

DECEMBER 2021

FROM VISION TO RESULTS

AMHERSTBURG ~ A YEAR IN REVIEW



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2021 AT A GLANCE

FROM VISION TO RESULTS

This document reflects the plans approved by Council in the 2021 budget. The approved budgeted projects shaped the vision for this year's work and, through the tenacious efforts of staff, we went from vision to results.

Listed throughout this document are many of the accomplishments achieved.



The Mass Vaccination Clinic at Amherstburg's Libro Centre served 38,992 vaccinations to those in our region.

PANDEMIC VICTORIES

ADJUSTING TO THE NEW NORM!

Both 2020 and 2021 have had unprecedented impacts on our community as a result of the pandemic, nonetheless, Amherstburg's Administration continued to move forward in achieving strategic priorities regardless of shortfalls in monetary and human resources.

Overall, the continued health of our community was at the forefront and, the decision to host a Mass Vaccination Clinic in Amherstburg was an ideal situation of convenience for our residents.



The operation of the Mass Vaccination Clinic came with immense human resource demands. Our Human Resources Department successfully:

- reviewed 449 applications,
- interviewed 200 candidates in a 2 week period, and
- onboarded 126 new recruits.

In order to 'onboard' the new recruits, Human Resources created, delivered and tracked the orientation to all Mass Vaccination Clinic staff, and maintain their employee files. This feat nearly doubled our current number of employees.



MASS VACCINATION CLINIC

QUICK FACTS:

- Collaborated with the County of Essex in coordination for Amherstburg's Mass Vaccination Clinic.
- Redistributed human resources within the Town to meet operational demands.
- Designed a space where aisles and walking paths ensured minimum social distance through the entire process to protect staff and clients.
- Supported the Windsor Essex County Health Unit throughout the time clinic was operational.
- Continually changing operational hours varied regularly based on vaccination availability.
- Outdoor clinic process was subject to the weather.

Amherstburg's Administration took a holistic approach to improve the wellbeing of residents during the pandemic.

Physical ~ Mental ~ Spiritual.

OTHER PANDEMIC RESPONSES:

- On-going Community Control Group meetings.
- Lead Community through Provincial & Regional regulations.
- Engaged virtual Committee Meetings.
- Held virtual Council Meetings.
- Retrofit Town Facilities with barriers to safely accommodate the public.
- Provided weekly fitness classes during Open Air.
- Continued contact with organizations that care for our most vulnerable to ensure they have the needed resources.
- Extended the use of conference telephone services to places of worship.



A YEAR IN REVIEW: Our Wins & Milestones

Wins & Milestones did not come easy this year. The team in Amherstburg rolled up their sleeves and put in long hours and intense effort to ensure

our community continued to move forward, by fulfilling the commitments outlined in the 2021 budget.



- NEW North Star High School.
- Obtained provincial Safe Travels Certification.
- Tourism & Culture Department awarded, \$182,000+ in sponsorships & grant funding.
- Infrastructure Services awarded, \$463,621 from ICIP Grant.

A Message from CAO

When reflecting on 2021, we realize how organic our policies and procedures must be to sustain organizational operations. As an essential service, from month to month our Administration has had to pivot to ensure we are meeting our obligations to our residents while keeping both employees and the community safe.

Our current norm has exceeded all expectations of the "status quo". During these uncertain times, we were able to accomplish some remarkable feats, from moving infrastructure projects forward to reintroducing services, such as recreation activities and creating social environments our residents feel safe.



4 STRATEGIC PILLARS

OUR MISSION

The Town of Amherstburg government champions the long term sustainability and social vitality of the community. Our actions are governed by the responsibility to deliver cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improving and enhancing their quality of life.

COMMUNITY STRATEGIC PLAN

In developing the Town of Amherstburg's Community Based Strategic Plan, consideration has been given to a range of information and insight related to the Town's management of future growth and development. This was a comprehensive process that involved a thorough review of the context for the plan and input from numerous stakeholders, municipal staff, elected officials and the public.



During planning session at which Council and senior staff considered the needs, challenges and opportunities of the Town, the four pillars above emerged. Council is committed to achieving these pillars which are aligned through several corporate plans.

