



AGENDA

Special Meeting of Council

October 15, 2024

9:00 am

Council Chambers, Town Hall

175 Queen Street East, St. Marys

YouTube Link - <https://www.youtube.com/channel/UCzuUpFqxcEI8OG-dOYKteFQ>

Pages

1. **CALL TO ORDER**
2. **DECLARATION OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF AGENDA**

RECOMMENDATION

THAT the October 15, 2024 special meeting of Council agenda be accepted as presented.

4. **SPECIAL MATTERS OF COUNCIL**

Draft 2025 Budget available at www.townofstmarys.com.

4.1 2025 Budget Introduction

4.1.1 Chief Administrative Officer Comments

See budget introductory letter in budget package for further details

4.1.2 Director of Corporate Services / Treasurer Comments

5

4.2 Review Draft Capital Budget

4.2.1 Review of List of 2025 Capital Projects

4.2.1.1 DCS 56-2024 Additional Pool Items 22

RECOMMENDATION

THAT DCS 56-2024 Additional Pool Items report be received; and

THAT Council authorizes staff to provide instructions to DEI Consulting Inc. to negotiate a change order with Elgin Contracting and Restoration Ltd to deliver 2025 Capital Project #4 and the 2024 approved replacement of the pool filtration system; and

THAT staff report back for Council's approval of the change order.

4.2.1.2 DCS 55-2024 PRC Splash Pad 25

RECOMMENDATION

THAT DCS 55-2024 PRC Splash Pad report be received; and

THAT Option #2 (decommission the PRC splash pad, repurpose the area) be included in the draft 2025 capital budget.

4.2.1.3 DCS 54-2024 Pyramid Recreation Centre Standby Generator 29

RECOMMENDATION

THAT DCS 54-2024 Pyramid Recreation Centre Standby Generator report be received; and

THAT Option 3 (purchase a 150 kW Generator) be included in the draft 2025 capital budget.

4.2.1.4 PW 47-2025 5 Year Road Reconstruction Capital Plan 33

RECOMMENDATION

THAT PW 47-2025 5 Year Road Reconstruction Capital Plan report be received.

4.3 Review Draft Operating Budget

4.3.1 Administration

4.3.1.1 ADMIN 55-2024 Supplemental Information Regarding Staffing Changes Included in the 2025 Budget

37

RECOMMENDATION

THAT ADMIN 55-2024 Supplemental Information Regarding Staffing Changes Included in the 2025 Budget report be received for information.

4.3.2 Building and Development

4.3.3 Community Services

4.3.4 Corporate Services

4.3.5 Fire

4.3.6 Human Resources

4.3.7 Public Works

4.3.8 Self-Funded (water, wastewater, and landfill)

4.3.9 Library

4.4 External Transfer Requests

To be considered at November budget meeting:

St. Marys Healthcare Foundation

Upper Thames River Conservation Authority

St. Marys and Area Mobility Service

St. Marys Public Library

Stratford General Hospital Foundation (capital request to be presented on October 22)

5. PUBLIC INPUT

Public input received by the Clerks Department prior to 4:30pm on the day prior to the meeting will be read aloud during this portion of the agenda.

Submissions will be accepted via email at clerksoffice@town.stmarys.on.ca or in the drop box at Town Hall, 175 Queen Street East, lower level.

6. UPCOMING MEETINGS

*All meetings are open to the public to attend in-person and may be live streamed to the Town's YouTube channel

2025 Budget Meetings

November 19, 2024 - 9:00 am, Special Council (Budget), Council Chambers

7. BY-LAWS

43

RECOMMENDATION

THAT By-law 88-2024, being a by-law to confirm the proceedings of the October 15, 2024 special meeting of Council, be read a first, second and third time; and be finally passed by Council, and signed and sealed by the Mayor and the Clerk.

8. ADJOURNMENT

RECOMMENDATION

THAT this special meeting of Council be adjourned at _____ pm.

2025 Draft Budget Preliminary Information



What is the Draft Budget Impact?



