,800		565,200	423,900	141,300
9	CR10 Multi-Use Pathway in McGregor	2024	205,000	-		205,000	30,800		174,200	130,650	43,550
10	2nd Concession – CR10 to South Riverview	2024	1,305,000	-		1,305,000	195,800		1,109,200	831,900	277,300
11	Thomas Road – Multi-Use Pathway	2030	792,000	-		792,000	118,800		673,200	504,900	168,300
12	Howard Industrial - New Road	2024-2033	7,500,000	5,625,000		1,875,000	-		1,875,000	1,406,250	468,750
	<u>Financing Costs</u>										
13	Texas Road - County Road 20 to County Road 5 Growth Related Debt Principal	2024-2037	546,343	-		546,343	-		546,343	409,757	136,586
14	Texas Road - County Road 20 to County Road 5 Growth Related Debt - Interest (Discounted)	2024-2037	58,099	-		58,099	-		58,099	43,574	14,525
	Population Incline Adjustment						684,823		(684,823)	(684,823)	
	Reserve Fund Adjustment						4,335,199		(4,335,199)	(3,251,399)	(1,083,800)
	Total		22,466,441	7,243,000	-	15,223,441	7,818,022	-	7,405,419	5,382,859	2,022,561



5.3.3 Public Works (Facilities and Fleet)

The Town's public works department operates out of a combined space of 28,633 sq.ft. of building area, providing an average level of service of \$643 per capita (over the historical 15-year period). This level of service provides the Town with a maximum D.C.-eligible amount for recovery over the forecast period of approximately \$2.65 million.

The public works department currently maintains an inventory of 99 vehicles and equipment with a total replacement cost of approximately \$7.85 million. This inventory provides for an average level of service of \$303 per capita. This level of service provides the Town with a maximum D.C.-eligible amount for recovery over the 10-year forecast period of approximately \$1.25 million.

In total the D.C.-eligible amount for public works (facilities and fleet) is approximately \$3.90 million.

Approximately \$4.70 million of future capital has been identified for public works services. This includes the addition of new public works vehicles and a provision for new facility space. Of this amount, a deduction of \$812,000 has been made to recognize the portion of the capital works that will benefit development beyond the forecast period. Further, a deduction of approximately \$329,281 has been made to address the anticipated increase in need from population growth within existing residential units over the forecast period. Therefore, the net growth-related D.C. recoverable amount of approximately \$3.56 million has been included in the calculations.

The residential/non-residential capital cost allocation for public works (facilities and fleet) is based on the ratio of the anticipated population and employment growth over the 2024 to 2033 forecast period. This results in 75% being allocated to residential development and 25% to non-residential development.



Table 5-4
Infrastructure Costs Included in the Development Charge Calculation
Public Works (Facilities and Fleet)

Proj. No.	Increased Service Needs Attributable to Anticipated Development	Service to Which Project Relates	Timing (year)	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
								Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 75%	Non-Residential Share 25%
	2024 to 2033											
1	Provision for Facility Space	Services Related to a Highway	2024-2033	2,900,000	812,000		2,088,000	-		2,088,000	1,566,000	522,000
2	Two Single Axle Dump Trucks w/plow	Services Related to a Highway	2024-2033	900,000	-		900,000	-		900,000	675,000	225,000
3	Multi-use Trackless Unit	Services Related to a Highway	2024-2033	182,000	-		182,000	-		182,000	136,500	45,500
4	Additional Pick Up Truck	Services Related to a Highway	2024-2033	70,000	-		70,000	-		70,000	52,500	17,500
5	Additional Street Sweeper	Services Related to a Highway	2024-2033	500,000	-		500,000	-		500,000	375,000	125,000
6	Additional Pick Up Truck	Water Services	2024-2033	70,000	-		70,000	-		70,000	52,500	17,500
7	Additional Utility Van	Water Services	2024-2033	80,000	-		80,000	-		80,000	60,000	20,000
	Population Incline Adjustment							329,281		(329,281)	(329,281)	
	Total			4,702,000	812,000	-	3,890,000	329,281	-	3,560,719	2,588,219	972,500



5.3.4 Fire Protection Services

The Amherstburg Fire Department operates out of a total of three (3) fire halls with a combined 19,592 sq.ft. of facility space. Over the historical 15-year period the Town provided an average of 0.88 sq.ft. of facility space per capita, which equates to an investment of \$618 per capita. Based on the anticipated growth over the forecast period to 2034, this level of service provides the Town with a maximum D.C.-eligible amount for recovery of approximately \$2.55 million.

The fire department has a current inventory of 19 vehicles and equipment. Over the historical 15-year period the Town has provided an average level of investment of \$373 per capita. Based on the average level of service, the total D.C.-eligible amount for fire vehicles over the forecast period to 2033 is approximately \$1.54 million.

In addition to vehicles, the Town provides 307 items of small equipment and gear for use in fire services with a total replacement cost of approximately \$3.37 million. Over the historical 15-year period the Town provided an average level of investment of \$147 per capita. This results in a D.C.-eligible amount of \$0.60 million for small equipment and gear over the forecast period.

Based on the above, the total D.C.-eligible amount recovery for fire protection services over the 10-year forecast period is approximately \$4.69 million.

To service new development, the Town has identified future capital needs totalling approximately \$15.90 million, which includes a Fire Facility at Libro Centre, Boblo Island Building, 100 ft. Ladder Truck, and the outfitting of 6 additional staff members. Of this amount, a deduction of \$857,800 has been made to recognize the portion of the capital works that will benefit development beyond the forecast period. Additionally, deductions of approximately \$8.53 million and \$1.04 million have been made to account for the benefit to existing development and the existing reserve fund balance, respectively. Further, a deduction of \$463,816 has been made to address the anticipated increase in need from population growth within existing residential units over the forecast period. In total, the net D.C. recoverable amount included in the D.C. calculation is approximately \$5.02 million.

These costs are shared between residential and non-residential growth based on the population to employment growth ratio over the forecast period to 2033, resulting in a



75% allocation to residential development and 25% allocation to non-residential development.



Table 5-5
Infrastructure Cost Included in the Development Charges Calculation
Fire Protection Services

Proj. No.	Increased Service Needs Attributable to Anticipated Development 2024 to 2033	Timing (year)	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 75%	Non-Residential Share 25%
1	Fire Facility at Libro Centre	2025-2030	11,330,000	717,400		10,612,600	6,547,300		4,065,300	3,048,975	1,016,325
2	Fire Facility at Libro Centre Growth Related Financing Costs	2025-2045	936,192	140,400		795,792	-		795,792	596,844	198,948
3	Ladder Truck	2027	2,700,000	-		2,700,000	1,980,000		720,000	540,000	180,000
4	Full Time Staff Members	2027	170,000	-		170,000	-		170,000	127,500	42,500
5	Boblo Island Building	2024	764,000	-		764,000	-		764,000	573,000	191,000
	Population Incline Adjustment						463,816		(463,816)	(463,816)	
	Reserve Fund Adjustment						1,035,747		(1,035,747)	(776,810)	(258,937)
	Total		15,900,192	857,800	-	15,042,392	10,026,863	-	5,015,529	3,645,693	1,369,836



5.3.5 Policing Services

The Town of Amherstburg has entered into an agreement with the Windsor Police Services Board for the provision of police services. The Town's police services are operated out of approximately 9,536 sq.ft. of facility space, providing for an average level of service of approximately 0.43 sq.ft. per capita or an average investment of \$350 per capita. This level of service provides the Town with a maximum D.C.-eligible amount for recovery of approximately \$1.44 million related to police facility space over the 10-year forecast period.

The police department has a current inventory of 13 vehicles, with an estimated replacement value of approximately \$818,000. Over the historical 15-year period the Town has provided an average level of investment of \$48 per capita. Based on the average level of service, the total D.C.-eligible amount for recovery for police vehicles over the forecast period is \$0.20 million.

The police department utilizes police equipment and gear with a total replacement cost of approximately \$2.86 million. Over the historical 15-year period the Town provided an average level of investment of \$125 per capita. This results in a D.C.-eligible amount of \$0.52 million for small equipment and gear over the 10-year forecast period.

Based on the above, the total D.C.-eligible amount for policing services over the 10-year forecast period is approximately \$2.16 million.

To facilitate growth over the long-term forecast period, provisions for additional facility space, vehicles, and small equipment and gear have been identified in the amount of approximately \$1.66 million. Of the total gross capital cost, \$113,281 has been deducted to reflect the existing balance in the reserve fund. Additionally, \$130,842 has been deducted to address the anticipated increase in need from population growth within existing residential units over the forecast period. Therefore approximately \$1.41 million has been included in the D.C. calculations.

These costs are shared between residential and non-residential growth based on the relative anticipated growth in population and employment over the 10-year forecast period, resulting in a 75% allocation to residential development and 25% allocation to non-residential development.



Table 5-4
Infrastructure Costs Included in the Development Charge Calculation
Policing Services

Proj. No.	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 75%	Non-Residential Share 25%
	2024 to 2033										
1	Provision for Additional Small Equipment and Gear	2024-2033	54,000	-		54,000	-		54,000	40,500	13,500
2	Provision for Additional Facility Space	2024-2033	1,500,000	-		1,500,000	-		1,500,000	1,125,000	375,000
3	Provision for Additional Vehicles	2024-2033	105,000	-		105,000	-		105,000	78,750	26,250
	Population Incline Adjustment						130,842		(130,842)	(130,842)	
	Reserve Fund Adjustment						113,281		(113,281)	(84,961)	(28,320)
	Total		1,659,000	-	-	1,659,000	244,124	-	1,414,876	1,028,447	386,430



5.3.6 Parks and Recreation Services

The Town currently has approximately 354.24 acres of parkland within its jurisdiction including the Co-An Park, Canard River Park, and various other types of parks. Over the historical 15-year period, the Town provided an average level of service of 12.10 acres of parkland per 1,000 population. In addition to the parkland, the Town also provides for various amenities such as soccer fields, ball diamonds, play structures, a splash pad, gazebos, etc. Over the past 15 years, the Town has provided an average level of service of 3.90 parkland amenities per 1,000 population. The Town also provides for 10,782 linear meters of parkland trails, including asphalt, turf, interlock, granular, and concrete trails. Over the past 15 years, the average level of service was 0.24 linear meters per capita.

Based on the above level of service provided for parks, this equates to an investment of \$5,385 per capita. When applied over the forecast period, this average level of service translates into a D.C.-eligible amount for recovery of approximately \$22.19 million for parkland development, amenities, and trails.

The Town currently utilizes 120 vehicles and equipment to maintain the parks and recreation facilities. Over the historical 15-year period, the Town provided an average level of service of 3.40 vehicles per 1,000 population. Based on the growth anticipated over the forecast period, the Town would be eligible to collect approximately \$0.32 million for vehicles and equipment.

The Town provides indoor recreation services in facilities totaling 172,263 sq.ft. of space. The facilities include the Libro Centre, Thomas Road Buildings, and Amherstburg Community Services Building, etc. Over the historical 15-year period the Town provided an average level of service of 7.94 sq.ft. of space per capita. This average level of service equates to an average investment of \$6,887 per capita which translates to a D.C.-eligible amount of approximately \$28.38 million over the forecast period.

The total D.C.-eligible amount for parks and recreation services over the forecast period to 2034 is approximately \$50.88 million.

Based on the projected growth over the 10-year forecast period, the Town has identified approximately \$18.45 million in future growth-related capital costs for parks and



recreation services. These capital costs include provisions for parkland development, various projects for the Libro Phase II – Sportsplex, and park expansions and redevelopments. A deduction of approximately \$3.34 million has been made to recognize the portion of the capital works that will benefit development beyond the forecast period. A deduction of \$200,000 has been removed from the Co-An Park Playground project to represent the Town of Essex's share of the project cost. In addition, deductions of approximately \$4.36 million and \$2.99 million have been made to account for the benefit to existing development and the existing reserve fund balance, respectively. Further, a deduction of \$810,638 has been made to address the anticipated increase in need from population growth within existing residential units over the forecast period. The resulting net-growth-related capital cost is approximately \$6.75 million. This amount has been included in the D.C. calculations.

While parks and recreation services usage are predominately residential based, there is some use of facility space and parks by non-residential users. To acknowledge this use, the growth-related capital costs have been allocated 95% to residential development and 5% to non-residential development.



Table 5-5
Infrastructure Costs Included in the Development Charge Calculation
Parks and Recreation Services

Proj. No.	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	2024 to 2033									95%	5%
	<u>Parkland Development & Amenities</u>										
1	Parkland Development	2024-2033	1,000,000	-		1,000,000	-		1,000,000	950,000	50,000
	<u>Libro Phase II - Sportsplex:</u>			-							
2	Baseball Diamonds (lit, dugouts, bleachers, fencing, irrigated)	2026	2,500,000	515,500		1,984,500	1,250,000		734,500	697,775	36,725
3	Splash Pad	2026	500,000	103,100		396,900	250,000		146,900	139,555	7,345
4	Concession/Field House/Change House	2026	1,000,000	412,400		587,600	-		587,600	558,220	29,380
5	Recreational Trails	2026	300,000	123,700		176,300	-		176,300	167,485	8,815
6	Boardwalks and Kayak Launch	2026	350,000	-		350,000	-		350,000	332,500	17,500
7	Skate Park	2026	1,000,000	82,500		917,500	800,000		117,500	111,625	5,875
8	Pavillion Large Picnic Shelter	2026	900,000	371,100		528,900	-		528,900	502,455	26,445
9	Parking	2026	1,200,000	494,900		705,100	-		705,100	669,845	35,255
10	Storage	2026	3,000,000	1,237,100		1,762,900	-		1,762,900	1,674,755	88,145
	<u>Other</u>										
11	Kings Navy Yard Park Expansion - Unfunded Amount	2024	1,698,600	-		1,698,600	-		1,698,600	1,613,670	84,930
12	Centennial Park Redevelopment and Enhancement	2024-2027	3,000,000	-		3,000,000	1,500,000		1,500,000	1,425,000	75,000
13	Co-An Park Playground	2024	400,000	-	200,000	200,000	50,000		150,000	142,500	7,500
14	Boat Ramp in Ranta Park	2025	1,600,000	-		1,600,000	505,500		1,094,500	1,039,775	54,725
	Population Incline Adjustment						810,638		(810,638)	(810,638)	
	Reserve Fund Adjustment						2,992,355		(2,992,355)	(2,842,737)	(149,618)
	Total		18,448,600	3,340,300	200,000	14,908,300	8,158,493	-	6,749,807	6,371,785	378,022



5.3.7 Growth Studies

Growth studies would be considered a class of service under the D.C.A. and is comprised of studies related to D.C. eligible services. The Town has identified the need for various studies over the forecast period related to Parks, Water, Sanitary, and Transportation Master Plans, two D.C. studies, an Official Plan update, and a Water Treatment Plant Environmental Assessment.

The total capital costs of these studies are approximately \$1.86 million. Deductions of \$479,500 and \$416,719 have been made to account for the share of the studies that benefit existing development and the existing reserve fund balance, respectively. In addition, a deduction of \$17,160 was made for the Official Plan Updates to recognize the benefit to non-D.C. services. Further, a deduction of \$83,748 has been made to address the anticipated increase in need from population growth within existing residential units over the forecast period. As a result of these deductions, the net D.C.-recoverable cost to be included in the calculations is approximately \$861,174.

These costs are shared between residential and non-residential growth based on the population to employment ratio over the forecast period, resulting in 75% being allocated to residential development and 25% being allocated to non-residential development.



Table 5-6
Infrastructure Costs Included in the Development Charge Calculation
Growth Studies

Proj. No.	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Service to Which Project Relates	Gross Capital Cost Estimate (2024\$)	Post Period Benefit	Other Deductions (to recognize benefit to non-D.C. services)	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
								Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	2024 to 2033											
1	Parks Master Plan - Unfunded Amount	2024	Parks and Recreation Services	15,000	-		15,000	-		15,000	14,250	750
2	Parks Master Plan	2029	Parks and Recreation Services	200,000	-		200,000	100,000		100,000	95,000	5,000
3	Water Masterplan	2025	Water Services	150,000	-		150,000	37,500		112,500	84,375	28,125
4	Water Masterplan	2030	Water Services	150,000	-		150,000	37,500		112,500	84,375	28,125
5	Water Treatment Plant EA	2024-2025	Water Services	300,000	-		300,000	75,000		225,000	168,750	56,250
6	Sanitary Masterplan	2024	Wastewater Services	300,000	-		300,000	75,000		225,000	182,250	42,750
7	Sanitary Masterplan	2029	Wastewater Services	300,000	-		300,000	75,000		225,000	182,250	42,750
8	Transportation Master Plan - Unfunded Amount	2024	Services Related to a Highway	19,200	-		19,200	-		19,200	14,400	4,800
9	Transportation Master Plan	2029	Services Related to a Highway	146,000	-		146,000	36,500		109,500	82,125	27,375
10	Development Charges Study - Unfunded Amount	2024	All D.C. Services	50,000	-		50,000	-		50,000	37,500	12,500
11	Development Charges Study	2033	All D.C. Services	56,500	-		56,500	-		56,500	42,375	14,125
12	Official Plan Update	2024	All Services	85,800	-	8,580	77,220	21,500		55,720	41,790	13,930
13	Official Plan Update	2029-2033	All Services	85,800	-	8,580	77,220	21,500		55,720	41,790	13,930
	Population Incline Adjustment							83,748		(83,748)	(83,748)	
	Reserve Fund Adjustment							416,719		(416,719)	(329,208)	(87,511)
	Total			1,858,300	-	17,160	1,841,140	979,966	-	861,174	658,274	202,899



Chapter 6

D.C. Calculation



6. D.C. Calculation

Table 6-1 calculates the proposed uniform D.C.s to be imposed on anticipated development in the Town for urban (wastewater services) over the 10-year forecast period from 2024 to 2033. Table 6-2 calculates the proposed uniform D.C.s for Town-wide services over the 10-year forecast period from 2024 to 2033.

The calculation for residential development is generated on a per capita basis and is based upon five forms of housing types (singles and semi-detached, multiples, apartments 2+ bedrooms, apartments studio and 1 bedroom, and special care/special dwelling units). The non-residential D.C. has been calculated on a per sq.ft. of G.F.A. basis for all types of non-residential development (industrial, commercial, and institutional).

The D.C.-eligible costs for each service component were developed in Chapter 5 for all Town services, based on their proposed capital programs.

For the residential calculations, the total cost is divided by the “gross” (new resident) population to determine the per capita amount. The eligible-D.C. cost calculations set out in Chapter 5 are based on the net anticipated population increase (the forecast new unit population plus the anticipated incline in existing units). The cost per capita is then multiplied by the average occupancy of the new units (Appendix A, Schedule 4) to calculate the charge in Tables 6-1 and 6-2.

With respect to non-residential development, the total costs in the uniform charge allocated to non-residential development (based on need for service) have been divided by the anticipated development over the planning period to calculate a cost per sq.ft. of G.F.A.

Table 6-3 summarizes the total D.C. that is applicable for all services and Table 6-4 summarizes the gross capital expenditures and sources of revenue for works to be undertaken during the life of the by-law.