MARKETING & PROMOTION

2021 we have engaged the following actions:

- **Highlighted Art and Culture with the creation of the mural on the Downtown Privy.** 2 local artists were hired and the mural showcases Amherstburg's rich history.
- **Produced a Community Mural.** Over 500 residents contribution resulted in a beautiful mosaic mural which hangs in the Community HUB. It reflects the Community's efforts to come together while apart.
- **Increase Tourism market share through the safe execution of events such as the "little" Uncommon Weekend and River Lights, with the first fireworks show in two years.**

OBJECTIVE: PROMOTE THE TOWN AS A DESTINATION FOR ALL DEMOGRAPHICS INCLUDING YOUNG FAMILIES AND RETIREES.

These actions have resulted in the following results:

Increased the profile of Amherstburg as a destination to escape and enjoy with your family and created unique social activities for the residents of Amherstburg.

These efforts aligned with regional and provincial initiatives, resulting in grants awarded to the Town and attracting corporate sponsors.



ECONOMIC DEVELOPMENT

2021 we have engaged the following actions:

- **Creation of an attraction in the Downtown core, via Open Air.** Attracting both residents & visitors within our Region & beyond. A focus on health, entertainment and economic impact. Hiring fitness trainers, employing entertainers & tallied over 65,000 people for August & September alone!
- **Sourcing and creating the space for a third-party supplier to set-up skate sharpening services.** Skate sharpening was a prior service in the building and was greatly missed.
- **3 heritage properties designated.**
- **1 heritage property hearing at the Ontario Land Tribunal.**
- **2 site plan control application endorsed by Heritage Committee.**



OBJECTIVE: TARGET THE GROWTH OF OUR BUSINESS COMMUNITY AND CULTURAL INSTITUTIONS, AND FOSTER AN ATTRACTIVE DOWNTOWN CORE WITHIN THE CONSTRAINTS OF REGIONAL AND PROVINCIAL POLICIES.



These actions have resulted in the following results:

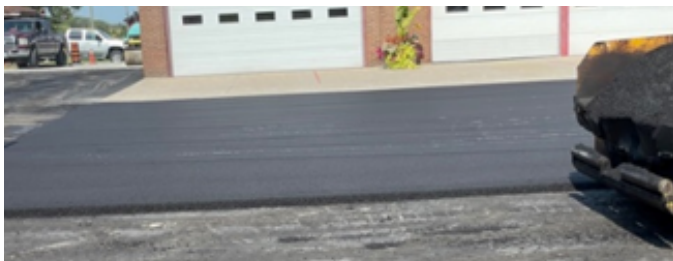
The Ministry of Tourism, Sport & Culture values a day trip visitor's economic impact to be \$79 per person per day.

These efforts aligned with regional and provincial initiatives, resulting in grants awarded to the Town.

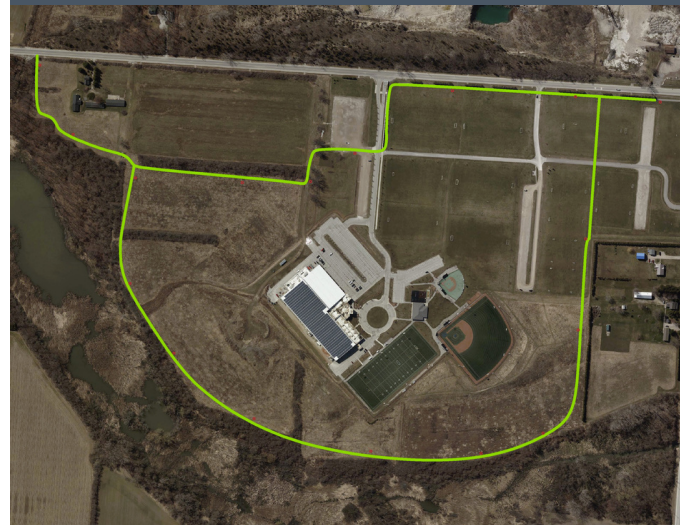
INVESTMENT & INFRASTRUCTURE

2021 we have engaged the following actions:

- **Paving at Fire Stations 2 & 3** - Including aprons and approaches to the bays.
- **Facility Condition Assessment** conducted for all town facilities. Report to Council to be expected in 2022.
- **In collaboration with the Rotary Club of Amherstburg** to install new basketball standards at Anderdon Park with updated court line painting. Rotary contributed \$7500 to the project.
- **Successfully secured \$263,621** as part of the submission to the Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream (ICIP) for the 2km trail around The Libro Centre.
- **Amherstburg's Splash Pad** has brought joy to many families since it was installed in summer of 2007. This year it received a facelift by replacing some of the water features.