TOWN OF ST. MARYS 2025 DRAFT BUDGET - OCTOBER 15, 2024

	2024	2025	% Increase	\$ Increase
Total Tax Levy	14,894,710	15,520,512	4.20%	\$625,802
¹ 2024 Growth	228,000			
Adjusted Tax Levy	15,122,710	15,520,512	2.63%	\$397,802

TOTAL MUNICIPAL BURDEN ON RESIDENTIAL DWELLING

² Median Municipal Tax - Residential Dwelling	3,598.29	3,692.94	2.63%	\$95
³ Wheelie Bin	127.78	132.89	4.00%	\$5
⁴ Education Tax	403.92	403.92	0.00%	\$0
Total - Property Tax bill	4,129.99	4,229.75	2.42%	\$100
⁵ Water	427.20	434.46	1.70%	\$7
⁵ Wastewater	486.72	508.62	4.50%	\$22
Total - Utility bill	913.92	943.08	3.19%	\$29
TOTAL MUNICIPAL BURDEN	5,043.91	5,172.83	2.56%	\$129

¹ Growth estimated - Final will be known in January 2025

² Municipal Tax (does not include education tax) based on Median Assessment of \$264,000

³ Based on 35 L Wheelie Bin

⁴ Education rates prescribed by Province - draft estimate

⁵ Based on average use of 12 cubic meters per month, Draft rate increase

2025 Major Budget Factors



Major Budget Factors	Net Budget Impact	% Tax Levy Impact	Commentary
Wages and Benefits	\$410,369	2.76%	This change includes the estimated cost of living increase, staff wage step increases, and estimated employee statutory and health benefit changes
External Transfers	\$226,744	1.52%	The Town receives many services from outside partners. These are the current estimates based on the most up to date information and a slight increase in the Town's shared services apportionment calculation. Includes: Conservation Authority, Public Health Unit, Stratford Social Services, County EMS and Spruce Lodge.
Tax funded Operating revenue and expenditure changes	-\$22,884	-0.15%	Staff detailed review of revenue and expenditure estimates to meet obligations and service levels for 2025.
Internal Transfer to Self-Funded Departments	-\$242,913	-1.63%	The Town reviewed the internal cost of support services including administration, finance, IT, and human resources and properly allocated to departments that have outside funding relationships. This amount reflects the amount moved to the Water, Wastewater, and Landfill departments that are 100% rate-funded. Details below.
Total	\$371,316	2.50%	

Recommended Service Level Changes	Net Budget Impact	% Change	Commentary
Staffing related changes	\$76,500	0.51%	The staffing recommended changes are detailed in a separate report to Council ADMIN 55-2024
Capital Reserve Increases	\$177,986	1.19%	The Town annual increases the amount of capital funding. In 2024, the Town updated its Asset Management Plan and created a Financing Strategy to close the cumulative funding gap by 2063.
Total	\$254,486	1.70%	
Total Tax Levy Increase	\$625,802	4.20%	

External Transfers – Apportionment Calculation



Shared Services Cost Apportionment

	2024 Returned Roll Used for 2024 Costs		2023 Returned Roll Used for 2023 Costs		Change	
	Dollars	Percentage	Dollars	Percentage	Dollars	Percentage
County total weighted assessment	6,872,222,671	51.17%	6,795,974,737	51.21%	76,247,934.53	-0.04%
St Marys total weighted assessment	1,092,799,057	8.14%	1,074,483,155	8.10%	18,315,901.70	0.04%
Stratford total weighted assessment	5,464,933,030	40.69%	5,399,184,919	40.69%	65,748,110.89	0.00%
Total	13,429,954,758	100.00%	13,269,642,811	100.00%	160,311,947.12	0.00%

For HPPH:

	2024 Returned Roll Used for 2024 Costs		2023 Returned Roll Used for 2023 Costs		Change	
	Dollars	Percentage	Dollars	Percentage	Dollars	Percentage
County total weighted assessment	6,872,222,671	29.13%	6,795,974,737	29.22%	76,247,934.53	-0.08%
St Marys total weighted assessment	1,092,799,057	4.63%	1,074,483,155	4.62%	18,315,901.70	0.01%
Stratford total weighted assessment	5,464,933,030	23.17%	5,399,184,919	23.21%	65,748,110.89	-0.04%
Huron total weighted assessment	10,158,292,641	43.07%	9,992,183,118	42.96%	166,109,523.35	0.11%
Total	23,588,247,399	100.00%	23,261,825,929	100.00%	326,421,470.47	0.00%