Table 6-1
Town of Amherstburg
Development Charge Calculation
Urban Services – Wastewater

SERVICE/CLASS	2024\$ D.C.-Eligible Cost		2024\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
1. <u>Wastewater Services</u>	\$	\$	\$	\$
1.1 Treatment plants & Sewers	15,198,114	4,021,387	12,351	6.52
	15,198,114	4,021,387	12,351	6.52
TOTAL	15,198,114	4,021,387	12,351	6.52
D.C.-Eligible Capital Cost	\$15,198,114	\$4,021,387		
10-Year Urban Gross Population/GFA Growth (sq.ft.)	3,640	617,200		
Cost Per Capita/Non-Residential GFA (sq.ft.)	\$4,175.31	\$6.52		
<u>By Residential Unit Type</u>	<u>P.P.U.</u>			
Single and Semi-Detached Dwelling	2.958	\$12,351		
Other Multiples	2.067	\$8,630		
Apartments - 2 Bedrooms +	2.000	\$8,351		
Apartments - Studio and 1 Bedroom	1.405	\$5,866		
Special Care/Special Dwelling Units	1.100	\$4,593		



Table 6-2
Town of Amherstburg
Development Charge Calculation
Town-wide Services

SERVICE/CLASS	2024\$ D.C.-Eligible Cost		2024\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
	\$	\$	\$	\$
2. <u>Water Services</u>				
2.1 Treatment, storage and distribution systems	7,994,567	3,003,887	6,470	1.72
	7,994,567	3,003,887	6,470	1.72
3. <u>Services Related to a Highway</u>				
3.1 Roads and Related	5,382,859	2,022,561	4,356	1.16
	5,382,859	2,022,561	4,356	1.16
4. <u>Public Works (Facilities and Fleet)</u>				
4.1 Public Works (Facilities and Fleet)	2,588,219	972,500	2,095	0.55
	2,588,219	972,500	2,095	0.55
5. <u>Fire Protection Services</u>				
5.1 Fire facilities, vehicles & equipment	3,645,693	1,369,836	2,950	0.78
	3,645,693	1,369,836	2,950	0.78
6. <u>Policing Services</u>				
6.1 Facilities, vehicles and equipment, small equipment and gear	1,028,447	386,430	832	0.22
	1,028,447	386,430	832	0.22
7. <u>Parks and Recreation Services</u>				
7.1 Park development, amenities, trails, recreation facilities, vehicles, and equipment	6,371,785	378,022	5,157	0.22
	6,371,785	378,022	5,157	0.22
8. <u>Growth Studies</u>				
8.1 Growth Studies	658,274	202,899	533	0.12
	658,274	202,899	533	0.12
TOTAL	27,669,844	8,336,134	22,393	4.77
D.C.-Eligible Capital Cost	\$27,669,844	\$8,336,134		
10-Year Gross Population/GFA Growth (sq.ft.)	3,655	1,748,600		
Cost Per Capita/Non-Residential GFA (sq.ft.)	\$7,570.41	\$4.77		
By Residential Unit Type	P.P.U.			
Single and Semi-Detached Dwelling	2.958	\$22,393		
Other Multiples	2.067	\$15,648		
Apartments - 2 Bedrooms +	2.000	\$15,141		
Apartments - Studio and 1 Bedroom	1.405	\$10,636		
Special Care/Special Dwelling Units	1.100	\$8,327		



Table 6-3
Town of Amherstburg
Development Charge Calculation
Total All Services

	2024\$ D.C.-Eligible Cost		2024\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
	\$	\$	\$	\$
Wastewater Services 10 Year	15,198,114	4,021,387	12,351	6.52
Town-wide Services 10 Year	27,669,844	8,336,134	22,393	4.77
TOTAL	42,867,958	12,357,521	34,744	11.29



Table 6-4
Town of Amherstburg
Gross Expenditure and Sources of Revenue Summary for Costs to be Incurred over the Life of the By-law

Service/Class	Total Gross Cost	Sources of Financing					
		Tax Base or Other Non-D.C. Source			Post D.C. Period Benefit	D.C. Reserve Fund	
		Other Deductions	Benefit to Existing	Other Funding		Residential	Non-Residential
1. Wastewater Services 1.1 Treatment plants & Sewers	68,395,047	0	32,589,500	5,920,000	9,164,700	16,783,886	3,936,961
2. Water Services 2.1 Treatment, storage and distribution systems	47,694,000	2,359,978	18,767,800	0	11,886,500	11,009,792	3,669,931
3. Services Related to a Highway 3.1 Roads and Related	22,326,955	0	2,798,000	0	7,243,000	9,214,466	3,071,489
4. Public Works (Facilities and Fleet) 4.1 Public Works (Facilities and Fleet)	4,702,000	0	0	0	812,000	2,917,500	972,500
5. Fire Protection Services 5.1 Fire facilities, vehicles & equipment	15,385,286	0	8,527,300	0	780,580	4,558,055	1,519,352
6. Policing Services 6.1 Facilities, vehicles and equipment, small equipment and gear	1,659,000	0	0	0	0	1,244,250	414,750
7. Parks and Recreation Services 7.1 Park development, amenities, trails, recreation facilities, vehicles, and equipment	18,448,600	200,000	4,355,500	0	3,340,300	10,025,160	527,640
8. Growth Studies 8.1 Growth Studies	1,772,500	8,580	458,000	0	0	1,029,440	276,480
Total Expenditures & Revenues	\$180,383,389	\$2,568,558	\$67,496,100	\$5,920,000	\$33,227,080	\$56,782,549	\$14,389,102



Chapter 7

D.C. Policy Recommendations and D.C. By-law Rules



7. D.C. Policy Recommendations and D.C. By-law Rules

7.1 Introduction

Subsection 5 (1) 9 states that rules must be developed:

“to determine if a development charge is payable in any particular case and to determine the amount of the charge, subject to the limitations set out in subsection (6).”

Paragraph 10 of the section goes on to state that the rules may provide for exemptions, phasing in and/or indexing of D.C.s.

Subsection 5 (6) establishes the following restrictions on the rules:

- the total of all D.C.s that would be imposed on anticipated development must not exceed the capital costs determined under subsection 5 (1) 2-7 for all services involved;
- if the rules expressly identify a type of development, they must not provide for it to pay D.C.s that exceed the capital costs that arise from the increase in the need for service for that type of development; however, this requirement does not relate to any particular development; and
- if the rules provide for a type of development to have a lower D.C. than is allowed, the rules for determining D.C.s may not provide for any resulting shortfall to be made up via other development.

With respect to “the rules,” section 6 states that a D.C. by-law must expressly address the matters referred to above re subsection 5 (1) paragraphs 9 and 10, as well as how the rules apply to the redevelopment of land.

The rules provided are based on the Town’s existing policies; with some modifications and consideration for the changes to the D.C.A. resulting from Bills 108, 138, 109, 197, 213, 23, 134 and 185.



7.2 D.C. By-law Structure

It is recommended that:

- the Town uses a uniform Town-wide D.C. calculation for services excluding wastewater services;
- D.C.s for wastewater services be imposed on the urban (wastewater service areas) areas of the Town; and
- one D.C. by-law be used for all services.

7.3 D.C. By-law Rules

The following subsections set out the recommended rules governing the calculation, payment and collection of D.C.s in accordance with section 6 of the D.C.A.

It is recommended that the following sections provide the basis for the D.C.s.:

7.3.1 Payment in any Particular Case

In accordance with the D.C.A., subsection 2 (2), a D.C. be calculated, payable, and collected where the development requires one or more of the following:

- “(a) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the Planning Act;
- (b) the approval of a minor variance under section 45 of the Planning Act;
- (c) a conveyance of land to which a by-law passed under subsection 50 (7) of the Planning Act applies;
- (d) the approval of a plan of subdivision under section 51 of the Planning Act;
- (e) a consent under section 53 of the Planning Act;
- (f) the approval of a description under section 9 of the Condominium Act, 1998; or
- (g) the issuing of a permit under the Building Code Act, 1992 in relation to a building or structure.”



7.3.2 Determination of the Amount of the Charge

The following conventions be adopted:

- 1) Costs allocated to residential uses will be assigned to different types of residential units based on the average occupancy for each housing type constructed during the previous decade. Costs allocated to non-residential uses will be assigned based on the number of square feet of G.F.A. constructed for eligible uses (i.e., industrial, commercial, and institutional).
- 2) Costs allocated to residential and non-residential uses are based upon a number of conventions, as may be suited to each municipal circumstance, e.g.
 - for parks and recreation services, a 5% non-residential attribution has been made to recognize use by the non-residential sector;
 - for services related to a highway – roads and related, public works (facilities and fleet), fire protection services, police services, growth studies and water services, a 75% residential/25% non-residential attribution has been made based on a population vs. employment growth ratio over the 2024 to 2033 forecast period;
 - for wastewater services, an 81% residential/19% non-residential attribution has been made based on a population vs. employment growth ratio over the 2024 to 2033 forecast period.

7.3.3 Application to Redevelopment of Land (Demolition and Conversion)

As a result of the redevelopment of land, a building or structure existing on the same land within 60 months outside the downtown area and within 36 months inside the downtown area prior to the date of payment of D.C.s in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land, in order to facilitate the redevelopment, the D.C.s otherwise payable with respect to such redevelopment shall be reduced by the following amounts:

- a) in the case of a residential building or structure, or in the case of a mixed-use building or structure, the residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable D.C. in the by-law by the



number, according to type, of dwelling units that have been or will be demolished or converted to another principal use; and

- b) in the case of a non-residential building or structure or, in the case of mixed-use building or structure, the non-residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable D.C.s in the by-law by the gross floor area that has been or will be demolished or converted to another principal use;

provided that such amounts shall not exceed, in total, the amount of the D.C.s otherwise payable with respect to the redevelopment.

7.3.4 Exemptions (full or partial)

a) Statutory exemptions:

- industrial building additions of up to and including 50% of the existing G.F.A. (defined in O. Reg. 82/98, section 1) of the building; for industrial building additions that exceed 50% of the existing G.F.A., only the portion of the addition in excess of 50% is subject to D.C.s (subsection 4 (3) of the D.C.A.);
- buildings or structures owned by and used for the purposes of any municipality, local board, or Board of Education (section 3);
- may add up to 2 apartments in an existing or new detached, semi-detached, or rowhouse (including in an ancillary structure);
- add one additional unit or 1% of existing units in an existing rental residential building;
- a university in Ontario that receives direct, regular, and ongoing operating funding from the Government of Ontario;
- affordable units;
- attainable units (to be in force at a later date);
- affordable inclusionary zoning units;
- non-profit housing; and
- discount for rental housing units based on bedroom size (i.e. three or more bedrooms – 25% reduction, two bedrooms – 20% reduction, and all others – 15% reduction).



b) Non-statutory exemptions for Council's consideration:

- Lands, buildings or structures used or to be used for a place of worship or for the purposes of a churchyard or cemetery exempt from taxation under the Assessment Act;
- The development of non-residential farm buildings constructed for bona-fide farm uses, excluding marijuana production facilities and commercial greenhouses; and
- A building or structure used for a community use owned by a non-profit corporation.

7.3.5 Timing of Collection

The D.C.s for all services and classes are payable upon issuance of a building permit for each dwelling unit, building, or structure, subject to early or late payment agreements entered into by the Town and an owner under s. 27 of the D.C.A.

Rental housing and institutional developments will pay D.C.s in 6 equal annual payments commencing at occupancy.

Moreover, the D.C. amount for all developments occurring within 18 months of a Site Plan or Zoning By-law Amendment planning approval (for applications submitted after January 1, 2020), shall be determined based on the D.C. in effect on the day the applicable Site Plan or Zoning By-law Amendment application was submitted (as a complete application).

Instalment payments and payments determined at the time of Site Plan or Zoning By-law Amendment application are subject to annual interest charges. The maximum interest rate the Town can impose is the average prime rate plus 1%.

7.3.6 The Applicable Areas

The charges developed herein provide for varying charges within the Town, as follows:

- All Town-wide services – the full residential and non-residential charge will be imposed on all lands within the Town; and
- Wastewater– the full residential and non-residential charge will be imposed on the wastewater service areas of the Town.



7.3.7 Indexing

Rates shall be adjusted, without amendment to the By-law, annually on January 1, in accordance with the Statistics Canada Quarterly, Non-Residential Building Construction Price Index (Table 18-10-0276-02).¹

7.4 Other D.C. By-law Provisions

It is recommended that:

7.4.1 Categories of Services for Reserve Fund and Credit Purposes

The Town's D.C. collections are currently separated into seven (7) reserve funds: Services Related to a Highway, Fire Protection Services, Policing Services, Parks and Recreation Services, Wastewater Services, Water Services, and Administration. It is recommended that the Town rename Administration to Growth Studies, create a new reserve fund for Public Works (Facilities and Fleet), and continue the use of the existing reserve funds.

Appendix D outlines the reserve fund policies that the Town is required to follow as per the D.C.A.

7.4.2 By-law In-force Date

A by-law under the D.C.A. comes into force on the day after which the by-law is passed by Council.

7.4.3 Minimum Interest Rate Paid on Refunds and Charged for Inter-Reserve Fund Borrowing

The minimum interest rate is what the Bank of Canada rate is on the day the by-law comes into force updated on the first business day of every January, April, July and October (as per section 11 of O. Reg. 82/98).

¹ O. Reg. 82/98 referenced "The Statistics Canada Quarterly, Construction Price Statistics, catalogue number 62-007" as the index source. Since implementation, Statistics Canada has modified this index twice and the above-noted index is the most current. The draft by-law provided herein refers to O. Reg. 82/98 to ensure traceability should this index continue to be modified over time.



7.4.4 Area Rating

The D.C.A. requires that Council must consider the use of area specific charges:

1. Section 2 (9) of the D.C.A. now requires a municipality to implement area-specific D.C.s for either specific services which are prescribed and/or for specific municipalities which are to be regulated (note that at this time, no municipalities or services are prescribed by the regulations).
2. Section 10 (2) c.1 of the D.C.A. requires that “the development charges background study shall include consideration of the use of more than one development charge by-law to reflect different needs for services in different areas.”

In regard to the first item, there are no services or specific municipalities identified in the regulations which must be area rated. The second item requires Council to consider the use of area rating.

Currently, the Town’s by-law does provide for area-rating with respect to wastewater. All other Town services are recovered based on a uniform, Town-wide basis. There have been several reasons why area-rating has not been imposed on these services, including:

1. All Town services, with the exception of water and wastewater, require that the average 15-year service standard be calculated. This average service standard multiplied by growth in the Town, establishes an upper ceiling on the amount of funds that can be collected from all developing landowners. Section 4 (4) of O. Reg. 82/98 provides that “if a development charge by-law applies to a part of the municipality, the level of service and average level of service cannot exceed that which would be determined if the by-law applied to the whole municipality.” Put in layman terms, the average service standard multiplied by the growth within the specific area would establish an area-specific ceiling which would significantly reduce the total revenue recoverable for the Town hence potentially resulting in D.C. revenue shortfalls and impacts on property taxes.
2. Expanding on item 1, attempting to impose an area charge potentially causes equity issues in transitioning from a Town-wide approach to an area-specific approach. For example, if all services were now built (and funded) within Area A



(which is 75% built out) and this was funded with some revenues from Areas B and C, moving to an area-rating approach would see Area A contribute no funds to the costs of services in Areas B and C. The D.C.s would be lower in Area A (as all services are now funded) and higher in Areas B and C. As well, funding shortfalls may then potentially encourage the municipality to provide less services to Areas B and C due to reduced revenue.

3. Many services provided (roads, parks and recreation facilities, etc.) are not restricted to one specific area and are often used by all residents. For example, arenas located in different parts of the Town will be used by residents from all areas depending on the programming of the facility (i.e., a public skate is available each night, but at a different arena; hence usage of any one facility at any given time is based on programming availability).

For the reasons noted above, it is recommended that Council continue the D.C. approach to calculate the charges on an urban area basis for wastewater while all other services be charged on a uniform Town-wide basis

7.5 Other Recommendations

It is recommended that Council:

“Whenever appropriate, request that grants, subsidies and other contributions be clearly designated by the donor as being to the benefit of existing development or new development, as applicable;”

“Adopt the assumptions contained herein as an ‘anticipation’ with respect to capital grants, subsidies and other contributions;”

“Continue the D.C. approach to calculate the charges on a uniform Town-wide basis for all services except wastewater;”

“Continue the D.C. approach to calculate the charges on an urban-area basis for wastewater services;”

“Approve the capital project listing set out in Chapter 5 of the D.C.s Background Study dated September 16, 2024, subject to further annual review during the capital budget process;”



“Approve the D.C. Background Study dated September 16, 2024;”

“Determine that no further public meeting is required;” and

“Approve the D.C. By-law as set out in Appendix G”.



Chapter 8

By-law Implementation



8. By-law Implementation

8.1 Introduction

This chapter addresses the mandatory, formal public consultation process (section 8.1.2), as well as the optional, informal consultation process (section 8.1.3). The latter is designed to seek the co-operation and participation of those involved, in order to produce the most suitable policy. Section 8.2 addresses the anticipated impact of the D.C. on development from a generic viewpoint.

8.1.1 Public Meeting of Council

Section 12 of the D.C.A. indicates that before passing a D.C. by-law, Council must hold at least one public meeting, giving at least 20 clear days' notice thereof, in accordance with the Regulation. Council must also ensure that the proposed by-law and background report are made available to the public at least two weeks prior to the (first) meeting.

Any person who attends such a meeting may make representations related to the proposed by-law.

If a proposed by-law is changed following such a meeting, Council must determine whether a further meeting (under this section) is necessary (i.e., if the proposed by-law which is proposed for adoption has been changed in any respect, Council should formally consider whether an additional public meeting is required, incorporating this determination as part of the final by-law or associated resolution. It is noted that Council's decision, once made, is final and not subject to review by a Court or the Ontario Land Tribunal (OLT) (formerly the Local Planning Appeal Tribunal (LPAT)).

8.1.2 Other Consultation Activity

There are three broad groupings of the public who are generally the most concerned with municipal D.C. policy:

1. The first grouping is the residential development community, consisting of land developers and builders, who are typically responsible for generating the majority of the D.C. revenues. Others, such as realtors, are directly impacted by D.C. policy. They are, therefore, potentially interested in all aspects of the charge,



particularly the quantum by unit type, projects to be funded by the D.C. and the timing thereof, and municipal policy with respect to development agreements, D.C. credits and front-ending requirements.

2. The second public grouping embraces the public at large and includes taxpayer coalition groups and others interested in public policy.
3. The third grouping is the industrial/commercial/institutional development sector, consisting of land developers and major owners or organizations with significant construction plans, such as hotels, entertainment complexes, shopping centres, offices, industrial buildings, and institutions. Also involved are organizations such as Industry Associations, the Chamber of Commerce, the Board of Trade, and the Economic Development Agencies, who are all potentially interested in municipal D.C. policy. Their primary concern is frequently with the quantum of the charge, G.F.A. exclusions such as basements, mechanical or indoor parking areas, or exemptions and phase-in or capping provisions in order to moderate the impact.

8.2 Anticipated Impact of the Charge on Development

The establishment of sound D.C. policy often requires the achievement of an acceptable balance between two competing realities. The first is that high non-residential D.C.s can, to some degree, represent a barrier to increased economic activity and sustained industrial/commercial growth, particularly for capital intensive uses. Also, in many cases, increased residential D.C.s can ultimately be expected to be recovered via housing prices and can impact project feasibility in some cases (e.g., rental apartments).

On the other hand, D.C.s or other municipal capital funding sources need to be obtained in order to help ensure that the necessary infrastructure and amenities are installed. The timely installation of such works is a key initiative in providing adequate service levels and in facilitating strong economic growth, investment, and wealth generation.



8.3 Implementation Requirements

8.3.1 Introduction

Once the Town has calculated the charge, prepared the complete background study, carried out the public process and passed a new by-law, the emphasis shifts to implementation matters. These include notices, potential appeals and complaints, credits, front-ending agreements, subdivision agreement conditions and finally the collection of revenues and funding of projects.

The sections that follow present an overview of the requirements in each case.

8.3.2 Notice of Passage

In accordance with section 13 of the D.C.A., when a D.C. by-law is passed, the Town Clerk shall give written notice of the passing and of the last day for appealing the by-law (the day that is 40 days after the day it was passed). Such notice must be given no later than 20 days after the day the by-law is passed (i.e., as of the day of newspaper publication or the mailing of the notice).

Section 10 of O. Reg. 82/98 further defines the notice requirements which are summarized as follows:

- notice may be given by publication in a newspaper which is (in the Clerk's opinion) of sufficient circulation to give the public reasonable notice, or by personal service, fax, or mail to every owner of land in the area to which the by-law relates;
- subsection 10 (4) lists the persons/organizations who must be given notice; and
- subsection 10 (5) lists the eight items that the notice must cover.

8.3.3 By-law Pamphlet

In addition to the "notice" information, the Town must prepare a "pamphlet" explaining each D.C. by-law in force, setting out:

- a description of the general purpose of the D.C.s;
- the "rules" for determining if a charge is payable in a particular case and for determining the amount of the charge;



- the services to which the D.C.s relate; and
- a description of the general purpose of the Treasurer's statement and where it may be received by the public.

Where a by-law is not appealed to the OLT, the pamphlet must be readied within 60 days after the by-law comes into force. Later dates apply to appealed by-laws.

The Town must give one copy of the most recent pamphlet without charge to any person who requests one.

8.3.4 Appeals

Sections 13 to 19 of the D.C.A. set out the requirements relative to making and processing a D.C. by-law appeal and OLT hearing in response to an appeal. Any person or organization may appeal a D.C. by-law to the OLT by filing a notice of appeal with the Town Clerk, setting out the objection to the by-law and the reasons supporting the objection. This must be done by the last day for appealing the by-law, which is 40 days after the by-law is passed.

The Town is conducting a public consultation process in order to address the issues that come forward as part of that process, thereby avoiding or reducing the need for an appeal to be made.