OBJECTIVE: PROVIDE INFRASTRUCTURE THAT WILL FACILITATE GROWTH AND DEVELOPMENT.



INVESTMENT & INFRASTRUCTURE

- **The opening of the Community HUB,** transforming the previous grade school site for third party social service groups: Fighting Island Boxing Club, The Youth House Centre, The Food Bank, Amherstburg Community Services and the Nurse Practitioners office. More service groups are anticipated to call Amherstburg's Community HUB home as plans develop.
- **The addition of accessibility features** ensures the Community HUB is an inclusive environment, accessible to all abilities.
- **Designed developed and installed new accessible community gardens at The HUB with 20 planters for community use in collaboration with the following partners:**
 - Amherstburg Community Foundation,
 - Mayor Youth Committee Member,
 - Amherstburg Community Services,
 - Amherstburg Horticultural Society,
 - The House Youth Centre &
 - Parks, Facilities, Culture & Tourism Departments.

The Community HUB has become an integral location for social support services.



INVESTMENT & INFRASTRUCTURE

- **401 Lots added to Kingsbridge subdivision.**
- **Fryer Street Reconstruction Phase 1.**
- **Replaced 3 culverts**
 - 5th Concession N
 - 3rd Concession N
 - 4th Concession N
- **Purchase of new grader.**
- **4 new pick up trucks for fleet.**
- **Installation of 300mm watermain to supply water to new greenhouse.**
- **Completed Road Needs Study.**
- **Completed 2021 Mill & Pave program.**
- **2021 Tar & Chip Program.**
- **Tree Maintenance Program:** North & South Subdivisions (Amherst Point, Bar Point, St. Theresa, Lakeside, Kingsbridge, Pointe West, Golfview, Beneteau, McGregor)
- **Crack Seal Program :** Alma Street – Howard & Walker, Concession 3 North, Concession 6 North
- **Received ICIP grant for the replacement of George & Seymour sanitary sewers.**
- **Scored 100% on the Drinking Water System Inspection Report** from the Ministry of the Environment, Conservation and Parks.



Investment in infrastructure continues as our community grows.



These actions have resulted in the following results:

- increasing the longevity of infrastructure assets,
- factual data on asset conditions, to be used to formulate replacement plans for 2022 +,
- investment to offsetting climate change impact and
- growth to tax base.

FISCAL SUSTAINABILITY

2021 we have engaged the following actions:

- **Converted 3 separate departments operating under one name into 1 coordinated effective fire service.**
- **Re-engineered Fire Department training program.**
- **Building a training & succession plan**
New officer promotional process including DCs and Captains & qualified Captains for the future.
- **Upgraded many equipment caches**
including extrication tools, water & ice rescue tools, Emergency Worker Centre equipment, hose replacement, nozzles & appliances.
- **Worked with WECHU to procure & distribute KI Pills** throughout the community and county.
- **Reestablished Provincial resources** for the operation of the Emergency Worker Centre.
- **Purchased new MSA G1 SCBA units to replace aging and obsolete equipment.**
Realized cost savings of 120K through a cooperative purchase.



OBJECTIVE:
DEMONSTRATE FISCAL
RESPONSIBILITY AND
THE EFFICIENT
ALLOCATION OF TAX
DOLLARS.



- **Worked with Boblo Developer to put Engine 1B on Island** for Fire protection and created Boblo Emergency Plan. The ultimate result, is Fire Underwriters has upgraded the Dwelling Protection Ratings from “Unprotected” to “3B” which will result in up to 30% reduction in insurance premiums for residents.