External Transfers

	2024 Final - Actual	2025 Change based on Wgt Ass.	2025 Estimated Base Increase	2025 Estimated Total Budget	% Increase over 2024
EXTERNAL TRANSFERS					
St. Marys/Stratford/County of Perth					
SPRUCE LODGE	166,260	821	22,455	189,536	14.00%
GENERAL ASSISTANCE (Stratford)	124,410	614	11,827	136,851	10.00%
SOCIAL HOUSING (Stratford)	629,420	3,108	98,113	730,641	16.08%
CHILD CARE - SHARED SERVICES (Stratford)	64,980	321	6,130	71,431	9.93%
AMBULANCE SERVICES (Perth County)	698,211	3,448	59,391	761,050	9.00%
	1,683,281	8,312	197,916	1,889,509	12.25%
St. Marys/Stratford/County of Perth/County of Huron					
PUBLIC HEALTH SERVICES	152,029	329	7,272	159,630	5.00%
	152,029	329	7,272	159,630	5.00%
Other External					
PROVINCIAL OFFENCES (POA)	-10,000	0	0	-10,000	0.00%
CONSERVATION AUTHORITY	157,500	0	12,500	170,000	7.94%
COMMUNITY GRANTS	58,500	0	0	58,500	
Reserve Funding (PUC Interest)	-56,000	0	0	-56,000	
NET COMMUNITY GRANTS	2,500	0	0	2,500	0.00%
TRANSIT (MOBILITY BUS)	130,764	0	415	131,179	
Provincial Gas Tax Funding	-110,000	0	0	-110,000	
NET TRANSIT (MOBILITY BUS)	20,764	0	415	21,179	2.00%
GRANTS TO HOSPITALS	50,000	0	0	50,000	
Reserve Funding			0	0	
NET GRANTS TO HOSPITALS	50,000	0	0	50,000	0.00%
	220,764	0	12,915	233,679	5.85%
TOTALS	2,056,074	8,642	218,103	2,282,819	11.03%

Administration Allocation Changes



Administrative Costs to be Allocated:

Department	Net Budget
CAO/Clerk	850,839
Finance	762,516
IT	697,599
HR	379,133
Total	2,690,087

Corporate Costs to be Allocated
Based on Adjusted Expenditures

Department/Service	Adjusted Expenditure	Percentage of Total	Proportional Cost of Admi	Adjustment	Final Allocation
Administration	1,482,972	7.05%	189,732		
Community Services	3,839,512	18.26%	491,228		
Childcare	2,329,615	11.08%	298,051		298,051
Corporate Services	4,157,289	19.77%	531,884		
Fire	553,961	2.63%	70,874		70,874
HR	-	0.00%	-	-	-
Library	670,504	3.19%	85,784		85,784
Adult Learning	144,766	0.69%	18,521		18,521
Public Works	3,154,688	15.00%	403,611		
Building & Planning	1,196,896	5.69%	153,131		
Building Permit	139,176	0.66%	17,806		17,806
Water	1,161,009	5.52%	148,540	- 45,250	103,290
Wastewater	1,374,871	6.54%	175,901	- 47,500	128,401
Solid Waste	820,868	3.90%	105,022		105,022
	21,026,127	100%	2,690,087		827,750

What impact does the Admin Allocation change have on the 2025 Draft Budget



TOWN OF ST. MARYS

2025 DRAFT BUDGET - OCTOBER 15, 2024 - NOT INCLUDING ADMIN CHARGE CHANGE

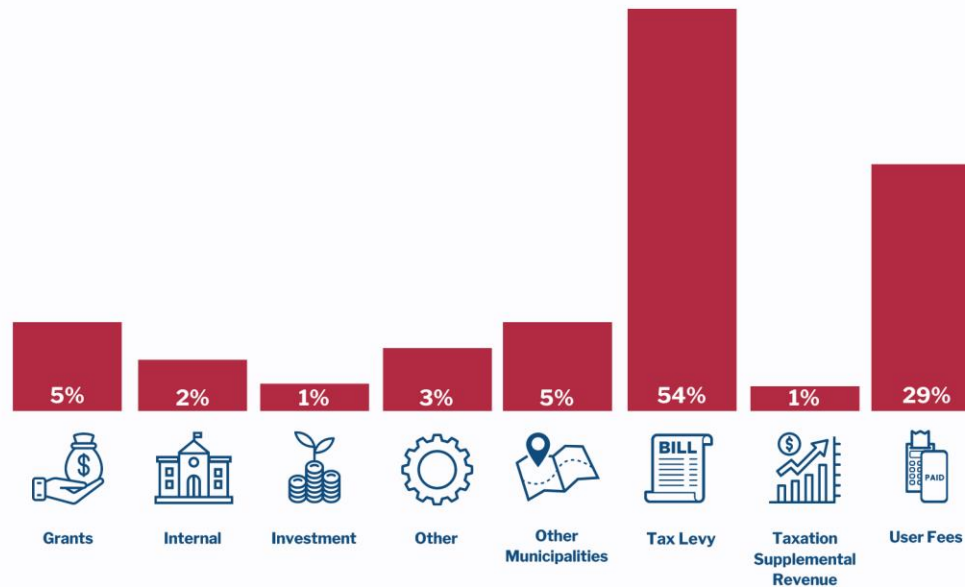
	2024	2025	% Increase	\$ Increase
Total Tax Levy	14,894,710	15,763,425	5.83%	\$868,715
¹ 2024 Growth	228,000			
Adjusted Tax Levy	15,122,710	15,763,425	4.24%	\$640,715