8.3.5 Complaints

A person required to pay a D.C., or his agent, may complain to the Town Council imposing the charge that:

- the amount of the charge was incorrectly determined;
- the reduction to be used against the D.C. was incorrectly determined; or
- there was an error in the application of the D.C.

Sections 20 to 25 of the D.C.A. set out the requirements that exist, including the fact that a complaint may not be made later than 90 days after a D.C. (or any part of it) is payable. A complainant may appeal the decision of Town Council to the OLT.



8.3.6 Credits

Sections 38 to 41 of the D.C.A. set out a number of credit requirements, which apply where a municipality agrees to allow a person to perform work in the future that relates to a service in the D.C. by-law.

These credits would be used to reduce the amount of D.C.s to be paid. The value of the credit is limited to the reasonable cost of the work, which does not exceed the average level of service. The credit applies only to the service to which the work relates unless the municipality agrees to expand the credit to other services for which a D.C. is payable.

8.3.7 Front-Ending Agreements

The Town and one or more landowners may enter into a front-ending agreement that provides for the costs of a project that will benefit an area in the Town to which the D.C. by-law applies. Such an agreement can provide for the costs to be borne by one or more parties to the agreement who are, in turn, reimbursed in future by persons who develop land defined in the agreement.

Part III of the D.C.A. (sections 44 to 58) addresses front-ending agreements and removes some of the obstacles to their use which were contained in the *Development Charges Act*, 1989. Accordingly, the Town assesses whether this mechanism is appropriate for its use, as part of funding projects prior to Town funds being available.

8.3.8 Severance and Subdivision Agreement Conditions

Section 59 of the D.C.A. prevents a municipality from imposing directly or indirectly, a charge related to development or a requirement to construct a service related to development, by way of a condition or agreement under section 51 or section 53 of the *Planning Act*, except for:

- “local services, related to a plan of subdivision or within the area to which the plan relates, to be installed or paid for by the owner as a condition of approval under section 51 of the *Planning Act*,” and
- “local services to be installed or paid for by the owner as a condition of approval under section 53 of the *Planning Act*.”

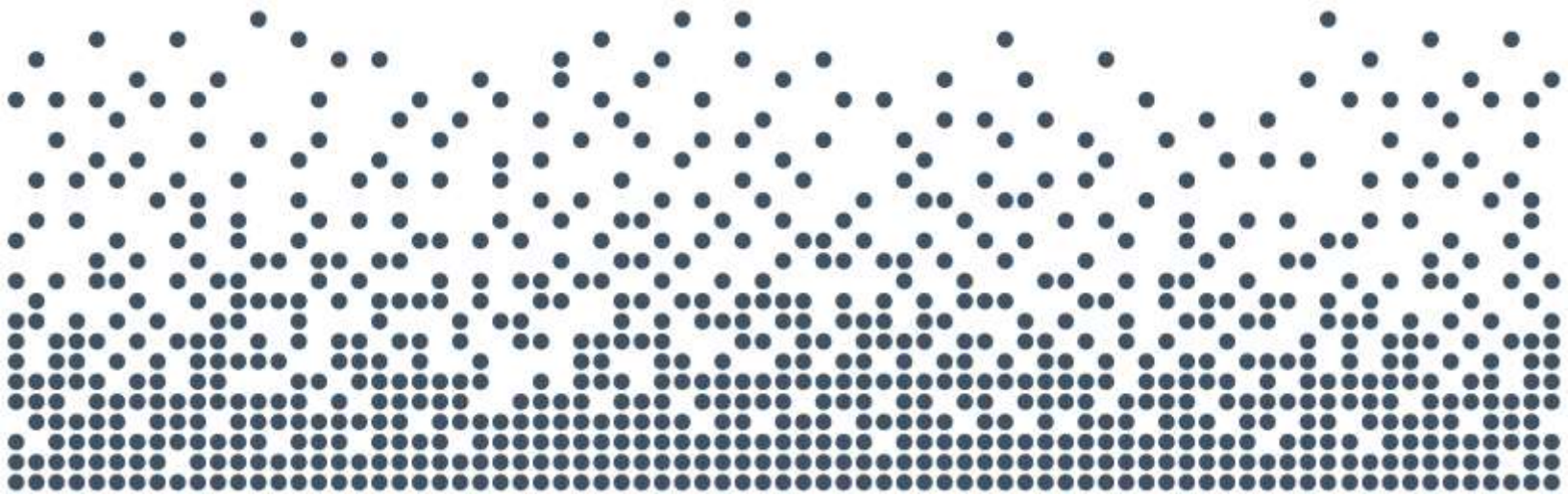


It is also noted that subsection 59 (4) of the D.C.A. requires that the municipal approval authority for a draft plan of subdivision under subsection 51 (31) of the *Planning Act*, use its power to impose conditions to ensure that the first purchaser of newly subdivided land is informed of all the D.C.s related to the development, at the time the land is transferred.

In this regard, if the municipality in question is a commenting agency, in order to comply with subsection 59 (4) of the D.C.A. it would need to provide to the approval authority information regarding the applicable municipal D.C.s related to the site.

If the Town is an approval authority for the purposes of section 51 of the *Planning Act*, it would be responsible to ensure that it collects information from all entities that can impose a D.C.

The most effective way to ensure that purchasers are aware of this condition would be to require it as a provision in a registered subdivision agreement, so that any purchaser of the property would be aware of the charges at the time the title was searched prior to closing a transaction conveying the lands.



Appendices



Appendix A

Background Information on Residential and Non- Residential Growth Forecast



Schedule 1 Town of Amherstburg Residential Growth Forecast Summary

Year		Population (Including Census Undercount) ⁽¹⁾	Excluding Census Undercount			Housing Units						Person Per Unit (P.P.U.): Total Population/ Total Households
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings ^[2]	Apartments ^[3]	Other	Total Households	Equivalent Institutional Households	
Historical	Mid 2011	22,240	21,556	266	21,290	7,030	416	659	19	8,124	242	2.653
	Mid 2016	22,630	21,936	281	21,655	7,330	440	735	15	8,520	255	2.575
	Mid 2021	24,270	23,524	224	23,300	7,910	455	805	15	9,185	204	2.561
Forecast	Mid 2024	26,710	25,889	247	25,642	8,378	557	1,069	15	10,019	225	2.584
	Mid 2034	30,960	30,009	286	29,723	9,347	788	1,217	15	11,367	260	2.640
Incremental	Mid 2011 - Mid 2016	390	380	15	365	300	24	76	-4	396	13	
	Mid 2016 - Mid 2021	1,640	1,588	-57	1,645	580	15	70	0	665	-51	
	Mid 2021 - Mid 2024	2,440	2,365	23	2,342	468	102	264	0	834	21	
	Mid 2024 - Mid 2034	4,250	4,120	39	4,081	969	231	148	0	1,348	35	

^[1] Population includes the Census undercount estimated at approximately 3.2% and has been rounded.

^[2] Includes townhouses and apartments in duplexes.

^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

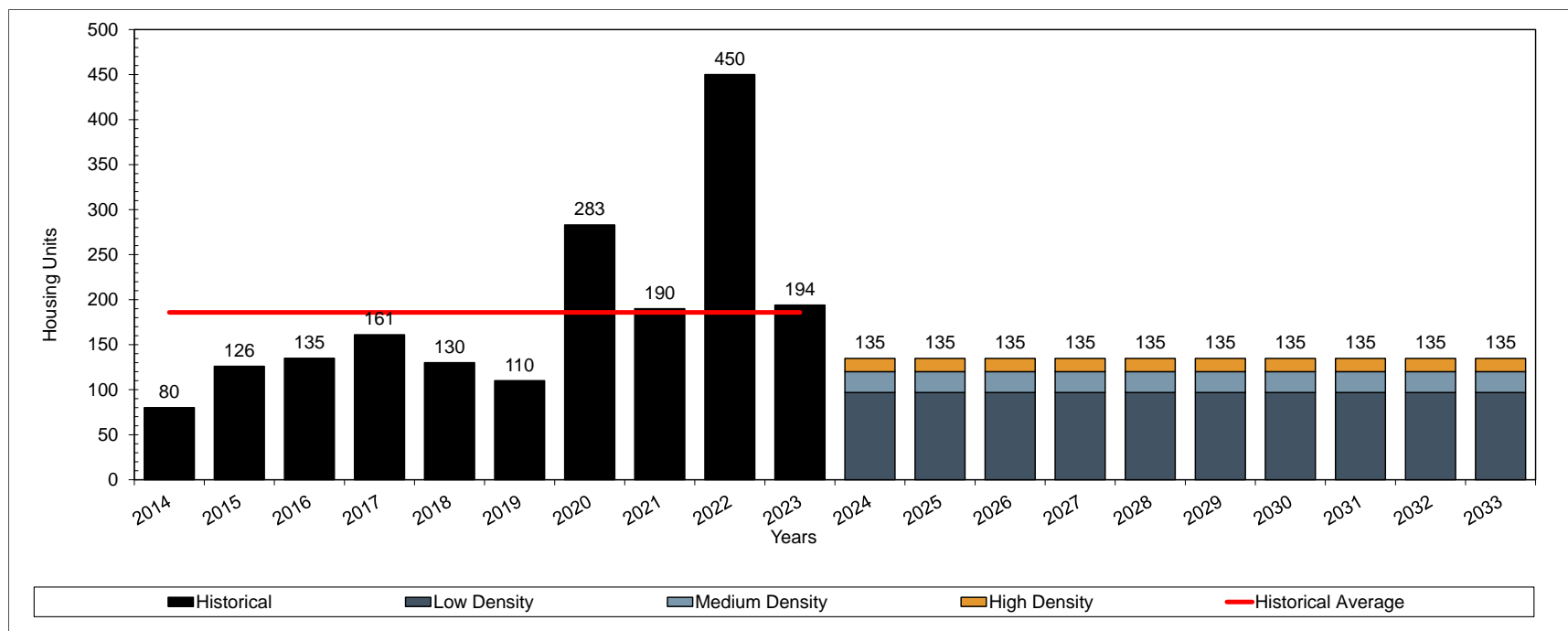
Notes:

Numbers may not add due to rounding.

Source: Derived from Essex County 2022 Comprehensive Review, Growth Analysis Final Draft Report, October 5, 2022. Forecast is based on the high scenario.
By Watson & Associates Economists Ltd.



Figure 1
Town of Amherstburg
Annual Housing Forecast ^[1]



^[1] Growth forecast represents calendar year.

Source: Historical housing activity derived from Town of Amherstburg building permit data, 2014 to 2023.



Schedule 2
Town of Amherstburg
Estimate of the Anticipated Amount, Type and Location of
Residential Development for Which Development Charges can be Imposed

Development Location	Timing	Single & Semi-Detached	Multiples ^[1]	Apartments ^[2]	Total Residential Units	Gross Population In New Units	Existing Unit Population Change	Net Population Increase, Excluding Institutional	Institutional Population	Net Population Including Institutional
Water and Wastewater (SE Quadrant)	2024 - 2034	596	46	37	679	1,926	2	1,928	21	1,949
Water and Wastewater (Other Areas)	2024 - 2034	368	185	111	664	1,675	463	2,139	18	2,157
Water Only	2024 - 2034	5	0	0	5	15	0	15	0	15
Town of Amherstburg	2024 - 2034	969	231	148	1,348	3,616	465	4,081	39	4,120

^[1] Includes townhouses and apartments in duplexes.

^[2] Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

Notes:

Numbers may not add due to rounding.

Source: Watson & Associates Economists Ltd.



Schedule 3 Town of Amherstburg Current Year Growth Forecast Mid-2021 to Mid-2024

		Population
Mid 2021 Population		23,524
Occupants of New Housing Units, Mid 2021 to Mid 2024	Units (2)	834
	multiplied by P.P.U. (3)	2,377
	gross population increase	1,982
Occupants of New Equivalent Institutional Units, Mid 2021 to Mid 2024	Units	21
	multiplied by P.P.U. (3)	1,100
	gross population increase	23
Change in Housing Unit Occupancy, Mid 2021 to Mid 2024	Units (4)	9,185
	multiplied by P.P.U. change rate (5)	0.039
	total change in population	360
Population Estimate to Mid 2024		25,889
Net Population Increase, Mid 2021 to Mid 2024		2,365

- (1) 2021 population based on Statistics Canada Census unadjusted for Census undercount.
- (2) Estimated residential units constructed, Mid-2021 to the beginning of the growth period assuming a six-month lag between construction and occupancy.
- (3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit ¹ (P.P.U.)	% Distribution of Estimated Units ²	Weighted Persons Per Unit Average
<i>Singles & Semi Detached</i>	2.805	56%	1.574
<i>Multiples (6)</i>	2.088	12%	0.255
<i>Apartments (7)</i>	1.730	32%	0.548
Total		100%	2.377

¹ Based on 2021 Census custom database

² Based on Building permit/completion activity

- (4) 2021 households taken from Statistics Canada Census.
- (5) Change occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.
- (6) Includes townhouses and apartments in duplexes.
- (7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



Schedule 4
Town of Amherstburg
10-Year Growth Forecast
Mid-2024 to Mid-2034

		Population
Mid 2024 Population		25,889
Occupants of New Housing Units, Mid 2024 to Mid 2034	Units (2)	1,348
	multiplied by P.P.U. (3)	2,683
	gross population increase	3,616
Occupants of New Equivalent Institutional Units, Mid 2024 to Mid 2034	Units	35
	multiplied by P.P.U. (3)	1,100
	gross population increase	39
Change in Housing Unit Occupancy, Mid 2024 to Mid 2034	Units (4)	10,019
	multiplied by P.P.U. change rate (5)	0,046
	total change in population	465
Population Estimate to Mid 2034		30,009
Net Population Increase, Mid 2024 to Mid 2034		4,120

(1) Mid 2024 Population based on:

2021 Population (23,524) + Mid 2021 to Mid 2024 estimated housing units to beginning of forecast period (834 x 2.377 = 1,982) + (21 x 1.1 = 23) + (9,185 x 0.039 = 360) = 25,889

(2) Based upon forecast building permits/completions assuming a lag between construction and occupancy.

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit ¹ (P.P.U.)	% Distribution of Estimated Units ²	Weighted Persons Per Unit Average
<i>Singles & Semi Detached</i>	2.958	72%	2.126
<i>Multiples (6)</i>	2.067	17%	0.354
<i>Apartments (7)</i>	1.844	11%	0.202
<i>one bedroom or less</i>	1.405		
<i>two bedrooms or more</i>	2.000		
Total		100%	2.683

¹ Persons per unit based on adjusted Statistics Canada Custom 2021 Census database.

² Forecast unit mix based upon historical trends and housing units in the development process.

(4) Mid 2024 households based upon 2021 Census (9,185 units) + Mid 2021 to Mid 2024 unit estimate (834 units) = 10,019 units.

(5) Change occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



Schedule 5
Town of Amherstburg
Historical Residential Building Permits
Years 2014 to 2023

Year	Residential Building Permits			
	Singles & Semi Detached	Multiples ^[1]	Apartments ^[2]	Total
2014	65	15	0	80
2015	91	12	23	126
2016	113	22	0	135
2017	120	9	32	161
2018	124	6	0	130
Sub-total	513	64	55	632
Average (2014 - 2018)	103	13	11	126
% Breakdown	81.2%	10.1%	8.7%	100.0%
2019	110	0	0	110
2020	272	11	0	283
2021	141	43	6	190
2022	279	52	119	450
2023	48	7	139	194
Sub-total	850	113	264	1,227
Average (2019 - 2023)	170	23	53	245
% Breakdown	69.3%	9.2%	21.5%	100.0%
2014 - 2023				
Total	1,363	177	319	1,859
Average	136	18	32	186
% Breakdown	73.3%	9.5%	17.2%	100.0%

[1] Includes townhouses and apartments in duplexes.

[2] Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

Source: Historical housing activity derived from building permit data for the Town of Amherstburg, by Watson & Associates Economists Ltd.



Schedule 6a
Town of Amherstburg
Person Per Unit by Age and Type of Dwelling
(2021 Census)

Age of Dwelling	Singles and Semi-Detached						15 Year Average	15 Year Average Adjusted ^[1]
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	1.939	2.964	4.308	2.805		
6-10	-	-	1.850	3.286	4.600	3.100		
11-15	-	-	-	3.000	-	2.904	2.936	2.958
16-20	-	-	-	3.253	3.357	3.183		
20-25	-	-	1.636	2.953	3.786	2.939		
25-35	-	-	1.923	2.708	-	2.667		
35+	-	1.706	1.793	2.579	3.918	2.510		
Total	1.083	2.286	1.834	2.744	3.926	2.677		

Age of Dwelling	All Density Types					
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total
1-5	-	-	1.878	2.988	4.308	2.699
6-10	-	-	1.741	3.087	4.600	2.901
11-15	-	-	1.813	2.860	-	2.642
16-20	-	-	2.143	3.180	3.357	3.131
20-25	-	-	1.421	2.945	3.786	2.799
25-35	-	-	2.000	2.701	-	2.617
35+	-	1.236	1.745	2.571	3.808	2.354
Total	-	1.299	1.775	2.721	3.879	2.530

^[1] Adjusted based on historical trends.

Note: Does not include Statistics Canada data classified as "Other."

P.P.U. Not calculated for samples less than or equal to 50 dwelling units and does not include institutional population.



Schedule 6b
Essex County Census Division
Person Per Unit by Age and Type of Dwelling
(2021 Census)

Age of Dwelling	Multiples ^[1]						15 Year Average	15 Year Average Adjusted ^[3]
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	1.843	2.520	-	2.088		
6-10	-	-	1.787	2.353	-	2.051		
11-15	-	-	1.779	2.520	-	2.128	2.089	2.067
16-20	-	-	1.693	2.458	-	2.105		
20-25	-	1.500	1.804	2.423	-	2.101		
25-35	-	-	2.016	3.060	-	2.578		
35+	1.121	1.377	1.883	2.969	3.632	2.351		
Total	1.333	1.366	1.850	2.817	3.556	2.285		

Age of Dwelling	Apartments ^[2]						15 Year Average	15 Year Average Adjusted ^[3]
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	1.410	1.772	3.273	-	1.730		
6-10	-	-	1.933	-	-	1.875		
11-15	-	1.667	1.933	2.750	-	1.992	1.866	1.844
16-20	-	1.261	1.807	3.625	-	1.836		
20-25	-	1.416	1.676	2.905	-	1.684		
25-35	-	1.226	1.815	3.476	-	1.660		
35+	1.112	1.211	1.796	2.757	-	1.512		
Total	1.091	1.226	1.794	2.877	-	1.563		

Age of Dwelling	All Density Types					
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total
1-5	-	1.516	1.914	3.225	4.465	2.927
6-10	-	1.667	1.959	3.225	4.707	3.218
11-15	-	1.625	1.931	3.170	4.443	3.023
16-20	-	1.700	1.882	3.187	4.401	3.031
20-25	-	1.537	1.812	3.025	4.257	2.874
25-35	-	1.279	2.007	2.949	3.852	2.737
35+	1.288	1.269	1.818	2.646	3.843	2.304
Total	1.397	1.300	1.842	2.803	4.140	2.508

^[1] Includes townhouses and apartments in duplexes.