FISCAL SUSTAINABILITY

- **Redesign apparatus maintenance agreements & repair** ensuring maximum lifespan of fire dept. assets thru proper maintenance.
- **Creation of a collaborative coordinated Flood Plan for the community.**
- **Implemented a Respiratory Protection Program** & assisted other Town Departments.
- **Working with Building & Infrastructure Services to address water supply** & future planning needs in the Town (hydrants).
- **Building community trust** specifically by offering training/preplanning at high rises in Town & institutional occupancies.
- **Collaborating with Bylaw Enforcement** to address dilapidated & dangerous buildings to improve resident safety.
- Increased communications with all departments to help streamline services & eliminates duplication.



*Amherstburg's
State of Emergency
has engage the
Community Control
Group for over 21
months.*

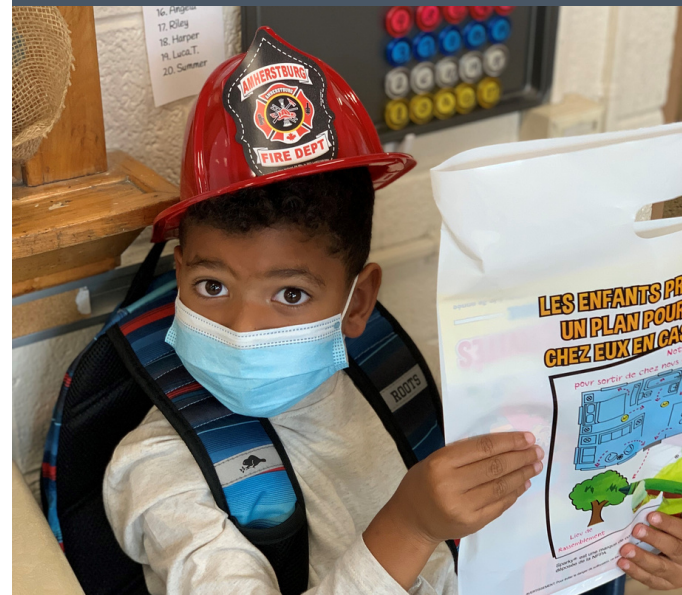


- **Managed Emergency Pandemic & Flooding Declaration** for 21 months and counting ...Lengthy EOC opening/dual issues concurrently managed by all depts. collaboratively as well as the improvements in EOC capabilities & capacity.
- **Lead the way for PPE procurement & production** & initial supply to local FDs & hospitals.
- **As recommended in the 2020 Fire Master Plan Achieved Council approval for deployment consolidation from 3 stations to 2.**

FISCAL SUSTAINABILITY

- **Partnered with Community Living** to create meaningful work for intellectually challenged.
- **Decontamination protocol improvements** for Firefighter health & safety & Ministry of Labour compliance & hopefully leads to reducing presumptive legislation WSIB claims.
- **Air monitoring equipment purchased in collaboration with public works** to enhance employee safety, operational efficiency while saving \$.
- **Proposed and collaborated with implementing solution for Risk Management office** with MTO-ARES solution for recovering expenditures from Motor Vehicle Accident responses.
- **Continued Vulnerable Occupancy inspections & compliance.**
- **Improved mental health support for fire fighters & their family members.**
- **Promote fire safety with local elementary schools with activity packages due to COVID.**
- **Improved collaboration between departments** (Building, Bylaw, Planning & Fire) to create a safer community, improving customer service & build/improve infrastructure & public safety effectiveness.

Fostering our relationships with our most vulnerable sectors has been crucial during the pandemic.



FISCAL SUSTAINABILITY

The Town has enhanced the services available to our residents through the Amherstburg Portal.

- Amherstburg Portal - online submissions and payment of permits, permit tracking, submission of by-law concerns.
- Online Payment Portal - online payment option for taxes, dog tags and fees.

These services are in addition to our current resident options.

NEW!



**ONLINE
PAYMENT PORTAL**



*Customer
convenience and
touchless services.*



- The primary focus for the Recreation Department this year was the successful re-opening of The Libro Centre to user groups for ice & field programming, including a seamless entry/exit process ensure all Provincial and Regional Regulations were met under the safest processes.
- Conducted a recreation needs assessment with the community.