TOWN OF ST. MARYS

2025 DRAFT BUDGET - OCTOBER 15, 2024

	2024	2025	% Increase	\$ Increase
Total Tax Levy	14,894,710	15,520,512	4.20%	\$625,802
¹ 2024 Growth	228,000			
Adjusted Tax Levy	15,122,710	15,520,512	2.63%	\$397,802

Where does the money come from?

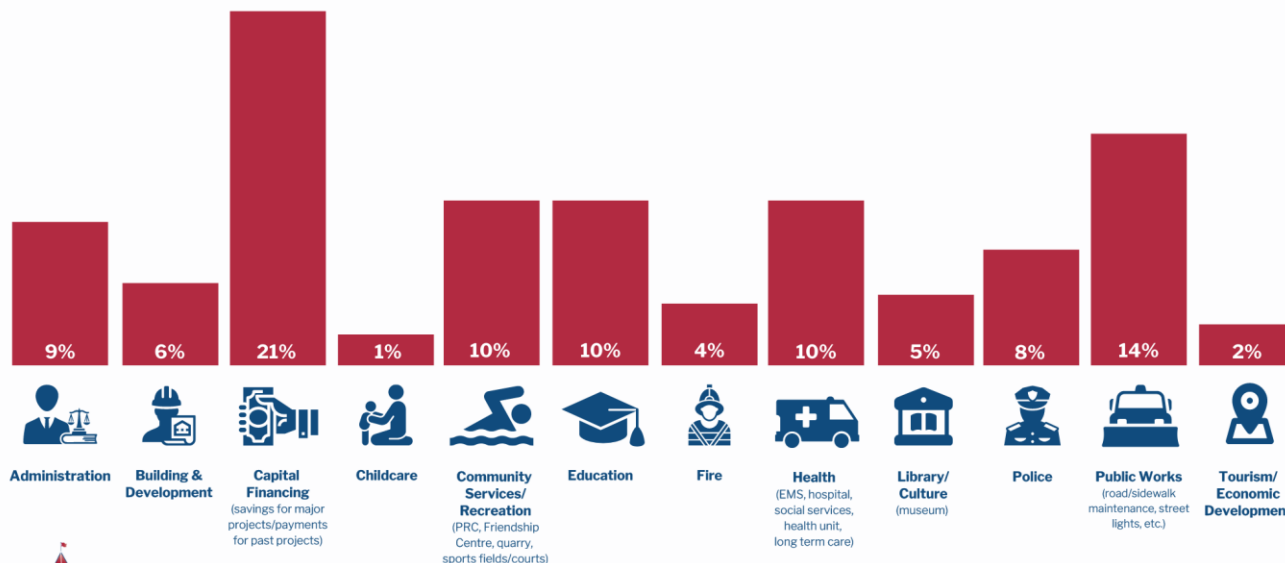


How are your taxes spent?

The taxes you pay support the services delivered by the municipality.

Different amounts are allocated to specific projects/departments based on the annual budget.

The chart below shows approximately how much of your taxes are allocated to each area/service.