^[2] Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

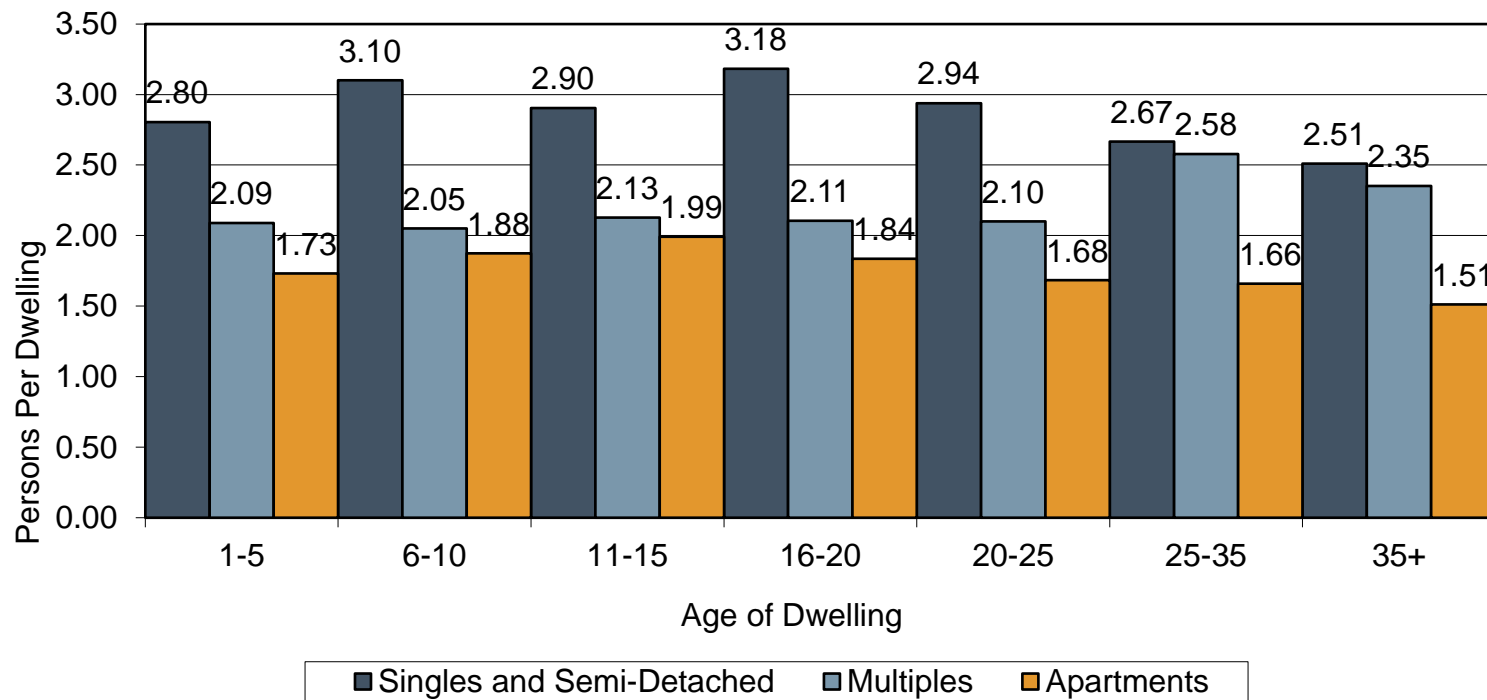
^[3] Adjusted based on historical trends.

Note: Does not include Statistics Canada data classified as "Other."

P.P.U. Not calculated for samples less than or equal to 50 dwelling units and does not include institutional population.



Schedule 7
Town of Amherstburg
Person Per Unit Structural Type and Age of Dwelling
(2021 Census)



Multiple and Apartment P.P.U.s are based on Essex County.



Schedule 8a Town of Amherstburg Employment Forecast, 2024 to 2034

Period	Population	Activity Rate								Employment								Employment
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	N.F.P.O.W. ^[1]	Total Including N.F.P.O.W.	Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	N.F.P.O.W. ^[1]	Total Employment (Including N.F.P.O.W.)	Total (Excluding Work at Home and N.F.P.O.W.)
Mid 2011	21,556	0.006	0.026	0.047	0.092	0.043	0.215	0.020	0.235	140	560	1,010	1,990	935	4,635	426	5,061	4,075
Mid 2016	21,936	0.005	0.021	0.052	0.090	0.044	0.212	0.023	0.235	115	460	1,135	1,975	970	4,655	494	5,149	4,195
Mid 2024	25,889	0.005	0.025	0.046	0.078	0.040	0.193	0.030	0.223	124	644	1,178	2,028	1,028	5,002	780	5,782	4,358
Mid 2034	30,009	0.005	0.025	0.055	0.086	0.044	0.216	0.034	0.250	157	760	1,660	2,580	1,320	6,477	1,012	7,489	5,717
Incremental Change																		
Mid 2011 - Mid 2016	380	-0.0013	-0.0050	0.0049	-0.0023	0.0008	-0.0028	0.0027	-0.0001	-25	-100	125	-15	35	20	68	88	120
Mid 2016 - Mid 2024	3,953	-0.0005	0.0039	-0.0062	-0.0117	-0.0045	-0.0190	0.0076	-0.0114	9	184	43	53	58	347	286	633	163
Mid 2024 - Mid 2034	4,120	0.0004	0.0005	0.0098	0.0076	0.0043	0.0226	0.0036	0.0262	33	116	482	552	292	1,475	232	1,707	1,359
Annual Average																		
Mid 2011 - Mid 2016	76	-0.0003	-0.0010	0.0010	-0.0005	0.0002	-0.0006	0.0005	0.0000	-5	-20	25	-3	7	4	14	18	24
Mid 2016 - Mid 2024	494	-0.00006	0.00049	-0.00078	-0.00146	-0.00056	-0.00237	0.00095	-0.00142	1	23	5	7	7	43	36	79	20
Mid 2024 - Mid 2034	412	0.00004	0.00005	0.00098	0.00076	0.00043	0.00226	0.00036	0.00262	3	12	48	55	29	147	23	171	136

^[1] Statistics Canada defines no fixed place of work (N.F.P.O.W.) employees as "persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc."

Note: Statistics Canada 2021 Census place of work employment data has been reviewed. The 2021 Census employment results have not been utilized due to a significant increase in work at home employment captured due to Census enumeration occurring during the provincial COVID-19 lockdown from April 1, 2021 to June 14, 2021.

Source: Derived from Essex County 2022 Comprehensive Review, Growth Analysis Final Draft Report, October 5, 2022. Forecast is based on the high scenario. By Watson & Associates Economists Ltd.



Schedule 8b
Town of Amherstburg
Employment and Gross Floor Area (G.F.A.) Forecast, 2024 to 2034

Period	Population	Employment					Gross Floor Area in Square Feet (Estimated) ^[1]				
		Primary ^[2]	Industrial	Commercial/ Population Related	Institutional ^[3]	Total	Primary - Non- Bona Fide Farming ^[2]	Industrial	Commercial/ Population Related	Institutional ^[3]	Total
Mid 2011	21,556	140	1,010	1,990	935	4,075					
Mid 2016	21,936	115	1,135	1,975	970	4,195					
Mid 2024	25,889	124	1,178	2,028	1,028	4,358					
Mid 2034	30,009	157	1,660	2,580	1,302	5,699					
Incremental Change											
Mid 2011 - Mid 2016	380	-25	125	-15	35	120					
Mid 2016 - Mid 2024	3,953	9	43	53	58	163					
Mid 2024 - Mid 2034	4,120	33	482	552	274	1,341	659,300	626,600	275,800	186,900	1,748,600
Annual Average											
Mid 2011 - Mid 2016	76	-5	25	-3	7	24					
Mid 2016 - Mid 2024	494	1	5	7	7	20					
Mid 2024 - Mid 2034	412	3	48	55	27	134	65,930	62,660	27,580	18,690	174,860

^[1] Square Foot Per Employee Assumptions

Primary - Non-Bona Fide Farming (Greenhouses)	20,000
Industrial	1,300
Commercial/Population-Related	500
Institutional	675

^[2] Primary industry includes bona-fide, non bona-fide farming and cannabis growing operation related employment. For the forecast period primary industry only includes non-bona fide agricultural employment and G.F.A.

^[3] Forecast institutional employment and gross floor area has been adjusted downward to account for employment associated with special care units.

*Reflects Mid-2024 to Mid-2034 forecast period.

Note: Numbers may not add up precisely due to rounding.

Source: Watson & Associates Economists Ltd.



Schedule 8c
Town of Amherstburg
Estimate of the Anticipated Amount, Type and Location of
Non-Residential Development for Which Development Charges Can Be Imposed

Development Location	Timing	Primary G.F.A. S.F. ^{[1],[2]}	Industrial G.F.A. S.F. ^[1]	Commercial G.F.A. S.F. ^[1]	Institutional G.F.A. S.F. ^{[1],[3]}	Total Non-Residential G.F.A. S.F.	Employment Increase ^[4]
Water and Wastewater (SE Quadrant)	2024 - 2034	-	-	143,500	97,500	241,000	430
Water and Wastewater (Other Areas)	2024 - 2034	-	156,000	131,500	88,700	376,200	513
Water Only	2024 - 2034	659,300	470,600	800	700	1,131,400	398
Town of Amherstburg	2024 - 2034	659,300	626,600	275,800	186,900	1,748,600	1,341

^[1] Square Foot Per Employee Assumptions

Primary - Non-Bona Fide Farming (Greenhouses)	20,000
Industrial	1,300
Commercial/Population-Related	500
Institutional	675

^[2] Primary industry includes bona-fide, non bona-fide farming and cannabis growing operation related employment. For the forecast period primary industry only includes non-bona fide agricultural employment and G.F.A..

^[3] Forecast institutional employment and gross floor area has been adjusted downward to account for employment associated with special care units.

^[4] Employment Increase does not include No Fixed Place of Work.

*Reflects Mid-2024 to Mid-2051 forecast period.

Note: Numbers may not add up precisely due to rounding.

Source: Watson & Associates Economists Ltd.



Schedule 9
Town of Amherstburg
Employment Categories by Major Employment Sector

NAICS	Employment by industry	Comments
	<u>Primary Industry Employment</u>	
11	<i>Agriculture, forestry, fishing and hunting</i>	Categories which relate to local land-based resources
21	<i>Mining and oil and gas extraction</i>	
	<u>Industrial and Other Employment</u>	
22	<i>Utilities</i>	Categories which relate primarily to industrial land supply and demand
23	<i>Construction</i>	
31-33	<i>Manufacturing</i>	
41	<i>Wholesale trade</i>	
48-49	<i>Transportation and warehousing</i>	
56	<i>Administrative and support</i>	
	<u>Population Related Employment</u>	
44-45	<i>Retail trade</i>	Categories which relate primarily to population growth within the municipality
51	<i>Information and cultural industries</i>	
52	<i>Finance and insurance</i>	
53	<i>Real estate and rental and leasing</i>	
54	<i>Professional, scientific and technical services</i>	
55	<i>Management of companies and enterprises</i>	
56	<i>Administrative and support</i>	
71	<i>Arts, entertainment and recreation</i>	
72	<i>Accommodation and food services</i>	
81	<i>Other services (except public administration)</i>	
	<u>Institutional</u>	
61	<i>Educational services</i>	
62	<i>Health care and social assistance</i>	
91	<i>Public administration</i>	

Note: Employment is classified by North American Industry Classification System (NAICS) Code.

Source: Watson & Associates Economists Ltd.



Appendix B

Level of Service



Appendix B: Level of Service

SUMMARY OF SERVICE STANDARDS AS PER DEVELOPMENT CHARGES ACT, 1997, AS AMENDED							
Service Category	Sub-Component	15 Year Average Service Standard					Maximum Ceiling LOS
		Cost (per capita)	Quantity (per capita)		Quality (per capita)		
Service Related to a Highway	Services Related to a Highway - Roads	\$11,869.20	0.0086	km of roadways	1,380,140	per km	48,901,104
	Services Related to a Highway - Bridges, Culverts & Structures	\$3,138.80	0.0046	Number of Bridges, Culverts & Structures	682,348	per item	12,931,856
	Services Related to a Highway - Sidewalks	\$364.20	0.0016	km of sidewalks	227,625	per km	1,500,504
	Services Related to a Highway - Traffic Signals & Streetlights	\$260.33	0.0468	No. of Traffic Signals	5,563	per signal	1,072,560
Public Works	Public Works - Facilities	\$643.01	1.2131	sq.ft. of building area	530	per sq.ft.	2,649,201
	Public Works - Vehicles & Equipment	\$303.01	0.0040	No. of vehicles and equipment	75,753	per vehicle	1,248,401
Fire Protection	Fire Protection Services - Facilities	\$618.05	0.8754	sq.ft. of building area	706	per sq.ft.	2,546,366
	Fire Protection Services - Vehicles & Equipment	\$372.79	0.0007	No. of vehicles	532,557	per vehicle	1,535,895
	Fire Protection Services - Small Equipment and Gear	\$146.62	0.0125	No. of equipment and gear	11,730	per item	604,074
Policing	Policing Services - Facilities	\$350.25	0.4261	sq.ft. of building area	822	per sq.ft.	1,443,030
	Policing Services - Vehicles	\$48.43	0.0007	No. of vehicles and equipment	69,186	per vehicle	199,532
	Policing Services - Small Equipment and Gear	\$125.12	0.0034	No. of equipment and gear	36,800	per item	515,494
Parks & Recreation	Parkland Development	\$3,319.75	0.0121	Acres of Parkland	274,360	per acre	13,677,370
	Parkland Amenities	\$2,000.43	0.0039	No. of parkland amenities	512,931	per amenity	8,241,772
	Parkland Trails	\$64.83	0.2388	Linear Metres of Paths and Trails	271	per linear m	267,100
	Recreation Facilities	\$6,887.35	7.9420	sq.ft. of building area	867	per sq.ft.	28,375,882
	Parks & Recreation Vehicles and Equipment	\$76.65	0.0034	No. of vehicles and equipment	22,544	per vehicle	315,798



Town of Amherstburg
Service Standard Calculation Sheet

Service: Services Related to a Highway - Roads
Unit Measure: km of roadways

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/km)
Roads																
Asphalt	86	90	93	97	100	104	107	111	115	118	122	125	129	132	136	\$1,700,000
Tar & Chip	60	58	57	55	53	51	50	48	46	45	43	41	39	38	36	\$1,000,000
Gravel	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	\$900,000
Total	179	181	183	185	186	188	190	192	194	196	198	199	201	203	205	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0083	0.0084	0.0085	0.0086	0.0086	0.0087	0.0087	0.0088	0.0087	0.0087	0.0087	0.0087	0.0086	0.0084	0.0081

15 Year Average	2009 to 2023
Quantity Standard	0.0086
Quality Standard	\$1,380,140
Service Standard	\$11,869

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$11,869
Eligible Amount	\$48,901,104



Town of Amherstburg
Service Standard Calculation Sheet

Service: Services Related to a Highway - Bridges, Culverts & Structures
Unit Measure: Number of Bridges, Culverts & Structures

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/item)
Bridges	27	27	27	27	27	27	27	27	29	29	29	29	29	30	30	\$1,112,000
Culverts	74	74	74	74	74	74	74	74	74	74	74	76	76	78	78	\$523,000
Total	101	101	101	101	101	101	101	101	103	103	103	105	105	108	108	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0047	0.0047	0.0047	0.0047	0.0047	0.0047	0.0046	0.0046	0.0046	0.0046	0.0045	0.0046	0.0045	0.0045	0.0043

15 Year Average	2009 to 2023
Quantity Standard	0.0046
Quality Standard	\$682,348
Service Standard	\$3,139

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$3,139
Eligible Amount	\$12,931,856



Town of Amherstburg
Service Standard Calculation Sheet

Service: Services Related to a Highway - Sidewalks
Unit Measure: km of sidewalks

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/km)
Sidewalks	27	27	27	27	27	27	30	33	37	40	43	46	50	53	56	\$225,000
Total	27	27	27	27	27	27	30	33	37	40	43	46	50	53	56	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0012	0.0013	0.0013	0.0013	0.0012	0.0012	0.0014	0.0015	0.0017	0.0018	0.0019	0.0020	0.0021	0.0022	0.0022

15 Year Average	2009 to 2023
Quantity Standard	0.0016
Quality Standard	\$227,625
Service Standard	\$364

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$364
Eligible Amount	\$1,500,504



Town of Amherstburg
Service Standard Calculation Sheet

Service: Services Related to a Highway - Traffic Signals & Streetlights
Unit Measure: No. of Traffic Signals

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/item)
Streetlights (Town Roads)	775	775	775	775	775	820	866	911	957	1,002	1,047	1,093	1,138	1,184	1,229	\$4,100
Streetlights (County Roads)	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	\$1,500
Traffic Lights (per intersection)	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$350,000
Pedestrian Crossovers	-	1	1	1	1	1	1	1	1	1	1	1	1	1	3	\$80,000
Total	888	889	889	889	889	934	980	1,025	1,071	1,116	1,161	1,207	1,252	1,298	1,345	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0410	0.0413	0.0412	0.0412	0.0411	0.0431	0.0450	0.0467	0.0483	0.0497	0.0512	0.0528	0.0532	0.0537	0.0530

15 Year Average	2009 to 2023
Quantity Standard	0.0468
Quality Standard	\$5,563
Service Standard	\$260

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$260
Eligible Amount	\$1,072,560



Town of Amherstburg
Service Standard Calculation Sheet

Class of Service: Public Works - Facilities
Unit Measure: sq.ft. of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Amherstburg Public Works Building and Yard	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	13,530	\$600	\$682
Anderdon Public Works Building and Yard	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	2,936	\$400	\$505
Anderdon Public Works Garage	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	\$250	\$392
Anderdon Salt Shed	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	\$200	\$221
Malden Public Works Building and Yard	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	3,211	\$400	\$515
Malden Salt Storage	475	475	475	475	475	475	475	475	475	475	475	475	475	475	475	\$200	\$221
99 Thomas Road - Salt Storage	-	-	-	-	-	-	-	-	-	2,400	2,400	2,400	2,400	2,400	2,400	\$200	\$228
Storage Shed - McGregor Lagoons	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	\$200	\$228
Public Works Trailer	431	431	431	431	431	431	431	431	431	431	431	431	431	431	431	\$46	\$46
Total	26,233	26,233	26,233	26,233	26,233	26,233	26,233	26,233	26,233	28,633	28,633	28,633	28,633	28,633	28,633		

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	1.2114	1.2186	1.2169	1.2158	1.2142	1.2104	1.2061	1.1959	1.1835	1.2758	1.2628	1.2530	1.2172	1.1858	1.1285

15 Year Average	2009 to 2023
Quantity Standard	1.2131
Quality Standard	\$530
Service Standard	\$643

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$643
Eligible Amount	\$2,649,201



Town of Amherstburg
Service Standard Calculation Sheet

Class of Service: Public Works - Vehicles & Equipment
Unit Measure: No. of vehicles and equipment

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/Vehicle)
Roads																
1 Ton Dump Truck w/ plow	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	\$125,000
Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$171,500
Street Sweeper	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$428,900
Backhoe	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	\$210,000
Single Axle Dumptrucks w/ plow	5	6	6	6	6	6	6	6	6	4	5	5	5	5	5	\$350,000
Tandem Axle Dumptrucks w/plow	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	\$443,200
Grader	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$500,300
Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$180,000
Cargo Van - Sign Truck	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$125,000
Pickup Trucks	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	\$70,000
Portable Light Tower	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$14,300
Radios - Base	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,600
Radios - Portable	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	\$2,300
Radios - Mobile	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	\$1,700
Wood Chipper	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$71,500
Multi-use Trackless Unit	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$314,500
Sidewalk Machines	-	-	-	-	-	-	-	-	2	2	2	2	2	2	2	\$107,200
Hot Box	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$50,000
Cars - Sedan	-	-	-	-	-	-	-	1	2	4	4	4	4	4	4	\$35,700
Water/Wastewater:																
Backhoe	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$178,700
Generators	-	-	-	-	1	1	1	2	2	2	2	2	2	2	2	\$104,500
Pickup Trucks	5	5	5	5	5	5	5	5	5	6	6	6	6	6	6	\$57,200
Radios - Portable	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	\$2,300
Radios - Mobile	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	\$1,700
Tandem Axle Dump Truck	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$443,200
Cargo Van	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	\$75,000
Portable Light Tower	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$14,300
Utility Truck	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$140,000
Single Axle Dump Truck	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$205,000
Total	83	84	84	84	85	86	86	88	93	95	99	99	99	99	99	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0038	0.0039	0.0039	0.0039	0.0039	0.0040	0.0040	0.0040	0.0042	0.0042	0.0044	0.0043	0.0042	0.0041	0.0039

15 Year Average	2009 to 2023
Quantity Standard	0.0040
Quality Standard	\$75,753
Service Standard	\$303

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$303
Eligible Amount	\$1,248,401



Town of Amherstburg
Service Standard Calculation Sheet

Service: Fire Protection Services - Facilities
Unit Measure: sq.ft. of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Bld'g Value (\$/sq.ft.)	Value/sq. ft. with land, site works, etc.
Amherstburg Fire Hall	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	\$600	\$700
Malden Fire Hall	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	3,364	\$600	\$709
Anderdon Fire Hall	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	8,728	\$600	\$710
Total	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592	19,592		

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.9048	0.9102	0.9089	0.9080	0.9068	0.9040	0.9008	0.8931	0.8839	0.8730	0.8641	0.8573	0.8329	0.8114	0.7722

15 Year Average	2009 to 2023
Quantity Standard	0.8754
Quality Standard	\$706
Service Standard	\$618

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$618
Eligible Amount	\$2,546,366



Town of Amherstburg
Service Standard Calculation Sheet

Service: Fire Protection Services - Vehicles & Equipment
Unit Measure: No. of vehicles