CURRENT MUNICIPAL INFRASTRUCTURE

The Libro Centre
Town Hall
Public Works and Yard
Public Works Maintenance Building
Public Works North Yard
Public Works South Yard
Parks Department and Yard
Library ~ Carnegie Building
Tourism Information Centre
Community Hub
Gordon House
Police Station
Belle Vue House
Duffy's Waterfront site
Fire Stations 1, 2 & 3
Malden Centre Park Washroom & Canteen
Bill Wigle Washrooms & Canteen
Toddy Jones Washrooms & Canteen
Navy Yard Washrooms



CURRENT COMMUNITY DEMOGRAPHICS

QUICK FACTS PER STATISTICS CANADA'S (2016 CENSUS)

- Amherstburg's Land Area is 185.61
- Population is 21,936
- Population Density is 118.21 per km²



113 KM of Sanitary Sewer
96 KM of Storm Sewer
316 KM of Watermains(355 KM incl. Essex)
317 KM/243 Municipal Drains
1433 Sanitary Manholes
1185 Storm Manholes
2743 Catch Basins
1108 Hydrants
23 Sanitary Pump Stations
8 Storm Pump Stations
1982 Street Lights
240 KM of Roads
27 Bridges
78 Culverts
63 KM Sidewalks
247 acres of park land & green space

MUNICIPAL SERVICES*

- 11 Event Review and Permits
- 60 Cat Spay and Neuter Program
- 16 Lottery Licenses
- 45 Marriage License
- 165 Vital Statistics, Burial Permits
- 24 Business Licenses
- 231 Parking Infraction Notices
- 715 Dog Tags
- 6 Taxi Licenses
- 15 Open Air Temporary Encroachment Permits
- 52 Provincial & Local COVID Enforcement Reporting
- 10 Noise By-law Exemptions

**The pandemic continued to have a significant impact on service delivery in 2021.*



HOUSING GROWTH

REGIONAL SALES TREND:

- Low inventory prompted multiple offers and price growth in 2021. This is likely to continue in 2022.
- Investors and move-over buyers from other regions, such as the Greater Toronto Area, are expected to drive market activity in 2022, attracted to the region's affordable prices.
- Residential sales are expected to rise 5.5% in 2022.

"It is a sellers market with little opportunity for 1st time home buyers."



2022 NATIONAL TRENDS



49% of Canadians are confident the housing market will remain steady in 2022. Current homeowners are significantly more likely to agree, at 59%.



62% of Canadians currently own a home. Of those, 8% plan to sell or move up in the market in 2022.



43% of Canadians expressed a desire to buy an eco-friendly home to reduce their carbon footprint in 2022. The rate is higher among Millennials, at 53%.

Source: Based on an online survey of 1,554 Canadians, completed between October 29-31, 2021, using Leger's online panel.

2021 YEAR IN REVIEW



59% of Canadians said they consider the return on investment that a renovation will have on their home's overall market value.

RE/MAX 2021 Canadian Renovation Investment Report, April 2021



21% of Canadian homebuyers in 2021 were considering recreational property markets after being priced out of their urban market.

RE/MAX 2021 Canadian Recreational Property Report, May 2021



33% of Canadian homebuyers is considering "workarounds" to buy a home amidst declining affordability and housing supply shortages.