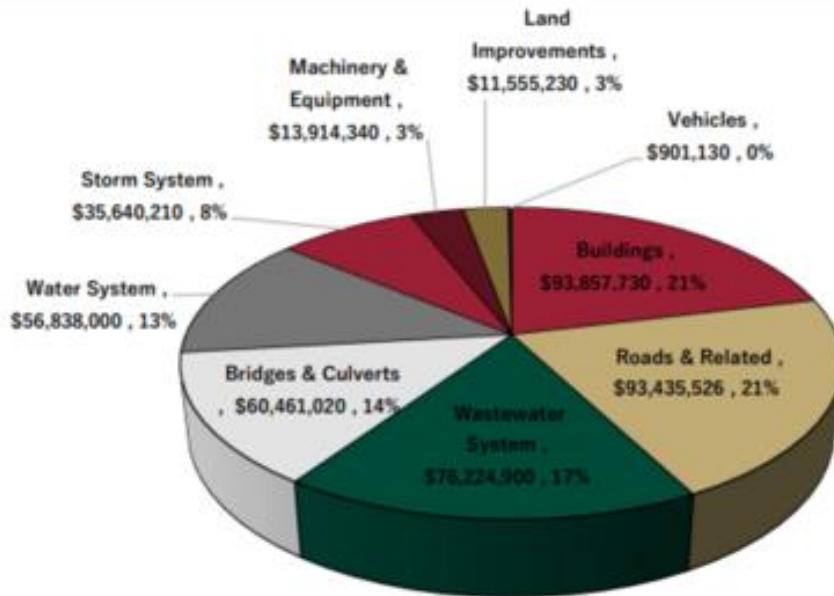


Note: Water/wastewater and garbage/recycling are included in the budget but are not paid through property taxes. These fees are paid separately.

2024 Asset Management Plan Update

Asset Replacement Value

The Town's infrastructure has an estimated total replacement value of \$442.8 million.



Asset Condition

Overall, the Town's assets are considered to be in Good condition. About \$255.8 million (58%) of the assets are considered to be in Good or Very Good condition.



2025 Asset Management Financing Increases over 2024:



Approved 2024 AMP
Financing Strategy

- \$164,346

Other Capital
Reserve Increases

- \$5,000 Police Capital
- \$8,640 Fire Capital

Investment Returns
for Capital Reserves

- \$401,200 (Exceeds Inflation)

Capital Grants –
merit based

- - \$57,596

10 Year Capital Plan



10 Year Capital Expenditures

Row Labels	Sum of 2025	Sum of 2026	Sum of 2027	Sum of 2028	Sum of 2029	Sum of 2030	Sum of 2031	Sum of 2032	Sum of 2033	Sum of 2034
Administration	135,000.00	105,000.00	80,000.00		80,000.00	326,000.00	80,000.00		80,000.00	75,000.00
Community Services	2,304,150.00	291,500.00	552,000.00	2,649,000.00	419,000.00	960,000.00	272,000.00	144,000.00		420,000.00
Corporate Services	179,000.00	200,000.00	187,730.00	80,000.00	640,000.00	40,000.00	575,000.00	800,000.00	860,000.00	830,000.00
Facilities	295,000.00	560,000.00	3,123,500.00	2,262,500.00	373,000.00	219,000.00	269,000.00	223,000.00	50,000.00	581,000.00
Fire	18,000.00	11,000.00	10,000.00	742,000.00	5,000.00	39,500.00	25,000.00	11,000.00	5,000.00	85,000.00
Fleet	763,500.00	310,000.00	545,000.00	750,000.00	175,000.00	498,000.00	205,000.00	205,000.00	205,000.00	150,000.00
HR							30,000.00			
Library										
Planning	100,000.00					100,000.00				
Roads	2,517,880.00	2,340,000.00	2,412,000.00	1,945,600.00	4,176,000.00	2,894,000.00	1,979,200.00	1,242,300.00	2,287,000.00	2,343,000.00
SAN	2,287,000.00	690,000.00	665,000.00		370,000.00	375,000.00	750,000.00	3,862,666.67	2,862,666.67	2,862,666.67
Waste	355,000.00	2,027,500.00	2,312,500.00	40,000.00		45,000.00	1,250,000.00	550,000.00	150,000.00	150,000.00
Water	2,282,500.00	437,500.00	150,000.00	400,000.00	1,195,000.00	888,000.00	665,000.00	295,000.00	520,000.00	265,000.00
Grand Total	11,237,030.00	6,972,500.00	10,037,730.00	8,869,100.00	7,433,000.00	6,384,500.00	6,100,200.00	7,332,966.67	7,019,666.67	7,761,666.67