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/Vehicle)
Pumper	3	3	2	1	1	1	1	1	1	-	-	-	-	-	-	\$900,000
Rescue	3	3	3	3	3	3	3	3	3	-	-	-	-	-	-	\$571,800
Support	-	-	-	-	-	-	-	-	-	3	3	3	3	3	3	\$100,100
Tanker	1	1	1	1	1	1	1	1	1	-	-	-	-	-	-	\$600,000
Ladder 1 - Sutphen - 2009	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,700,000
Command Vehicles	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	\$70,000
Fire Prevention Vehicle	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$35,000
Boat - inland water rescue	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$35,700
Boat - open water rescue	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$92,900
Engine 1 - Freightliner - 2018	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$900,000
Engine 2 - Spartan - 2012	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	\$900,000
Engine 3 - Spartan - 2011	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$900,000
Engine 1b - Fort Garry - 1995	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$600,000
Tanker 1 - Freightliner - 2023	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$600,000
Tanker 2 - Freightliner - 2018	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	\$600,000
Tanker 3 - International - 2000	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$600,000
Trailer - Water Rescue	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$10,283
ATV	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$10,000
Total	13	13	13	13	13	13	13	13	14	16	18	18	18	18	19	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0006	0.0006	0.0006	0.0006	0.0006	0.0006	0.0006	0.0006	0.0006	0.0007	0.0008	0.0008	0.0008	0.0007	0.0007

15 Year Average	2009 to 2023
Quantity Standard	0.0007
Quality Standard	\$532,557
Service Standard	\$373

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$373
Eligible Amount	\$1,535,895



Town of Amherstburg
Service Standard Calculation Sheet

Service: Fire Protection Services - Small Equipment and Gear
Unit Measure: No. of equipment and gear

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/item)
Equipped Firefighters (full time)	6	6	6	6	6	6	6	7	7	7	7	7	7	8	9	\$8,300
Equipped Firefighters (part time)	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	\$7,100
Breathing Apparatus	66	66	66	66	66	66	66	67	67	67	67	67	67	68	69	\$17,300
Extracation and Heavy Rescue	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	\$50,600
Apparatus Equipment	9	9	9	9	9	9	9	9	8	7	7	7	7	7	8	\$116,200
Radios - Portable	36	36	36	36	36	36	36	36	36	48	48	48	48	61	61	\$2,300
Radios - Mobile	12	12	12	12	12	12	12	12	12	13	13	13	13	13	13	\$1,700
Radios - Base	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	\$2,600
Radio Charger Banks	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	\$3,700
Pagers	66	66	66	66	66	66	66	67	67	72	72	72	72	72	72	\$900
Siren System	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$65,800
SCBA Service Bench	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$23,600
Total	269	269	269	269	269	269	269	272	272	289	289	289	289	304	307	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0124	0.0125	0.0125	0.0125	0.0125	0.0124	0.0124	0.0124	0.0123	0.0129	0.0127	0.0126	0.0123	0.0126	0.0121

15 Year Average	2009 to 2023
Quantity Standard	0.0125
Quality Standard	\$11,730
Service Standard	\$147

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$147
Eligible Amount	\$604,074



Town of Amherstburg
Service Standard Calculation Sheet

Service: Policing Services - Facilities
Unit Measure: sq.ft. of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Police Station	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	\$700	\$822
Total	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536	9,536		

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.4404	0.4430	0.4424	0.4420	0.4414	0.4400	0.4384	0.4347	0.4302	0.4249	0.4206	0.4173	0.4054	0.3949	0.3758

15 Year Average	2009 to 2023
Quantity Standard	0.4261
Quality Standard	822
Service Standard	\$350

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$350
Eligible Amount	\$1,443,030



Town of Amherstburg
Service Standard Calculation Sheet

Service: Policing Services - Vehicles
Unit Measure: No. of vehicles and equipment

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/Vehicle)
Unmarked Police Vehicles	3	3	4	4	4	4	4	4	4	4	4	4	4	4	3	\$60,000
Motorcycle	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-	\$49,900
Boat	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-	\$74,800
ATV	-	-	1	1	1	1	1	1	1	1	1	1	1	1	-	\$19,900
Court Car	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-	\$64,300
Unmarked Police Van	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-	\$33,200
Marked Police Vehicles	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	\$105,000
Bicycles	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	\$2,000
Total	13	13	15	15	15	15	15	15	15	15	15	15	15	15	13	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0006	0.0006	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	0.0006	0.0006	0.0005

15 Year Average	2009 to 2023
Quantity Standard	0.0007
Quality Standard	\$69,186
Service Standard	\$48

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$48
Eligible Amount	\$199,532



Town of Amherstburg
Service Standard Calculation Sheet

Service: Policing Services - Small Equipment and Gear
Unit Measure: No. of equipment and gear

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/item)
Voice Radio/Transmission System	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$2,400,000
Radar Units - Moving Radar in Vehicles	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	\$29,900
Radar Units - Hand Held Devices	-	-	-	-	-	-	-	-	-	-	6	6	6	6	6	\$2,700
Equipped Officers	31	31	31	31	31	31	31	31	31	31	31	31	31	31	30	\$5,000
Radios - Mobile	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	\$6,300
Radios - Portable	16	16	16	16	16	20	20	20	20	20	20	20	20	20	20	\$6,000
Body Worn Cameras	-	-	-	-	8	8	8	8	8	26	26	-	-	-	-	\$2,000
Roadside Alcohol Testing Devices	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	\$2,000
Light Detection & Ranging Devices (LiDAR)	-	-	-	-	-	-	-	-	-	-	-	2	2	2	2	\$2,500
Total	64	64	64	64	72	76	76	76	76	94	100	76	76	76	77	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0030	0.0030	0.0030	0.0030	0.0033	0.0035	0.0035	0.0035	0.0034	0.0042	0.0044	0.0033	0.0032	0.0031	0.0030

15 Year Average	2009 to 2023
Quantity Standard	0.0034
Quality Standard	\$36,800
Service Standard	\$125

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$125
Eligible Amount	\$515,494



Town of Amherstburg
Service Standard Calculation Sheet

Service: Parkland Development
Unit Measure: Acres of Parkland

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/Acre)
Co-An Park (Athletic Park) - Joint with Town of Essex	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	\$350,000
Canard River Park (Athletic Park) - Joint with LaSalle	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	7.85	\$350,000
Naturalized Areas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	97.44	\$120,000
Linear Parks	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	\$100,000
Leisure Parks	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	90.69	\$150,000
Destination Parks	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	25.70	\$350,000
Athletic Parks	130.96	130.96	130.96	130.96	130.96	130.96	130.96	130.96	130.96	118.11	118.11	118.11	118.11	118.11	118.11	\$350,000
Civic Parks	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	3.95	\$150,000
Total	269.64	269.64	269.64	269.64	269.64	269.64	269.64	269.64	269.64	256.80	256.80	256.80	256.80	256.80	354.24	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0125	0.0125	0.0125	0.0125	0.0125	0.0124	0.0124	0.0123	0.0122	0.0114	0.0113	0.0112	0.0109	0.0106	0.0140

15 Year Average	2009 to 2023
Quantity Standard	0.0121
Quality Standard	\$274,360
Service Standard	\$3,320

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$3,320
Eligible Amount	\$13,677,370



Town of Amherstburg
Service Standard Calculation Sheet

Service: Parkland Amenities
Unit Measure: No. of parkland amenities

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/item)
3 on 3 Basketball Courts	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	-	\$86,000
Multi-Use Courts*	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	3.0	\$400,000
Multi-Use Courts (lit)*	6.0	6.0	6.0	6.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	\$500,000
Volleyball Courts	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	-	\$50,000
Fenced Ball Hockey Pad*	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$400,000
Baseball Diamonds - Lit	15.0	15.0	15.0	14.0	14.0	14.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	\$1,200,000
Baseball Diamonds - Unlit*	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	5.0	\$300,000
Baseball Diamonds - Accessible & Lit	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$2,500,000
Artificial & Lit Baseball Field	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$2,500,000
Batting Cage*	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	\$150,000
Soccer Fields (mini)	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	14.0	\$75,000
Soccer Fields (Intermediate)	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	\$85,000
Soccer Fields (full)	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$95,000
Turf Football (full)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	\$250,000
Artificial & Lit Soccer/Football Field	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$2,500,000
Track and Field Facilities	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	\$2,000,000
Playground Equipment - With Rubber Base	-	-	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	5.0	6.0	\$400,000
Playground Equipment - Without Rubber Base	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	10.0	10.0	10.0	8.0	5.0	\$275,000
Barrier Free Playground Set	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	\$600,000
Washrooms, Concession, Pavilion & Storage*	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.0	\$1,500,000
Gazebos	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	\$300,000
Pavilion	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	-	-	\$24,900
Upgraded Pavillion	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	\$100,000
Picnic Shelters	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	3.5	\$450,000
Skateboard Park	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$400,000
Splash Pad	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$500,000
Small craft dock /observation deck*	-	-	-	-	-	-	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$400,000
Total	92.5	92.5	95.5	96.5	95.5	95.5	86.0	86.0	86.0	86.0	86.0	85.0	85.0	85.0	63.0	

*50% of amenity is shared with the Town of Essex or Town of Lasalle

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.004	0.004	0.004	0.005	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.003

15 Year Average	2009 to 2023
Quantity Standard	0.0039
Quality Standard	\$512,931
Service Standard	\$2,000

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$2,000
Eligible Amount	\$8,241,772



Town of Amherstburg
Service Standard Calculation Sheet

Service: Parkland Trails
Unit Measure: Linear Metres of Paths and Trails

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/ Linear Metre)
Pathways/Trails - Paved (asphalt)	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,200	\$250
Pathways/Trails - Paved (interlock)	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	\$400
Pathways/Trails - Granular	267	267	267	267	267	267	267	267	267	267	267	267	267	3,267	6,500	\$150
Pathways/Trails - Natural (turf)	65	65	65	65	65	65	65	65	65	65	65	65	65	65	529	\$50
Pathways/Trails - Concrete	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	\$350
Total	4,807	4,807	4,807	4,807	4,807	4,807	4,807	4,807	4,807	4,807	4,807	4,807	4,807	7,807	10,782	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.21	0.21	0.21	0.20	0.32	0.43

15 Year Average	2009 to 2023
Quantity Standard	0.2388
Quality Standard	\$271
Service Standard	\$65

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$65
Eligible Amount	\$267,100



Town of Amherstburg
Service Standard Calculation Sheet

Service: Recreation Facilities
Unit Measure: sq.ft. of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Libro Centre	-	-	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	\$900	\$1,000
Parks Storage (Old Arena)	33,180	33,180	33,180	33,180	33,180	33,180	33,180	33,180	-	-	-	-	-	-	-	\$600	\$665
Facilities Storage	-	-	-	-	-	-	-	-	1,722	1,722	1,722	1,722	1,722	1,722	1,722	\$1,000	\$1,000
Centennial Park (Baseball Office, Storage, Lions	7,222	7,222	7,222	7,222	7,222	7,222	7,222	7,222	7,222	7,222	7,222	7,222	-	-	-	\$700	\$839
Scout Hall	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	-	-	\$600	\$671
Malden Community Centre	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	-	-	\$600	\$694
Gordon House Washrooms for Parks	919	919	919	919	919	919	919	919	919	919	919	919	919	919	919	\$538	\$608
Navy Yard Park Bathroom/Office/Storage	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	\$600	\$692
Field House at Libro Centre	-	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	\$400	\$464
Thomas Road Parks Bldg (Various Structures)	-	14,359	14,359	14,359	14,359	14,359	14,359	14,359	14,359	14,359	14,359	14,359	14,359	14,359	14,359	\$400	\$448
320 Richmond	-	-	-	-	-	4,521	4,521	4,521	4,521	4,521	4,521	4,521	4,521	4,521	4,521	\$600	\$669
Amherstburg Community Services	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	\$400	\$448
Total	52,479	73,338	211,338	211,338	211,338	215,859	215,859	215,859	184,401	184,401	184,401	184,401	177,179	172,263	172,263		

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	2.4235	3.4069	9.8041	9.7950	9.7819	9.9603	9.9245	9.8404	8.3195	8.2168	8.1331	8.0694	7.5318	7.1339	6.7895

15 Year Average	2009 to 2023
Quantity Standard	7.9420
Quality Standard	\$867
Service Standard	\$6,887

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$6,887
Eligible Amount	\$28,375,882



Town of Amherstburg
Service Standard Calculation Sheet

Service: Parks & Recreation Vehicles and Equipment
Unit Measure: No. of vehicles and equipment

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/Vehicle)
Parks																
Light duty pick up trucks	-	-	1	1	1	1	-	-	-	-	-	-	-	-	7	\$57,200
medium duty dump truck	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Kubota Front End Loader	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$58,200
John Deere Mini Backhoe (yellow)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$83,100
John Deere Tractor & Loader 4120	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$49,900
Kubota Tractor/bucket/w/cab/groomer	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$59,800
4X4 Backhoe	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$166,100
Manlift 4 wheel drive	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	\$166,100
Manlift 4 wheel drive	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	\$166,100
Turf Truckster Dump Cart	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$24,900
Utility Cart/electric KNYP	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$15,000
Utility Cart 4x4 Diesel	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$24,900
Landscape Trailers	1	1	1	1	1	1	1	1	1	1	1	1	1	1	4	\$18,000
Turf equipment	1	1	1	1	1	1	1	1	1	1	1	1	1	1	5	\$25,000
Truck Mounted Flower Watering Units	-	2	2	2	2	2	2	2	2	2	2	2	2	2	3	\$20,000
Drop spreader for Kubota tractor 107	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$9,100
Ball Diamond Groomer - Green	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$15,700
Ransom Mower 4 Wheel Drive	1	1	1	1	1	1	-	-	-	-	-	-	-	-	-	\$46,500
Self Propelled push Mowers		1	1	1	1	1	1	1	1	1	1	1	1	1	2	\$28,200
Wide Area Mower - Orange	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$149,500
Zero Turn Mowers	-	-	-	-	1	1	1	1	1	1	1	1	1	1	7	\$35,000
Grounds equipment/small	1	1	1	1	1	1	-	-	-	-	-	-	-	-	4	\$15,000
PTO tractor accessories	1	1	1	1	1	1	1	1	1	1	1	1	1	1	4	\$19,900
Snow Plow	-	-	-	-	-	-	-	-	-	1	1	1	1	1	3	\$24,900
Snow plow/salter for kubota 4x4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$5,000
Slide in salters	-	-	-	-	-	-	-	-	-	1	1	1	1	1	2	\$23,000
Small Equipment	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	\$900



Town of Amherstburg
Service Standard Calculation Sheet

Service: Parks & Recreation Vehicles and Equipment
Unit Measure: No. of vehicles and equipment

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Value (\$/Vehicle)
Libro Centre																
GMC Step Van	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$74,800
Ford Transit Cargo Van (red)	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$53,200
Ford Transit Cargo Van (red)	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	\$53,200
Ford F-150 F-M5	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$57,200
Ford F150 tommy gate F-M4	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$57,200
Zamboni 520	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$149,500
Zamboni 526	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$210,000
Zamboni 525	-	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$157,800
Golf/Utility Cart St Sport li	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$13,300
Golf/Utility Cart Carry All li	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$13,300
Electric Golf/Utility Cart	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$13,300
Electric Ice Edger	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	\$12,400
Propane Ice Edger 10.5Hp Edger	1	1	1	1	1	1	1	1	1	1	-	-	-	-	-	\$13,300
Sports Field Striper- Fieldlazer	-	1	1	1	1	1	1	1	1	2	2	2	2	2	2	\$4,100
Litter Cat (artificial turf groomer)	-	-	1	1	1	1	1	1	1	1	1	1	1	1	1	\$9,100
Baseball dimaond Grommer	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$5,000
attificial turf broom	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$3,000
Small Equipment	-	-	-	-	-	-	-	-	-	5	5	5	5	5	5	\$900
Floor Scrubber Ride-on	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	\$30,000
Floor Scrubber Walk Behind	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$11,500
Kabota Tractor	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$40,000
Kabota Utility Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	\$20,000
Radios																
Portable Radios	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	\$2,300
Mobile Radios	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$1,700
Total	62	67	71	71	72	72	70	70	72	80	81	81	82	88	120	

Population	21,654	21,526	21,556	21,576	21,605	21,672	21,750	21,936	22,165	22,442	22,673	22,852	23,524	24,147	25,372
Per Capita Standard	0.0029	0.0031	0.0033	0.0033	0.0033	0.0033	0.0032	0.0032	0.0032	0.0036	0.0036	0.0035	0.0035	0.0036	0.0047

15 Year Average	2009 to 2023
Quantity Standard	0.0034
Quality Standard	\$22,544
Service Standard	\$77

D.C. Amount (before deductions)	10 Year
Forecast Population	4,120
\$ per Capita	\$77
Eligible Amount	\$315,798



Appendix C

Long-Term Capital and Operating Cost Examination



Appendix C: Long-Term Capital and Operating Cost Examination

Town of Amherstburg

Annual Capital and Operating Cost Impact

As a requirement of the *Development Charges Act, 1997*, as amended, under subsection 10 (2) (c), an analysis must be undertaken to assess the long-term capital and operating cost impacts for the capital infrastructure projects identified within the development charge. As part of this analysis, it was deemed necessary to isolate the incremental operating expenditures directly associated with these capital projects, factor in cost savings attributable to economies of scale or cost sharing where applicable and prorate the cost on a per unit basis (i.e., sq.ft. of building space, per vehicle, etc.). This was undertaken through a review of the Town's approved 2022 Financial Information Return (F.I.R.).

In addition to the operational impacts, over time the initial capital projects will require replacement. This replacement of capital is often referred to as lifecycle cost. By definition, lifecycle costs are all the costs which are incurred during the life of a physical asset, from the time its acquisition is first considered, to the time it is taken out of service for disposal or redeployment. The method selected for lifecycle costing is the sinking fund method which provides that money will be contributed annually and invested, so that those funds will grow over time to equal the amount required for future replacement. The following factors were utilized to calculate the annual replacement cost of the capital projects (annual contribution = factor X capital asset cost) and are based on an annual growth rate of 2% (net of inflation) over the average useful life of the asset:



Table C-1
Town of Amherstburg
Lifecycle Cost Factors and Average Useful Lives

Asset	Lifecycle Cost Factors	
	Average Useful Life	Factor
Water and Wastewater Infrastructure	80	0.005160705
Facilities	50	0.01182321
Services Related to a Highway	50	0.01182321
Parkland Development	40	0.016555748
Vehicles	15	0.057825472
Small Equipment & Gear	10	0.091326528
Library Materials	10	0.091326528

Table C-2 depicts the annual operating impact resulting from the proposed gross capital projects at the time they are all in place. It is important to note that, while Town program expenditures will increase with growth in population, the costs associated with the new infrastructure (i.e., facilities) would be delayed until the time these works are in place.



Table C-2
Town of Amherstburg
Operating and Capital Expenditure Impacts for Future Capital Expenditures

SERVICE/CLASS OF SERVICE	VALUE OF EXISTING INFRASTRUCTURE	GROSS COST LESS BENEFIT TO EXISTING	SHARE OF GROWTH RELATED CAPITAL TO ASSETS IN PLACE	CURRENT OPERATING EXPENDITURES	ANNUAL OPERATING EXPENDITURES	ANNUAL LIFECYCLE EXPENDITURES	TOTAL ANNUAL EXPENDITURES
1. Wastewater Services							
1.1 Treatment plants & Sewers	226,400,000	34,304,201	15%	4,550,307	689,464	1,853,844	2,543,308
2. Water Services							
2.1 Treatment, storage and distribution systems	196,600,000	25,244,931	13%	5,115,762	656,903	1,732,980	2,389,883
3. Services Related to a Highway							
3.1 Roads and Related	390,844,900	14,648,419	4%	5,971,256	223,796	1,417,090	1,640,886
4. Public Works (Facilities and Fleet)							
4.1 Public Works (Facilities and Fleet)	22,579,530	4,372,719	19%	-	-	355,530	355,530
5. Fire Protection Services							
5.1 Fire facilities, vehicles & equipment	25,700,639	5,873,329	23%	2,774,484	634,049	388,730	1,022,779
6. Policing Services							
6.1 Facilities, vehicles and equipment, small equipment and gear	11,519,092	1,414,876	12%	5,679,389	697,593	104,050	801,643
7. Parks and Recreation Services							
7.1 Park development, amenities, trails, recreation facilities, vehicles, and equipment	274,690,881	10,290,107	4%	5,784,854	216,705	987,247	1,203,952
8. Growth Studies							
8.1 Growth Studies		878,334					
Total		97,026,917		29,876,052	3,118,508	6,839,471	9,957,979



Appendix D

D.C. Reserve Fund Policy



Appendix D: D.C. Reserve Fund Policy

D.1 Legislative Requirements

The *Development Charges Act, 1997*, as amended (D.C.A.) requires development charge (D.C.) collections (and associated interest) to be placed in separate reserve funds. Sections 33 through 36 of the D.C.A. provide the following regarding reserve fund establishment and use:

- A municipality shall establish a reserve fund for each service to which the D.C. by-law relates; subsection 7 (1), however, allows services to be grouped into categories of services for reserve fund (and credit) purposes and for classes of services to be established.
- The municipality shall pay each D.C. it collects into a reserve fund or funds to which the charge relates.
- The money in a reserve fund shall be spent only for the “capital costs” determined through the legislated calculation process (as per subsection 5 (1) 2 to 8).
- Money may be borrowed from the fund but must be paid back with interest (O. Reg. 82/98, subsection 11 (1) defines this as Bank of Canada rate either on the day the by-law comes into force or, if specified in the by-law, the first business day of each quarter).
- D.C. reserve funds may not be consolidated with other municipal reserve funds for investment purposes and may only be used as an interim financing source for capital undertakings for which D.C.s may be spent (section 37).