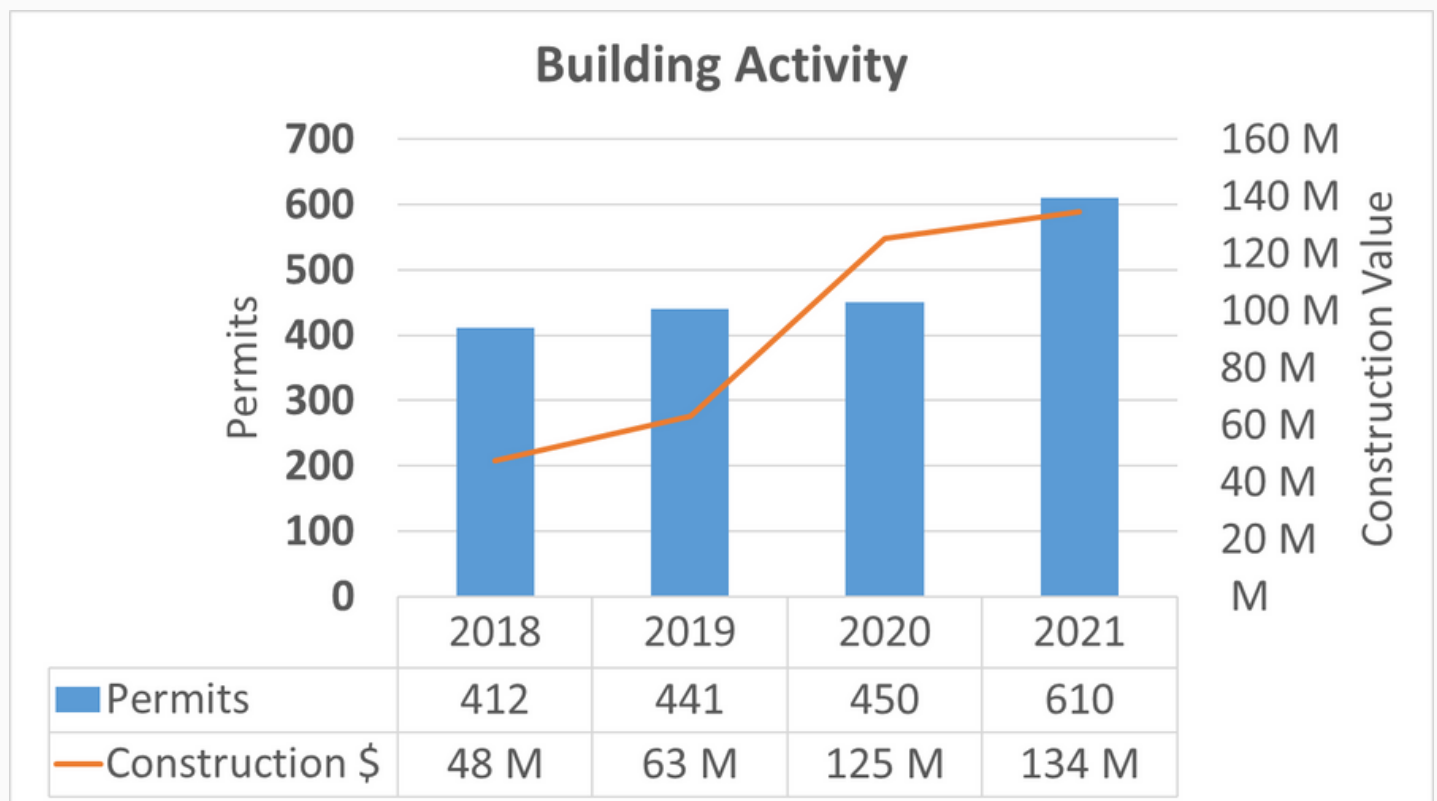
RE/MAX 2021 Canadian Housing Affordability Report, July 2021

HOUSING GROWTH

Amherstburg's housing market mirrors the real estate trends throughout the region. The chart below identifies the building activity of the last four years. Construction value has taken a sharp turn in 2020 (almost doubling) and has not returned to pre-covid values.

In 2021 we experienced just about a 50% increase in building permits. With the addition of several lots there it is likely 2022 will exceed the 2021 permit requests.

"Real Estate Wealth Publication, Dec 17, 2021 identifies Windsor Area as one of the "hottest real estate markets in Ontario" and identified the average family home hovers around \$540,000. The value of the average family home is estimated to increase to approximately \$591,000 in 2022." (Re/Max report)

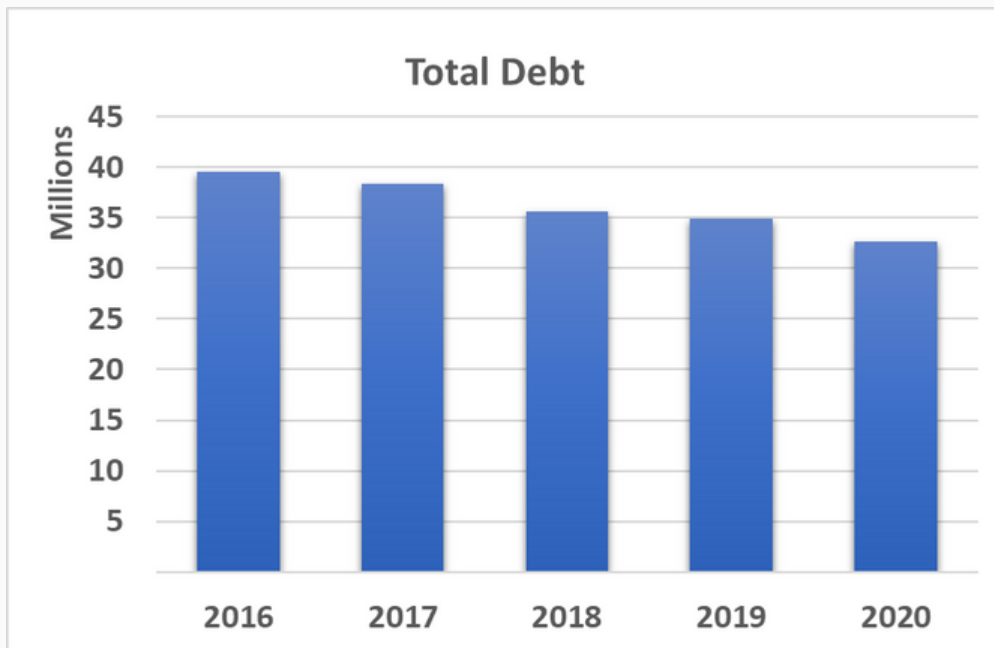


FINANCIAL HEALTH

MUNICIPAL TOTAL DEBT AND RESERVES

In a snapshot, total debt and reserves can reveal the financial health of the organization. In the last 5 years efforts to improve our finances have revealed progress.

MUNICIPAL TOTAL DEBT 2016 TO 2020



Town debt consistently declining over the past 5 years and forecasted to continue to decline with the reliance of debt for capital expenditures being reduced.

MUNICIPAL RESERVES & RESERVE FUNDS 2016 TO 2020

To properly manage the assets we have we need to ensure annual contributions to reserves are made from various sources including the allocation to surplus management policy.



WHERE WE ARE HEADED.

EXTERNAL INFLUENCES

It is evident, the pandemic will continue to direct many decisions for the upcoming year. Municipal services & protocols will be moving targets as we reflect the regulations of the province's & region's health officials.

As we head into 2022, we currently see small businesses affected by regulations with reduced hours & capacities. Our Tourism Stakeholders are included in this small business demographic as peoples' decisions flip between travelling and staying at home.

Inflation & reduced inventory of building materials will have a direct impact on construction trends, housing growth and development.

It is anticipated, increased inflation will increase demands on our social services. The need is great and funding resources are limited. The competition for every grant is fierce.

INTERNAL ACTIONS

To offset anticipated increased expenses we will continue to look for operational efficiencies to maintain service levels.

Our team will continue to research and apply to grant opportunities however, the demand for financial assistance is exceeding the monetary resources across our nation.

"2022, a year of shifting operations to reflect local & regional opportunities and resource development."

We will showcase events as economic drivers to ensure the capture of our market share of visitors. Heritage Designations and the development of the Heritage District will continue to be championed, preserving our rich history and sharing our unique story.

The success of public consultation through surveys and virtual presentations in 2021, will be continued. Public consultations on Ranta Park, the Dog Park, our Transportation Plan, Zoning By-law Plan, Historic District Plan and the Accessibility Plan are on the horizon. The Official Plan consolidated in January 2018, will be refreshed with the assistance of an engaged community.

Adding to this year's goals will be the 2022 Election. This year, we are anticipating using the skills of staff to coordinate and execute an in-person election in Amherstburg.

Of course, we cannot accomplish our 2022 goals without the employment and retention of a talented management team. Equally important is the skill development and succession planning of all staff.