Annually, the Treasurer of the municipality is required to provide Council with a financial statement related to the D.C. by-law and reserve funds. This statement must be made available to the public and may be requested to be forwarded to the Minister of Municipal Affairs and Housing.

Subsection 43 (2) and O. Reg. 82/98 prescribe the information that must be included in the Treasurer’s statement, as follows:

- opening balance;
- closing balance;



- description of each service and/or service category for which the reserve fund was established (including a list of services within a service category);
- transactions for the year (e.g. collections, draws) including each asset's capital costs to be funded from the D.C. reserve fund and the manner for funding the capital costs not funded under the D.C. by-law (i.e. non-D.C. recoverable cost share and post-period D.C. recoverable cost share);
- for projects financed by D.C.s, the amount spent on the project from the D.C. reserve fund and the amount and source of any other monies spent on the project;
- amounts borrowed, purpose of the borrowing, and interest accrued during previous year;
- amount and source of money used by the municipality to repay municipal obligations to the D.C. reserve fund;
- list of credits by service or service category (outstanding at the beginning of the year, given in the year, and outstanding at the end of the year by the holder);
- for credits granted under section 14 of the previous D.C.A., a schedule identifying the value of credits recognized by the municipality, the service to which it applies and the source of funding used to finance the credit; and
- a statement as to compliance with subsection 59 (1) of the D.C.A., whereby the municipality shall not impose, directly or indirectly, a charge related to a development or a requirement to construct a service related to development, except as permitted by the D.C.A. or another Act.

Recent changes arising from Bill 109 (More Homes for Everyone Act, 2022) provide that the Council shall make the statement available to the public by posting the statement on the website or, if there is no such website, in the municipal office. In addition, Bill 109 introduced the following requirements which shall be included in the treasurer's statement.

- For each service for which a development charge is collected during the year
 - whether, as of the end of the year, the municipality expects to incur the amount of capital costs that were estimated, in the relevant development charge background study, to be incurred during the term of the applicable development charge by-law, and
 - if the answer to subparagraph i is no, the amount the municipality now expects to incur and a statement as to why this amount is expected;



- For any service for which a development charge was collected during the year but in respect of which no money from a reserve fund was spent during the year, a statement as to why there was no spending during the year.

Additionally, as per subsection 35(3) of the D.C.A.:

35(3) If a service is prescribed for the purposes of this subsection, beginning in the first calendar year that commences after the service is prescribed and in each calendar year thereafter, a municipality shall spend or allocate at least 60 per cent of the monies that are in a reserve fund for the prescribed service at the beginning of the year.

The services currently prescribed are water, wastewater, and services related to a highway. Therefore, as of 2023, a municipality shall spend or allocate at least 60 percent of the monies in the reserve fund at the beginning of the year. There are generally two (2) ways in which a municipality may approach this requirement:

- a) Include a schedule as part of the annual treasurer's statement; or
- b) Incorporate the information into the annual budgeting process.

Based upon the above, Figure 1 and Attachments 1 and 2, set out the format for which annual reporting to Council should be provided. Attachment 3 provides for the schedule for allocating reserve fund balances to projects.

D.2 D.C. Reserve Fund Application

Section 35 of the D.C.A. states that:

"The money in a reserve fund established for a service may be spent only for capital costs determined under paragraphs 2 to 7 of subsection 5(1)."

This provision clearly establishes that reserve funds collected for a specific service are only to be used for that service, or to be used as a source of interim financing of capital undertakings for which a D.C. may be spent.



Figure D-1
Town of Amherstburg
Annual Treasurer's Statement of Development Charge Reserve Funds

Description	Services to which the Development Charge Relates								Total
	Services Related to a Highway	Public Works (Facilities and Fleet)	Wastewater Services	Water Services	Policing Services	Fire Protection Services	Parks and Recreation Services	Growth Studies	
Opening Balance, January 1, _____									0
Plus:									
Development Charge Collections									0
Accrued Interest									0
Repayment of Monies Borrowed from Fund and Associated Interest ¹									0
Sub-Total	0	0	0	0	0	0	0	0	0
Less:									
Amount Transferred to Capital (or Other) Funds ²									0
Amounts Refunded									0
Amounts Loaned to Other D.C. Service Category for Interim Financing									0
Credits ³									0
Sub-Total	0	0	0	0	0	0	0	0	0
Closing Balance, December 31, _____	0	0	0	0	0	0	0	0	0

¹ Source of funds used to repay the D.C. reserve fund

² See Attachment 1 for details

³ See Attachment 2 for details

The Municipality is compliant with s.s. 59.1 (1) of the *Development Charges Act*, whereby charges are not directly or indirectly imposed on development nor has a requirement to construct a service related to development been imposed, except as permitted by the *Development Charges Act* or another Act.



Figure D-2a
Town of Amherstburg
Attachment 1
Annual Treasurer's Statement of Development Charge Reserve Funds
Amount Transferred to Capital (or Other) Funds – Capital Fund Transactions

Capital Fund Transactions	Gross Capital Cost	D.C. Recoverable Cost Share					Non-D.C. Recoverable Cost Share				
		D.C. Forecast Period			Post D.C. Forecast Period						
		D.C. Reserve Fund Draw	D.C. Debt Financing	Grants, Subsidies Other Contributions	Post-Period Benefit/ Capacity Interim Financing	Grants, Subsidies Other Contributions	Other Reserve/Reserve Fund Draws	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies Other Contributions
<u>Services Related to a Highway</u>											
Capital Cost A											
Capital Cost B											
Capital Cost C											
Sub-Total - Services Related to Highways	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Water Services</u>											
Capital Cost D											
Capital Cost E											
Capital Cost F											
Sub-Total - Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Wastewater Services</u>											
Capital Cost G											
Capital Cost H											
Capital Cost I											
Sub-Total - Wastewater	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



Figure D-2b
Town of Amherstburg
Attachment 1
Annual Treasurer's Statement of Development Charge Reserve Funds
Amount Transferred to Capital (or Other) Funds – Operating Fund Transactions

Operating Fund Transactions	Annual Debt Repayment Amount	D.C. Reserve Fund Draw		Post D.C. Forecast Period			Non-D.C. Recoverable Cost Share		
		Principal	Interest	Principal	Interest	Source	Principal	Interest	Source
<u>Services Related to a Highway</u>									
Capital Cost J									
Capital Cost K									
Capital Cost L									
Sub-Total - Services Related to a Highway	\$0	\$0	\$0	\$0	\$0		\$0	\$0	
<u>Water Services</u>									
Capital Cost M									
Capital Cost N									
Capital Cost O									
Sub-Total - Water	\$0	\$0	\$0	\$0	\$0		\$0	\$0	
<u>Wastewater Services</u>									
Capital Cost P									
Capital Cost Q									
Capital Cost R									
Sub-Total - Wastewater	\$0	\$0	\$0	\$0	\$0		\$0	\$0	



Figure D-3
Town of Amherstburg
Attachment 2
Annual Treasurer's Statement of Development Charge Reserve Funds
Statement of Credit Holder Transactions

Credit Holder	Applicable D.C. Reserve Fund	Credit Balance Outstanding Beginning of Year _____	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance Outstanding End of Year _____
Credit Holder A					
Credit Holder B					
Credit Holder C					
Credit Holder D					
Credit Holder E					
Credit Holder F					



Figure D-4
Town of Amherstburg
Attachment 3
Annual Treasurer's Statement of Development Charge Reserve Funds
Statement of Reserve Fund Balance Allocations

Service:	Water
Balance in Reserve Fund at Beginning of Year:	
60% of Balance to be Allocated (at a minimum):	

Projects to Which Funds Will be Allocated

Project Description	Project Number	Total Growth-related Capital Cost Remaining to be Funded	Share of Growth-related Cost Allocated to Date	Share of Growth-related Cost Allocated - Current Year
Total		\$0	\$0	\$0

Service:	Wastewater
Balance in Reserve Fund at Beginning of Year:	
60% of Balance to be Allocated (at a minimum):	

Projects to Which Funds Will be Allocated

Project Description	Project Number	Total Growth-related Capital Cost Remaining to be Funded	Share of Growth-related Cost Allocated to Date	Share of Growth-related Cost Allocated - Current Year
Total		\$0	\$0	\$0

Service:	Services Related to a Highway
Balance in Reserve Fund at Beginning of Year:	
60% of Balance to be Allocated (at a minimum):	

Projects to Which Funds Will be Allocated

Project Description	Project Number	Total Growth-related Capital Cost Remaining to be Funded	Share of Growth-related Cost Allocated to Date	Share of Growth-related Cost Allocated - Current Year
Total		\$0	\$0	\$0



Appendix E

Local Service Policy



Appendix E: Local Service Policy

This Appendix sets out the Town's General Policy Guidelines on Development Charges (D.C.) and local service funding for Services Related to a Highway, Stormwater Management, Parkland Development, and Underground Linear Services. The guidelines outline, in general terms, the size and nature of engineered infrastructure that is included in the study as a development charge project, versus infrastructure that is considered as a local service, to be emplaced separately by landowners, pursuant to a development agreement.

The following policy guidelines are general principles by which staff will be guided in considering development applications. However, each application will be considered, in the context of these policy guidelines as subsection 59(2) of the Development Charges Act, 1997, on its own merits having regard to, among other factors, the nature, type and location of the development and any existing and proposed development in the surrounding area, as well as the location and type of services required and their relationship to the proposed development and to existing and proposed development in the area.

E-1. Services Related to a Highway

A highway and services related to a highway are intended for the transportation of people and goods via many different modes including, but not limited to passenger automobiles, commercial vehicles, transit vehicles, bicycles and pedestrians. The highway shall consist of all land and associated infrastructure built to support (or service) this movement of people and goods regardless of the mode of transportation employed, thereby achieving a complete street. A complete street is the concept whereby a highway is planned, designed, operated and maintained to enable pedestrians, cyclists, public transit users and motorists to safely and comfortably be moved, thereby allowing for the efficient movement of persons and goods.

The associated infrastructure to achieve this concept shall include, but is not limited to: road pavement structure and curbs; grade separation/bridge structures (for any vehicles, railways and/or pedestrians); grading, drainage and retaining wall features; culvert structures; storm water drainage systems; utilities; traffic control systems; signage; gateway features; street furniture; active transportation facilities (e.g. sidewalks, bike lanes, multi-use trails which interconnect the transportation network,



etc.); transit lanes & lay-bys; roadway illumination systems; boulevard and median surfaces (e.g. sod & topsoil, paving, etc.); street trees and landscaping; parking lanes & lay-bys; (excluding on-street parking in the downtown) and driveway entrances; noise attenuation systems; railings and safety barriers.

E.1.1. Local and Collector Roads (including land)

- a. Collector Roads Internal to Development, inclusive of all land and associated infrastructure – direct developer responsibility under s.59 of the D.C.A. as a local service.
- b. Collector Roads External to Development, inclusive of all land and associated infrastructure – if needed to support a specific development or required to link with the area to which the plan relates, direct developer responsibility under s.59 of the D.C.A.; otherwise, included in D.C. calculation to the extent permitted under s.5(1) of the D.C.A. (dependent on local circumstances).
- c. All local roads are considered to be the developer's responsibility.

E.1.2. Arterial Roads

- a. New, widened, extended or upgraded arterial roads, inclusive of all associated infrastructure: Included as part of road costing funded through D.C.A., s.5(1).
- b. Land acquisition for arterial roads on existing rights-of-way to achieve a complete street: dedication under the Planning Act provisions (s. 41, 51 and s. 53) through development lands; in area with limited development: included in D.C.'s.
- c. Land acquisition for arterial roads on new rights-of-way to achieve a complete street: dedication, where possible, under the Planning Act provisions (s. 51 and s. 53) through development lands up to the R.O.W. specified in the Official Plan.
- d. Land acquisition beyond normal dedication requirements to achieve transportation corridors as services related to highways including grade separation infrastructure for the movement of pedestrians, cyclists, public transit and/or railway vehicles: included in D.C.'s.



E.1.3. Traffic Control Systems, Signals and Intersection Improvements

- a. On new arterial roads and arterial road improvements unrelated to a specific development: included as part of road costing funded through D.C.'s.
- b. On non-arterial roads, or for any private site entrances or entrances to specific development: direct developer responsibility under s.59 of D.C.A. (as a local service).
- c. On arterial or collector road intersections with County roads: include in D.C.'s or in certain circumstances, may be a direct developer responsibility
- d. Intersection improvements, new or modified signalization, signal timing & optimization plans, area traffic studies for highways attributed to growth and unrelated to a specific development: included in D.C. calculation as permitted under s.5(1) of the D.C.A.

E.1.4. Streetlights

- a. Streetlights on new arterial roads and arterial road improvements: considered part of the complete street and included as part of the road costing funded through D.C.'s or in exceptional circumstances, may be direct developer responsibility through local service provisions (s.59 of D.C.A.).
- b. Streetlights on non-arterial roads internal to development: considered part of the complete street and included as a direct developer responsibility under s. 59 of the D.C.A. (as a local service).
- c. Streetlights on non-arterial roads external to development, needed to support a specific development or required to link with the area to which the plan relates: considered part of the complete street and included as a direct developer responsibility under s. 59 of the D.C.A. (as a local service).

E.1.5. Transportation Related Pedestrian and Cycling Facilities

- a. Sidewalks, multi-use trails, cycle tracks, and bike lanes, inclusive of all required infrastructure, located within arterial roads, County roads and provincial highway corridors: considered part of the complete street and included in D.C.'s, or, in



exceptional circumstances, may be direct developer responsibility through local service provisions (s.59 of D.C.A.).

- b. Sidewalks, multi-use trails, cycle tracks, and bike lanes, inclusive of all required infrastructure, located within or linking to non-arterial road corridors internal to development: direct developer responsibility under s.59 of D.C.A. (as a local service).
- c. Other sidewalks, multi-use trails, cycle tracks, and bike lanes, inclusive of all required infrastructure, located within non-arterial road corridors external to development and needed to support a specific development or required to link with the area to which the plan relates: direct developer responsibility under s.59 of D.C.A. (as a local service).
- d. Multi-use trails (not associated with a road), inclusive of all land and required infrastructure, that go beyond the function of a (parkland) recreational trail and form part of the Town's active transportation network for cycling and/or walking: included in D.C.'s.

E.1.6. Noise Abatement Measures

- a. Noise abatement measures external and internal to development where it is related to, or a requirement of a specific development: direct developer responsibility under s.59 of D.C.A. (as a local service).
- b. Noise abatement measures on new arterial roads and arterial road improvements abutting an existing community and unrelated to a specific development: included as part of road costing funded through D.C.'s .

E-2. Stormwater Management

- a. Stormwater facilities for quality and/or quantity management, including downstream erosion works, inclusive of land and all associated infrastructure, such as landscaping and perimeter fencing: direct developer responsibility under s.59 of D.C.A. (as a local service).
- b. Over-sizing cost of stormwater facilities capacity, excluding land, to accommodate runoff from new, widened, extended or upgraded municipal arterial roads that are



funded as a development charges project: included as part of road costing funded through D.C.'s.

- c. Erosion works, inclusive of all restoration requirements, related to a development application: direct developer responsibility under s. 59 of the D.C.A. (as a local service).
- d. Monitoring works: direct developer responsibility under s. 59 of the D.C.A. (as a local service).
- e. Storm sewer systems and drainage works that are required for a specific development, either internal or external to the area to which the plan relates: direct developer responsibility under s. 59 of the D.C.A. (as a local service).

E-3. Parkland Development

E.3.1. Recreational Trails

- a. Recreational trails (Multi-use trails) that do not form part of the town's active transportation network, and their associated infrastructure (landscaping, bridges, trail surface, etc.), is included in area municipal parkland D.C.'s.

E.3.2. Parkland

- a. Parkland Development for Community Parks , Neighbourhood Parks, and Special Purpose Parks: direct developer responsibility to provide at base condition, as follows:
 - Clearing and grubbing. Tree removals as per the subdivision's tree preservation and removals plan.
 - Topsoil Stripping, screening, and stockpiling.
 - Rough grading (pre-grading) to allow for positive drainage of the Park, with minimum slopes of 2%. If necessary, this may include some minor drainage tile work and grading as per the overall subdivision grading design complete with any required swales or catch basins. Runoff from the development property shall not drain into the park unless approved by the Manager, Environment Services, Public Works.



- Spreading of topsoil to 150mm depth (import topsoil if existing on-site is insufficient to reach required depth).
 - Seeding of site with Town-approved seed mix. Maintenance of seed until acceptance by Town.
 - Parks shall be free of any contaminated soil or subsoil.
 - Parks shall not be mined for fill.
 - Parks shall be conveyed free and clear of all encumbrances.
 - 100% of 1.5m chain link perimeter fencing to the Town standards to separate the development lands from the Town lands or lands to be dedicated to the Town, unless the perimeter fencing is on land that will be dedicated to the Town to fulfil the requirement of parkland dedication under the Planning Act, in which case the cost shall be shared 50/50.
 - When Park parcels cannot be developed in a timely manner, they shall be graded to ensure positive drainage and seeded to minimize erosion and dust. These shall be maintained by the developer until construction commences thereon.
 - The Park block shall not be used for topsoil or other construction material, equipment storage, or sales pavilions.
 - Required heritage features within the Park as set out within the Planning approval conditions.
- a. Program facilities, amenities, and furniture, within parkland: are included in D.C.'s.

E.3.3. Landscape Buffer Blocks, Features, Cul-de-sac Islands, Berms, Grade Transition Areas, Walkway Connections to Adjacent Arterial Roads, Open Space, Etc.

- a. The cost of developing all landscape buffer blocks, landscape features, cul-de-sac islands, berms, grade transition areas, walkway connections to adjacent arterial roads, open space and other remnant pieces of land conveyed to the Town shall be a direct developer responsibility as a local service. Such costs include but are not limited to:
- pre-grading, sodding or seeding, supply and installation of amended topsoil, (to the Town's required depth), landscape features, perimeter fencing and amenities and all planting.



- Perimeter fencing to the Town standard located on the public property side of the property line adjacent land uses (such as but limited to arterial roads) as directed by the Town.

E-4.Natural Heritage System (N.H.S.)

N.H.S. is comprised of wetlands, woodlands and grasslands including naturally occurring or naturalized streams, corridors and buffers to N.H.S boundaries within the boundaries of the Town.

Direct developer responsibility as a local service provision including but not limited to the following:

- a. Site suitable, Carolinian plantings and landscaping for both riparian and terrestrial requirements (as required by the Town, Conservation Authority or other authorities having jurisdiction) as a result of creation of, or construction adjacent or within the associated buffers to the N.H.S boundary.
- b. Perimeter fencing of the N.H.S. to the Town standard located on the public property side of the property line adjacent land uses (residential, industrial, commercial) as required by the Town.
- c. All works to be in conformance with the Town's or Region's "Restoration Framework" for riparian corridors, natural buffers and subwatersheds areas as directed by the approved studies and reports related to the Secondary Plan that development occurs in.

E-5. Infrastructure Assets Constructed by Developers

- a. All infrastructure assets constructed by Developers must be designed in accordance with the Town's Development Manual, as revised
- b. All infrastructure assets shall be conveyed in accordance with the Town's Development Manual as revised
- c. Any Parks and Open Space infrastructure assets approved to be built by the developer on behalf of the Town shall be in accordance with the Town's policy.



E-6. Underground Services (Stormwater, Water and Sanitary Sewers)

Underground services (linear infrastructure for stormwater, water, and sanitary services) within the road allowance are not included in the cost of road infrastructure and are treated separately. The responsibility for such services as well as stormwater management ponds and pumping stations, which are undertaken as part of new developments or redevelopments, will be determined by the following principles:

The costs of the following items shall be direct developer responsibilities as a local service:

- a. providing all underground services internal to the development, including storm, water and sanitary services;
- b. providing service connections from existing underground services to the development;
- c. providing new underground services or upgrading existing underground services external to the development if the services are required to service the development, and if the pipe sizes do not exceed 300mm for water, 375 mm for sanitary services and 1800 mm for stormwater services. If external services are required by two or more developments, the developer for the first development will be responsible for the cost of the external services and may enter into front-ending/cost-sharing agreements with other developers independent of the Town;
- d. providing stormwater management ponds and other facilities required by the development including all associated features such as landscaping and fencing;
- e. water booster pumping stations, reservoir pumping stations and/or sanitary pumping stations serving individual developments;
- f. Water treatment, storage facilities, transmission mains, re- chlorination/sampling stations and Wells associated with municipal service areas to be included within the D.C.; and
- g. Wastewater treatment plants and transmission mains associated with municipal service areas shall be included in the D.C.



The costs of the following items shall be paid through development charges:

- a. external underground services involving trunk infrastructure and pipe sizes exceeding 300mm for water, 375mm for sanitary services and 1800mm for stormwater services; and
- b. water, reservoir and/or sanitary pumping stations not required for the individual development.



Appendix F

Asset Management Plan



Appendix F: Asset Management Plan

The recent changes to the Development Charges Act, 1997, as amended (D.C.A.) (new subsection 10 (2) (c.2)) require that the background study must include an asset management plan (A.M.P.) related to new infrastructure. Section 10 (3) of the D.C.A. provides:

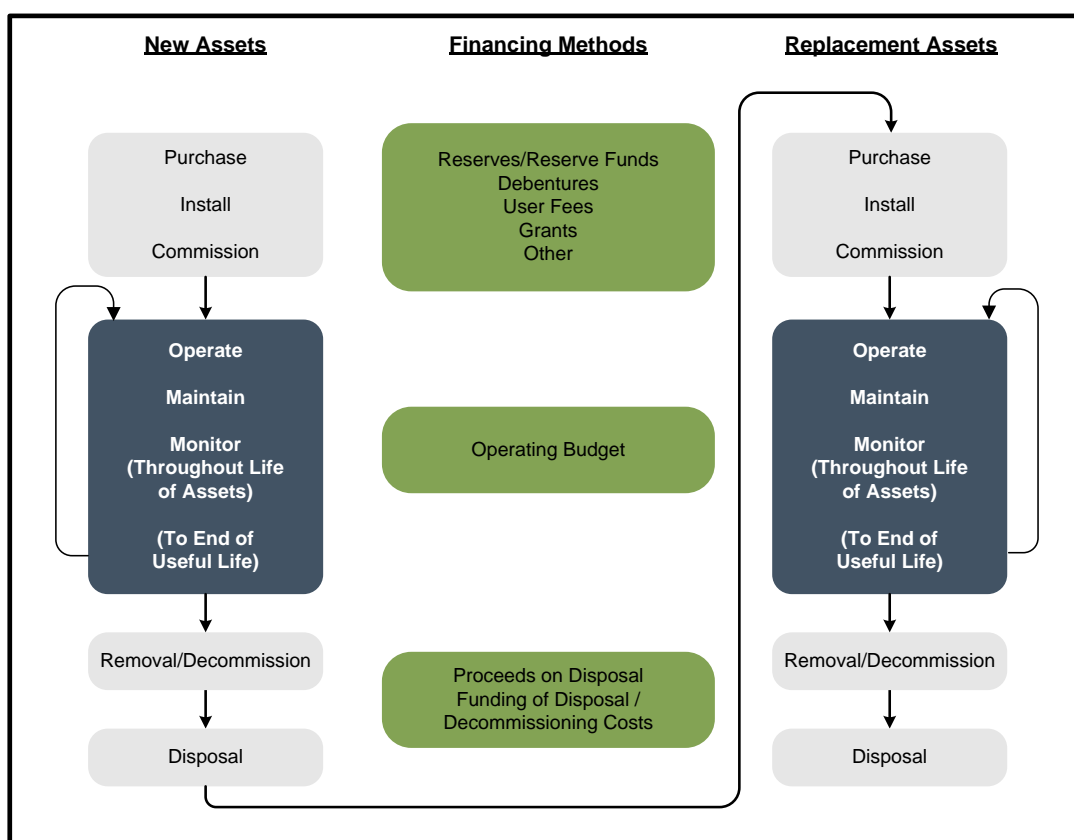
“The asset management plan shall,

- (a) deal with all assets whose capital costs are proposed to be funded under the development charge by-law;
- (b) demonstrate that all the assets mentioned in clause (a) are financially sustainable over their full life cycle;
- (c) contain any other information that is prescribed; and
- (d) be prepared in the prescribed manner.”

In regard to the above, section 8 of the regulations was amended to include subsections (2), (3), and (4) which set out specific detailed requirements for transit (only). For all services except transit, there are no prescribed requirements at this time, thus requiring the municipality to define the approach to include in the background study.

At a broad level, the A.M.P. provides for the long-term investment in an asset over its entire useful life along with the funding. The schematic below identifies the costs for an asset throughout its entire lifecycle. For growth-related works, the majority of capital costs will be funded by the D.C. Non-growth-related expenditures will then be funded from non-D.C. revenues as noted below. During the useful life of the asset, there will be minor maintenance costs to extend the life of the asset along with additional program-related expenditures to provide the full services to the residents. At the end of the life of the asset, it will be replaced by non-D.C. financing sources.

It should be noted that with the recent passing of the *Infrastructure for Jobs and Prosperity Act* (I.J.P.A.) municipalities are now required to complete A.M.P.s, based on certain criteria, which were to be completed by 2022 for core municipal services and 2024 for all other services. The amendments to the D.C.A. do not require municipalities to complete these A.M.P.s (required under I.J.P.A.) for the D.C. background study, rather the D.C.A. requires that the D.C. background study include information to show the assets to be funded by the D.C. are sustainable over their full lifecycle.



In 2012, the Province developed Building Together: Guide for municipal asset management plans which outlines the key elements for an A.M.P., as follows:

State of local infrastructure: asset types, quantities, age, condition, financial accounting valuation and replacement cost valuation.

Desired levels of service: defines levels of service through performance measures and discusses any external trends or issues that may affect expected levels of service or the municipality's ability to meet them (for example, new accessibility standards, climate change impacts).

Asset management strategy: the asset management strategy is the set of planned actions that will seek to generate the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost.

Financing strategy: having a financial plan is critical for putting an A.M.P. into action. By having a strong financial plan, municipalities can also demonstrate that they have



made a concerted effort to integrate the A.M.P. with financial planning and municipal budgeting and are making full use of all available infrastructure financing tools.

Commensurate with the above, the Town prepared an A.M.P. in 2022 for its existing assets; however, it did not take into account future growth-related assets for all services included in the D.C. calculations. As a result, the asset management requirement for the D.C. must be undertaken in the absence of this information.

In recognition of the schematic above, the following table (presented in 2024 \$) has been developed to provide the annualized expenditures and revenues associated with new growth. Note that the D.C.A. does not require an analysis of the non-D.C. capital needs or their associated operating costs so these are omitted from the table below. As well, as all capital costs included in the D.C.-eligible capital costs are not included in the Town's A.M.P., the present infrastructure gap and associated funding plan have not been considered at this time. Hence the following does not represent a fiscal impact assessment (including future tax/rate increases) but provides insight into the potential affordability of the new assets:

1. The non-D.C. recoverable portion of the projects that will require financing from municipal financial resources (i.e., taxation, rates, fees, etc.). This amount has been presented on an annual debt charge amount based on 20-year financing.
2. Lifecycle costs for the 2024 D.C. capital works have been presented based on a sinking fund basis. The assets have been considered over their estimated useful lives.
3. Incremental operating costs for the D.C. services (only) have been included.
4. The resultant total annualized expenditures are approximately \$16.78 million.
5. Consideration was given to the potential new taxation and user fee revenues which will be generated as a result of new growth. These revenues will be available to finance the expenditures above. The new operating revenues are approximately \$17.03 million. This amount, totalled with the existing operating revenues of approximately \$56.53 million, provides annual revenues of approximately \$73.56 million by the end of the period.



6. In consideration of the above, the capital plan is deemed to be financially sustainable.

Town of Amherstburg
Asset Management – Future Expenditures and Associated Revenues
2024\$

Asset Management - Future Expenditures and Associated Revenues	2033 (Total)
Expenditures (Annualized)	
Annual Debt Payment on Non-Growth Related Capital ¹	4,812,769
Annual Debt Payment on Post Period Capital ²	2,012,652
Annual Lifecycle	6,839,471
Incremental Operating Costs (for D.C. Services)	3,118,508
Total Expenditures	\$16,783,400
Revenue (Annualized)	
Total Existing Revenue ³	56,533,569
Incremental Tax and Non-Tax Revenue (User Fees, Fines, Licences, etc.)	17,027,977
Total Revenues	\$73,561,546

¹ Non-Growth Related component of Projects

² Interim Debt Financing for Post Period Benefit

³ As per Sch. 10 of FIR



Appendix G

Proposed D.C. By-law



Appendix G: Proposed D.C. By-law

The Corporation of the TOWN OF AMHERSTBURG

By-Law Number 2024- ____

A BY-LAW FOR THE IMPOSITION OF DEVELOPMENT CHARGES

WHEREAS the Town of Amherstburg will experience growth through development and re-development;

AND WHEREAS development and re-development requires the provision of physical and social services by the Town of Amherstburg;

AND WHEREAS Council desires to ensure that the capital cost of meeting growth-related demands for or burden on municipal services does not place an excessive financial burden on the Town of Amherstburg or its existing taxpayers while at the same time ensuring new taxpayers contribute no more than the net capital cost attributable to providing the current level of municipal services;

AND WHEREAS the *Development Charges Act, 1997* (the “Act”) provides that the council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services;

AND WHEREAS a development charge background study has been completed in accordance with the Act;

AND WHEREAS the Council of The Corporation of the Town of Amherstburg has given notice of and held a public meeting on the 15th day of October, 2024 in accordance with the Act and the regulations thereto;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF AMHERSTBURG ENACTS AS FOLLOWS:

1. INTERPRETATION

1.1 In this By-law the following items shall have the corresponding meanings:



“Act” means the *Development Charges Act, 1997, S.O. 1997, c.27*, as amended, or any successor thereof;

“affordable residential unit” means a residential unit that meets the criteria set out in subsection 4.1(2) or 4.1(3) of the Act;

“apartment dwelling” means a building containing more than four dwelling units where the units are connected by an interior corridor, including stacked dwellings, but excluding a special care/special dwelling unit;

“apartment dwelling unit” means a dwelling unit within an apartment dwelling;

“attainable residential unit” means a residential unit that meets the criteria set out in subsection 4.1(4) of the Act;

“back-to-back townhouse dwelling” means a building containing four or more dwelling units vertically by a common wall, including a rear common wall, that do not have rear yards.

“back-to-back townhouse dwelling unit” means a dwelling unit within a back-to-back townhouse dwelling.

“bedroom” means a habitable room which can be used as sleeping quarters, but does not include a bathroom, living room, dining room or kitchen;

“board of education” has the same meaning as set out in the *Education Act*, R.S.O. 1990, Chap. E.2, as amended, or any successor thereof;

“bona fide farm uses” means the proposed development that will qualify as a farm business operating with a valid Farm Business Registration Number issued by the Ontario Ministry of Agriculture, Food and Rural Affairs and be assessed in the Farmland Realty Tax Class by the Ontario Property Assessment Corporation, However, “bona fide farm uses” does not include marijuana production facilities and commercial greenhouses;

“building” means any structure or building as defined in the Building Code Act but does not include a vehicle.

“Building Code Act” means the *Building Code Act*, S.O. 1992, as amended, or any successor thereof;



“cannabis” means:

- i. A cannabis plant;
- ii. Any part of a cannabis plant, including the phytocannabinoids produced by, or found in, such a plant, regardless of whether that part has been processed or not;
- iii. Any substance or mixture of substances that contains or has on it any part of such a plant; and
- iv. Any substance that is identical to any phytocannabinoid produced by, or found in, such a plant, regardless of how the substance was obtained.

“cannabis plant” means a plant that belongs to the genus Cannabis.

“cannabis production facilities” means a building, or part thereof, designed, used, or intended to be used for one or more of the following: cultivation, propagation, production, processing, harvesting, testing, alteration, destruction, storage, packaging, shipment or distribution of cannabis or marijuana where a licence, permit or authorization has been issued under applicable federal law but does not include a building or part thereof solely designed, used or intended to be used for retail sales of cannabis or marijuana.

“capital cost” means costs incurred or proposed to be incurred by the municipality or a local board thereof directly or by others on behalf of and as authorized by the municipality or local board,

- a. to acquire land or an interest in land, including a leasehold interest;
- b. to improve land;
- c. to acquire, lease, construct or improve buildings and structures;
- d. to acquire, lease, construct or improve facilities including,
 - i. rolling stock with an estimated useful life of seven years or more,
 - ii. furniture and equipment, other than computer equipment, and



- iii. materials acquired for circulation, reference or information purposes by a library board as defined in the *Public Libraries Act*, R.. O. 1990, c. 57, and
- e. to undertake studies in connection with any of the matters referred to in clauses (a) to (d);
- f. to complete the development charge background study required under section 10 of the Act;
- g. interest on money borrowed to pay for costs in (a) to (d) above that are growth related;

“charitable dwelling” means a residential building, a part of a residential building or the residential portion of a mixed-use building maintained and operated by a corporation approved under the Charitable Institutions Act, R.S.O. 1990, c. C.9, for persons requiring residential, specialized or group care and charitable dwelling includes a children’s residence under the Child and Family Services Act, R.S.O. 1990, c. C.11, a home or a joint home under the Homes for the Aged and Rest Homes Act, R.S.O. 1990, c. H.13, an institution under the Mental Hospitals Act, R.S.O. 1990, c. M.8, a nursing home under the Nursing Homes Act, R.S.O., 1990, c. N.7, and a home for special care under the Homes for Special Care Act, R.S.O. 1990, c, H.12;

“class” means a grouping of services combined to create a single service for the purposes of this By-law and as provided in Section 7 of the Development Charges Act.

“commercial” means any use of land, structures or buildings for the purposes of buying or selling commodities and services, but does not include industrial or bona fide farm uses, but does include commercial greenhouses, hotels, motels, and motor inns;

“commercial greenhouse” means a building used, designed, or intended to be used for the sale, display, storage, and/or growing of plant products, flowers, fruits, vegetables, plants, shrubs, trees and similar vegetation which are not necessarily transplanted outdoors on the same lot containing such greenhouse, but are sold directly from the lot either at wholesale or retail.



“correctional group home” means a residential building or the residential portion of a mixed-use building containing a single housekeeping unit supervised on a 24-hour basis on site by agency staff on a shift rotation basis, and funded wholly or in part by any government or its agency, or by public subscription or donation, or by any combination thereof, and licensed, approved or supervised by the Province of Ontario as a detention or correctional facility under any general or special act and amendments or replacement thereto. A correction group home may contain an office provided that the office is used only for the operation of the correctional group home in which it is located. A correctional group home shall not include any detention facility operated or supervised by the Federal Government nor any correctional institution or secure custody and detention facility operated by the Province of Ontario;

“Council” means the Council of the Town of Amherstburg;

“development” means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that the effect of increasing the size of usability thereof, and includes redevelopment;

“development charge” means a charge imposed with respect to this By-law;

“dwelling unit” means any part of a building or structure used, designed or intended to be used as a domestic establishment in which one or more persons may sleep and are provided with culinary and sanitary facilities for their exclusive use;

“existing” means the number, use and size that existed as of the date this by-law was passed;

“farm building” means that part of a bona fide farming operation encompassing barns, silos and other ancillary development to bona fide farm uses, but excluding a residential use;

“gross floor area” means:

- (a) in the case of a residential building or structure, the total area of all floors above grade of a dwelling unit measured between the outside surfaces of



exterior walls or between the outside surfaces of exterior walls and the centre line of party walls dividing the dwelling unit from any other dwelling unit or other portion of a building; and

- (b) in the case of a non-residential building or structure, or in the case of a mixed-use building or structure in respect of the non-residential portion thereof, the total area of all building floors above or below grade measured between the outside surfaces of the exterior walls, or between the outside surfaces of exterior walls and the centre line of party walls dividing a non-residential use and a residential use, except for:
 - (i) a room or enclosed area within the building or structure above or below that is used exclusively for the accommodation of heating, cooling, ventilating, electrical, mechanical or telecommunications equipment that service the building;
 - (ii) loading facilities above or below grade; and
 - (iii) a part of the building or structure below grade that is used for the parking of motor vehicles or for storage or other accessory use;

“group home” means a residential building or the residential portion of a mixed-use building containing a single housekeeping unit which may or may not be supervised on a 24-hour basis on site by agency staff on a shift rotation basis, and funded wholly or in part by any government or its agency, or by public subscription or donation, or by any combination thereof and licensed, approved or supervised by the Province of Ontario for the accommodation of persons under any general or special act and amendments or replacements thereto. A group home may contain an office provided that the office is used only for the operation of the group home in which it is located;

“hospice” means a building or portion of a mixed-use building designed and intended to provide palliative care and emotional support to the terminally ill in a home or homelike setting so that quality of life is maintained, and family members may be active participants in care;

“industrial” means lands, buildings or structures used or designed or intended for use for manufacturing, processing, fabricating or assembly of raw goods,



warehousing or bulk storage of goods, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, and includes cannabis production facilities, but does not include the sale of commodities to the general public through a warehouse club;

“institutional” means land, buildings, structures or any part thereof used by any organization, group or association for promotion of charitable, educational or benevolent objectives and not for profit or gain;

“interest rate” means the annual rate of interest as set out in section 26.3 of the Act;

“live/work unit” means a building, or part thereof, which contains, or is intended to contain, both a dwelling unit and non-residential areas and which is intended for both residential use and non-residential use concurrently, and shares a common wall or floor with or without direct access between the residential and non-residential areas;

“local board” means a school board, municipal service board, transportation commission, public library board, board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act with respect to any of the affairs or purposes, including school purposes, of a municipality or of two or more municipalities or parts thereof;

“local services” means those services, facilities or things which are under the jurisdiction of the Town of Amherstburg and are related to a plan of subdivision or within the area to which the plan relates in respect of the lands under Sections 41, 51 or 53 of the *Planning Act*, R.S.O. 1990, Chap. P.13, as amended, or any successor thereof;

“mixed-use development” means a building used, designed or intended for use for both residential and non-residential uses;

“multiple dwellings” means all dwellings other than single-detached, semi-detached, apartment unit dwellings and special care/special dwelling units. Multiple dwellings include, but is not limited to, townhouse dwelling, back-to-back



townhouse dwelling, and the portion of a live/work unit intended to be used exclusively for living accommodations for one or more individuals;

“municipality” means the Corporation of the Town of Amherstburg;

“non-profit” means a corporation without share capital that has objects of a charitable nature;

“non-profit housing development” means Development of a building or structure that meets the criteria set out in section 4.2 of the Act;

“non-residential use” means a building or structure of any kind whatsoever used, designed or intended to be used for other than a residential use and includes the non-residential portion of a live/work unit and/or mixed-use development;

“Official Plan” means the Official Plan adopted for the Town, as amended and approved;

“owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed;

“place of worship” means that part of a building or structure that is exempt from taxation as a place of worship under the *Assessment Act*, R.S.O. 1990, Chap. A.31, as amended, or any successor thereof;

“rate” means the interest rate established weekly by the Bank of Canada based on Treasury Bills having a term of 91 days;

“regulation” means any regulation made pursuant to the Act;

“rental housing” means development of a building or structure with four or more residential units all of which are intended for use as rented residential premises;

“residential dwelling” means a building, occupied or capable of being occupied as a home, residence or sleeping place by one or more persons, containing one or more Dwelling Units but not including motels, hotels, tents, truck campers, tourist trailers, mobile camper trailers or boarding, lodging or rooming houses;



“residential use” means the use of a building or structure or portion thereof for one or more Dwelling Units. This also includes a Dwelling Unit on land that is used for an Agricultural Use;

“retirement home or lodge” means a residential building or the residential portion of a mixed-use building which provides accommodation primarily for retired persons or couples where each private bedroom or living accommodation has a separate private bathroom and separate entrance from a common hall but where common facilities for the preparation and consumption of food are provided, and common lounges, recreation rooms and medical care facilities may also be provided;

“row dwelling” means a building containing three or more attached dwelling units in a single row, each of which dwelling units has an independent entrance from the outside and is vertically separated from any abutting dwelling unit;

“semi-detached dwelling” means a dwelling unit in a residential building consisting of two dwelling units having one vertical wall or one horizontal wall, but not other parts, attached or another dwelling unit where the residential unit are not connected by an interior corridor;

“service” means a service designed in Schedule “A” to this By-law, and “services” shall have a corresponding meaning;

“Servicing Area” means an area within the Town of Amherstburg and identified on Schedule C to this by-law where development shall proceed only on the basis of full municipal wastewater and water services;

“servicing agreement” means an agreement between a landowner and the municipality relative to the provision of municipal services to specified land within the municipality;

“single detached dwelling unit” means a residential building consisting of one dwelling unit and not attached to another structure;

“solar farm” means any solar energy system comprised of one or more solar panels and associated control or conversion electronics that converts sunlight into electricity. A solar farm may be connected to the electricity grid in circuits at



a substation to provide electricity off-site for sale to an electrical utility or other intermediary;

“special care/special need dwelling” means a building:

- (i) containing two or more dwelling units which units have a common entrance from street level;
- (ii) where the occupants have the right to use in common with other occupants, halls, stairs, yards, common rooms and accessory buildings;
- (iii) that is designed to accommodate persons with specific needs, including but not limited to, independent permanent living arrangements; and
- (iv) where support services, such as meal preparation, grocery shopping, laundry, housekeeping, nursing, respite care and attendant services are provided at various levels;

and includes, but is not limited to, retirement homes or lodges, charitable dwellings, group homes (including correctional group homes) and hospices;

“stacked townhouse dwelling” means a building containing four or more dwelling units which are horizontally and vertically separated in a split level or stacked manner, where each dwelling unit egresses directly outside to grade (no egress to a common corridor);

“telecommunications tower” means any tower, apparatus, structure or other thing that is used or is capable of being used for telecommunications or for any operation directly connected with telecommunications, and includes a transmission facility as defined in the Telecommunications Act;

“Town” means the area within the geographic limits of the Town of Amherstburg;

“townhouse dwelling” means a building divided vertically into three or more dwelling units, by common walls which prevent internal access between units where each dwelling unit egresses directly outside to grade.



“wind turbine” means any wind energy system, comprising one or more turbines, that converts energy into electricity, with a combined nameplate generating capacity greater than 500 kilowatts and a height greater than 100 metres and consists of a wind turbine, a tower, and associated control or conversion electronics. A wind turbine and energy system may be connected to the electricity grid in circuits at a substation to provide electricity off-site for sale to an electrical utility or other intermediary; and

“Zoning By-Law” means the Zoning By-Law of the Town of Amherstburg or any successor thereof passed pursuant to Section 34 of the Planning Act, S.O. 1998.

2. DESIGNATION OF SERVICES/CLASSES OF SERVICES

2.1 The categories of services/classes of services for which development charges are imposed under this By-law are as follows:

- (a) Services Related to a Highway – Roads and Related;
- (b) Public Works (Facilities and Fleet);
- (c) Fire Protection Services;
- (d) Policing Services;
- (e) Parks and Recreation Services;
- (f) Growth Studies;
- (g) Water Services; and
- (h) Wastewater Services

2.2 The components of the services/classes of services designated in section 2.1 are described in Schedule A.

3. APPLICATION OF BY-LAW RULES

3.1 Development charges shall be payable in the amounts set out in this By-law where:



- (a) the lands are located in the area described in section 3.2; and
- (b) the development of the lands requires any of the approvals set out in subsection 3.4(a).

Area to Which By-law Applies

- 3.2 Subject to section 3.3, this By-law applies to all lands in the Town of Amherstburg whether or not the land or use thereof is exempt from taxation under s.13 or the Assessment Act.
- 3.3. Notwithstanding clause 3.2 above, this by-law shall not apply to lands that are owned by and used for the purposes of:
- (a) the Town of Amherstburg or a local board thereof;
 - (b) the County of Essex or any local board thereof;
 - (c) a board of education; or
 - (d) Land vested in or leased to a university that receives regular and ongoing operating funds from the government for the purposes of post-secondary education is exempt from development charges imposed under the Development Charges Act, 1997 if the development in respect of which development charges would otherwise be payable is intended to be occupied and used by the university.

Approvals for Development

- 3.4 (a) Development charges shall be imposed on all lands, buildings or structures that are developed for residential or non-residential uses if the development requires:
- (i) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the *Planning Act*;
 - (ii) the approval of a minor variance under section 45 of the *Planning Act*;



- (iii) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (iv) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (v) a consent under section 53 of the *Planning Act*;
 - (vi) the approval of a description under section 50 of the *Condominium Act*, R.S.O. 1990, Chap. C.26, as amended, or any successor thereof; or
 - (vii) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
- (b) No more than one development charge for each service designated in subsection 2.1 shall be imposed upon any lands, buildings or structures to which this By-law applies even though two or more of the actions described in subsection 3.4(a) are required before the lands, buildings or structures can be developed.
- (c) Despite subsection 3.4(b), if two or more of the actions described in subsection 3.4(a) occur at different times, additional development charges shall be imposed if the subsequent action has the effect of increasing the need for services.

Exemptions

- 3.5 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to:
- (a) an enlargement to an existing dwelling unit;
 - (b) the creation of additional dwelling units equal to the greater of one or 1% of the existing dwelling units in an existing residential rental building containing four or more dwelling units or prescribed ancillary structure to the existing residential building;



3.6 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to the creation of any of the following in existing houses:

- (a) A second residential unit in an existing detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if all buildings and structures ancillary to the existing detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit.
- (b) A third residential unit in an existing detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if no building or structure ancillary to the existing detached house, semi-detached house or rowhouse contains any residential units.
- (c) One residential unit in a building or structure ancillary to an existing detached house, semi-detached house or rowhouse on a parcel of urban residential land, if the existing detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the existing detached house, semi-detached house or rowhouse contains any residential units.

3.7 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to the creation of any of the following in new residential buildings:

- (a) A second residential unit in a new detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if all buildings and structures ancillary to the new detached house, semi-detached house or rowhouse cumulatively will contain no more than one residential unit
- (b) A third residential unit in a new detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if no building or structure ancillary to the new detached house, semi-detached house or rowhouse contains any residential units



- (c) One residential unit in a building or structure ancillary to a new detached house, semi-detached house or rowhouse on a parcel of urban residential land, if the new detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the new detached house, semi-detached house or rowhouse contains any residential units
- 3.8 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to Non-profit Residential Development;
- 3.9 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to Affordable Residential Units required pursuant to section 34 and 16(4) of the Planning Act (Inclusionary Zoning);
- 3.10 Notwithstanding subsections 3.2 and 3.4, as of the date on which section 4.1 of the Act is proclaimed into force, the following shall be exempt from Development Charges:
 - i. Affordable Residential Units:
 - i. Affordable Residential Owned Units;
 - ii. Affordable Residential Rental Units;
 - ii. Attainable Residential Units.
- 3.11 Rules with Respect to an Industrial Expansion Exemption
 - 3.11.1 Notwithstanding any other provision of this by-law, there shall be an exemption from the payment of development charges for one or more enlargements of an existing industrial building on its site, whether attached or separate from the existing industrial building, up to a maximum of fifty percent of the gross floor area before the first enlargement for which an exemption from the payment of development charges was granted pursuant to the Development Charges Act or this subsection. Development charges shall be imposed in accordance with this by-law with respect to the amount of the floor area of an enlargement that results in the gross floor area of the industrial building being increase by greater than fifty percent of the gross floor area of the existing industrial building.
 - 3.11.2 If the gross floor area of an existing industrial building is enlarged by greater than 50 percent, the amount of the development charge payable in respect of the



enlargement is the amount of the development charge that would otherwise be payable multiplied by the fraction determined as follows:

1. determine the amount by which the enlargement exceeds 50 percent of the gross floor area before the enlargement;
2. divide the amount determined under subsection 1) by the amount of the enlargement.

3.12 Other Exemptions:

Notwithstanding the provision of this by-law, development charges shall not be imposed with respect to:

- (a) Lands, buildings or structures used or to be used for a place of worship or for the purposes of a churchyard or cemetery exempt from taxation under the *Assessment Act*;
- (b) The development of non-residential farm buildings constructed for bona-fide farm uses, excluding cannabis production facilities and commercial greenhouses; and
- (c) A building or structure used for a community use owned by a non-profit corporation.

3.13 Discounts for Rental Housing (for profit):

The D.C. payable for rental housing developments, where the residential units are intended to be used as a rented residential premises will be reduced based on the number of bedrooms in each unit as follows:

- Three (3) or more bedrooms – 25% reduction;
- Two (2) bedrooms – 20% reduction; and
- Fewer than two (2) bedrooms – 15% reduction.



Amount of Charges

Residential

- 3.14 The development charges set out in Schedule “B” shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed-use building or structure, including the residential portion of a live/work unit, on the residential uses in the mixed-use building or structure, according to the type of residential unit, and calculated with respect to each of the services according to the type of residential use. Refer to subsequent schedules for exceptions.

Non-Residential

- 3.15 The development charges described in Schedule “B” to this by-law shall be imposed on non-residential uses of lands, buildings or structures, and, in the case of a mixed-use building or structure, including the non-residential portion of a live/work unit, on the non-residential uses in the mixed-use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use. Refer to subsequent schedules for exceptions.

Wind Turbines and Telecommunication Towers

- 3.16 The development charges described in Schedule “B” to this by-law shall be imposed on wind turbines and telecommunication towers with respect to services related to a highway – roads and related, public works (facilities and fleet), police services, fire protection services and growth studies on a per unit basis.

Solar Farms

- 3.17 The development charges described in Schedule “B” to this by-law shall be imposed on solar farms with respect to services related to a highway – roads and related, police services, fire protection services and growth studies based on a per square foot of the panel surface.



Reduction of Development Charges for Redevelopment

3.18 Despite any other provisions of this By-law, where, as a result of the redevelopment of land, a building or structure existing on the same land within 60 months outside the downtown area and within 36 months inside the downtown area, prior to the date of payment of development charges in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land, in order to facilitate the redevelopment, the development charges otherwise payable with respect to such redevelopment shall be reduced by the following amounts:

- (a) in the case of a residential building or structure, or in the case of a mixed-use building or structure, the residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable development charge under subsection 3.14 by the number, according to type, of dwelling units that have been or will be demolished or converted to another principal use; and
- (b) in the case of a non-residential building or structure or, in the case of mixed-use building or structure, the non-residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable development charges under subsection 3.15, by the gross floor area that has been or will be demolished or converted to another principal use;

provided that such amounts shall not exceed, in total, the amount of the development charges otherwise payable with respect to the redevelopment. Refer to Schedule D for the downtown area definition map.

Time of Payment of Development Charges

3.19 Development Charges are payable at the time the first building permit is issued with respect to a development.

3.20 Notwithstanding Section 3.19, development charges for rental housing and institutional developments are due and payable in 6 equal annual payments commencing with the first instalment payable on the date of occupancy, and each subsequent instalment, including interest calculated in accordance with section 26.3 of the Act.



- 3.21 Where the development of land results from the approval of a site plan or zoning by-law amendment application received on or after January 1, 2020, and the approval of the application occurred within the timing set out in the Act, the development charges under Sections 3.14 and 3.15 shall be calculated on the rates set out in Schedule "B" on the date of the planning application, including interest. Where both planning applications apply development charges under Sections 3.15 and 3.16 shall be calculated on the rates, including interest calculated in accordance with section 26.3 of the Act, payable on the anniversary date each year thereafter, set out in Schedule "B" on the date of the later planning application, including interest.
- 3.22 Despite sections 3.19 to 3.21, Council from time to time, and at any time, may enter into agreements providing for all or any part of a development charge to be paid before or after it would otherwise be payable, in accordance with section 27 of the Act.

4. PAYMENT BY SERVICES

- 4.1 Despite the payment required under subsections 3.14 and 3.15, Council may, by agreement, give a credit towards a development charge in exchange for work that relates to a service to which a development charge relates under this By-law.

5. INDEXING

- 5.1 Development charges imposed pursuant to this By-law shall be adjusted annually on January 1, without amendment to this By-law, in accordance with the prescribed index in the Act, based on the twelve-month period ending September 30th.

6. SCHEDULES

- 6.1 The following schedules shall form part of this By-law:

Schedule A - Components of Services/Classes of Services Designated in subsection 2.1

Schedule B - Residential and Non-Residential Schedule of Development Charges



Schedule C - Wastewater Servicing Area Map

Schedule D - Downtown Area Map

7. CONFLICTS

- 7.1 Where the Town and an owner or former owner have entered into an agreement with respect to land within the area to which this By-law applies, and a conflict exists between the provisions of this By-law and such agreement, the provisions of the agreement shall prevail to the extent that there is a conflict.
- 7.2 Notwithstanding section 7.1, where a development which is the subject of an agreement to which section 7.1 applies, is subsequently the subject of one or more of the actions described in subsection 3.4(a), an additional development charge in respect of the development permitted by the action shall be calculated, payable and collected in accordance with the provisions of this By-law if the development has the effect of increasing the need for services, unless such agreement provides otherwise.

8. SEVERABILITY

- 8.1 If, for any reason, any provision of this By-law is held to be invalid, it is hereby declared to be the intention of Council that all the remainder of this By-law shall continue in full force and effect until repealed, re-enacted, amended or modified.

9. HEADINGS FOR REFERENCE ONLY

- 9.1 The headings inserted in this By-law are for convenience of reference only and shall not affect the construction or interpretation of this By-law.

10. BY-LAW REGISTRATION

- 10.1 A certified copy of this By-law may be registered on title to any land to which this By-law applies.

11. DATE BY-LAW IN FORCE

- 11.1 This By-law shall come into effect at 12:01 AM on November 26, 2024.



12. DATE BY-LAW EXPIRES

- 12.1 This By-law will expire at 12:01 AM on November 26, 2034 unless it is repealed by Council at an earlier date.

PASSED THIS 25th day of November, 2024

Mayor

Town Clerk



SCHEDULE “A” TO BY-LAW 2024- ____

COMPONENTS OF SERVICES/CLASSES OF SERVICES DESIGNATED IN SUBSECTION 2.1

Town-Wide Services/Class of Service

Services Related to a Highway

Roads & Related

Public Works (Facilities and Fleet)

Public Works Facilities

Public Works Vehicles and Equipment

Fire Protection Services

Fire Facilities

Fire Vehicles

Fire Small Equipment and Gear

Police Services

Police Facilities

Police Vehicles

Police Small Equipment and Gear

Parks and Recreation Services

Parkland Development

Parkland Trails

Parkland Amenities

Recreation Facilities



Parks and Recreation Vehicles and Equipment

Water Services

Growth Studies

Area-Specific Services

Wastewater Services

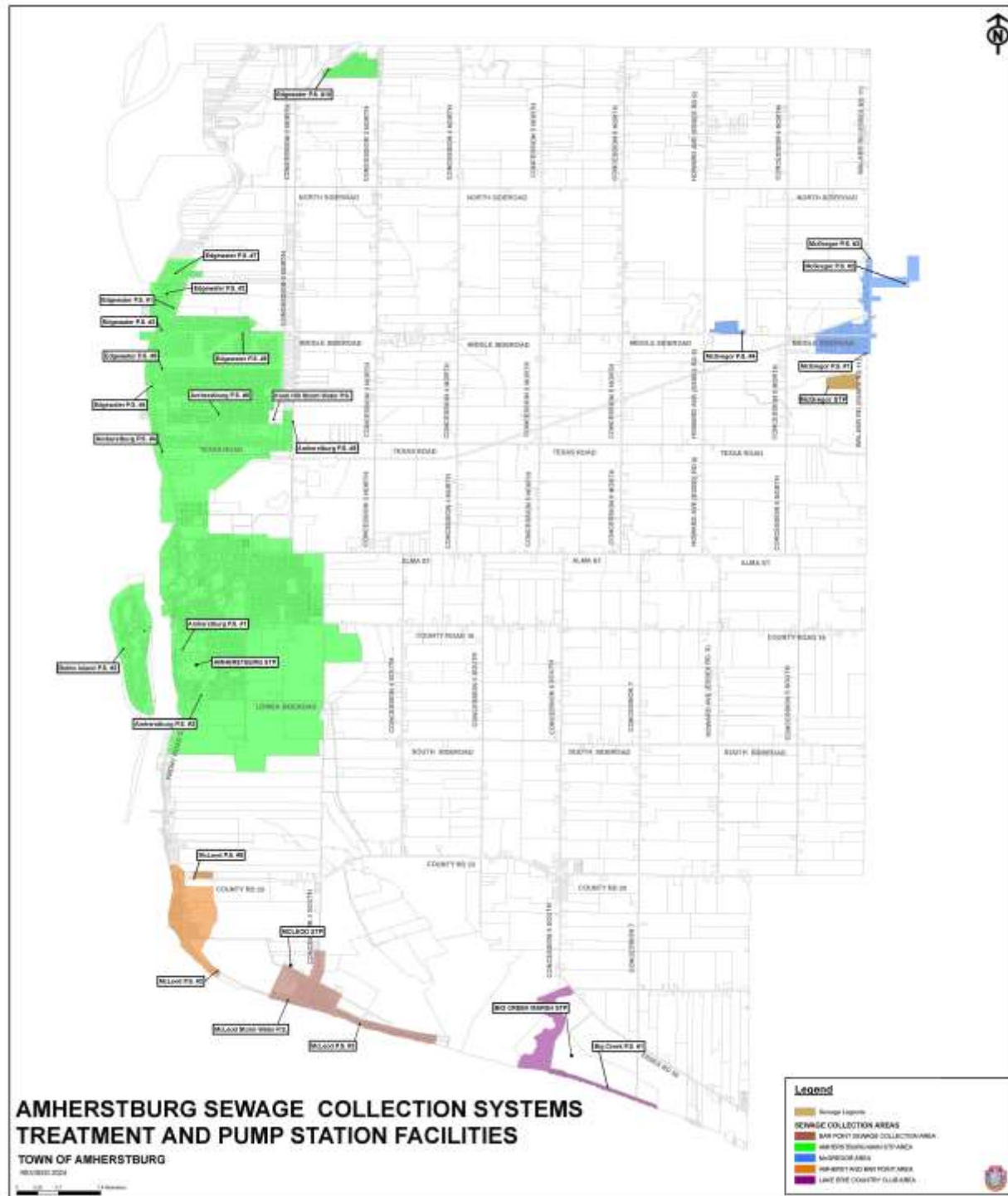


Schedule “B”
By-Law No. 2024-_____
Schedule of Development Charges

Service/Class of Service	RESIDENTIAL					NON-RESIDENTIAL	Wind Turbines & Telecommunication Towers	Solar Farms (per sq.ft.)
	Single and Semi-Detached Dwelling	Other Multiples	Apartments - 2 Bedrooms +	Apartments - Studio and 1 Bedroom	Special Care/Special Dwelling Units	(per sq.ft. of Gross Floor Area)		
Town-Wide Services/Class of Service:								
Services Related to a Highway	4,356	3,044	2,945	2,069	1,620	1.16	4,356	1.16
Public Works (Facilities and Fleet)	2,095	1,464	1,416	995	779	0.55	2,095	0.55
Fire Protection Services	2,950	2,061	1,995	1,401	1,097	0.78	2,950	0.78
Policing Services	832	581	563	395	309	0.22	832	0.22
Parks and Recreation Services	5,157	3,604	3,487	2,449	1,918	0.22	-	-
Growth Studies	533	372	360	253	198	0.12	533	0.12
Water Services	6,470	4,521	4,375	3,073	2,406	1.72	-	-
Total Town-Wide Services/Class of Service	22,393	15,647	15,141	10,635	8,327	4.77	10,766	2.83
Wastewater Serviced Area Services:								
Wastewater Services	12,351	8,631	8,351	5,867	4,593	6.52	-	-
Total Wastewater Serviced Area Services	12,351	8,631	8,351	5,867	4,593	6.52	-	-
TOTAL TOWN-WIDE	22,393	15,647	15,141	10,635	8,327	4.77	10,766	2.83
TOTAL WASTEWATER SERVICED AREAS	34,744	24,278	23,492	16,502	12,920	11.29	10,766	2.83



Schedule "C" to By-law No. 2024-____ Wastewater Servicing Map Area





Schedule "D" to By-law No. 2024-____
Downtown Area Map