Includes 2024 Carryforward

10 Year Capital Funding Sources

Total \$79 Million

Row Labels	Sum of 2025	Sum of 2026	Sum of 2027	Sum of 2028	Sum of 2029	Sum of 2030	Sum of 2031	Sum of 2032	Sum of 2033	Sum of 2034
Donations	92,000.00									
Government Grants	1,115,880.00	2,655,500.00	1,337,500.00	1,523,000.00	1,190,000.00	1,020,000.00	720,000.00	38,000.00	700,000.00	1,900,000.00
Res Fds - Dev Charge	100,000.00	350,000.00	1,176,730.00	738,000.00	2,125,000.00	1,408,100.00	710,200.00	2,700,633.33	2,515,333.33	3,015,333.33
Reserve - Fire	18,000.00	11,000.00	28,000.00	742,000.00	5,000.00	39,500.00	25,000.00	11,000.00	5,000.00	85,000.00
Reserve - General Cap	2,982,150.00	1,152,500.00	2,738,500.00	2,983,500.00	1,193,000.00	1,354,400.00	1,236,000.00	1,178,000.00	910,000.00	1,406,000.00
Reserve - Landfill	355,000.00	690,000.00	975,000.00	40,000.00		45,000.00	1,250,000.00	550,000.00	150,000.00	150,000.00
Reserve - Police	80,000.00		80,000.00		80,000.00		80,000.00		80,000.00	
Reserve - PW Equipm	763,500.00	55,000.00	545,000.00	695,000.00	175,000.00	498,000.00	205,000.00	205,000.00	205,000.00	150,000.00
Reserve - Roads	1,106,000.00	981,000.00	2,342,000.00	1,747,600.00	1,100,000.00	756,500.00	459,000.00	1,008,000.00	1,587,000.00	443,000.00
Reserve - Wastewater	2,287,000.00	640,000.00	665,000.00		370,000.00	375,000.00	750,000.00	1,347,333.33	347,333.33	347,333.33
Reserve - Water	2,282,500.00	437,500.00	150,000.00	400,000.00	1,195,000.00	888,000.00	665,000.00	295,000.00	520,000.00	265,000.00
Developer										
Reserve - Childcare	50,000.00									
Reserve - Curling Clut	5,000.00									
Grand Total	11,237,030.00	6,972,500.00	10,037,730.00	8,869,100.00	7,433,000.00	6,384,500.00	6,100,200.00	7,332,966.67	7,019,666.67	7,761,666.67

Capital Reserve Balance Continuity Schedule



Year	Fire	General Capital	Landfill	Police	PW Equipment	Roads	Wastewater	Water	DCs	
2023	(103,573)	5,059,656	260,459	88,000	1,169,616	518,535	89,061	2,477,370	2,638,697	12,197,819
2024	(32,573)	4,237,253	138,847	118,000	787,768	304,266	(659,500)	2,969,474	2,986,505	10,850,040
2025	114,067	2,064,198	(33,952)	73,000	354,901	1,235,403	(874,283)	15,833	3,135,482	6,084,648
2026	278,606	2,893,043	(20,222)	108,000	638,727	1,503,328	(989,468)	(238,957)	3,191,341	7,364,399
2027	437,311	1,049,068	(752,012)	63,000	462,329	1,648,683	(1,039,339)	286,877	2,442,551	4,598,468
2028	(106,542)	514,049	(553,353)	98,000	150,723	1,322,135	(338,399)	692,078	2,117,982	3,896,672
2029	98,329	1,423,961	504,035	53,000	330,662	2,142,328	198,126	371,221	412,105	5,533,767
2030	280,716	3,529,041	894,416	88,000	200,327	2,793,148	893,945	306,716	(634,375)	8,351,934
2031	489,919	5,887,395	116,286	43,000	370,749	3,774,617	1,348,119	477,371	(1,009,355)	11,498,100
2032	725,749	8,429,303	50,780	78,000	561,436	4,262,577	1,332,884	1,040,544	(3,369,486)	13,111,786
2033	978,524	11,356,526	419,403	33,000	772,660	4,219,179	444,766	3,406,785	(5,630,072)	16,000,770
2034	1,162,572	13,897,561	807,462	68,000	1,059,666	5,361,964	1,614,173	4,067,986	(8,471,114)	19,568,270

10 Year Capital Plan is funded

2027 – 2029

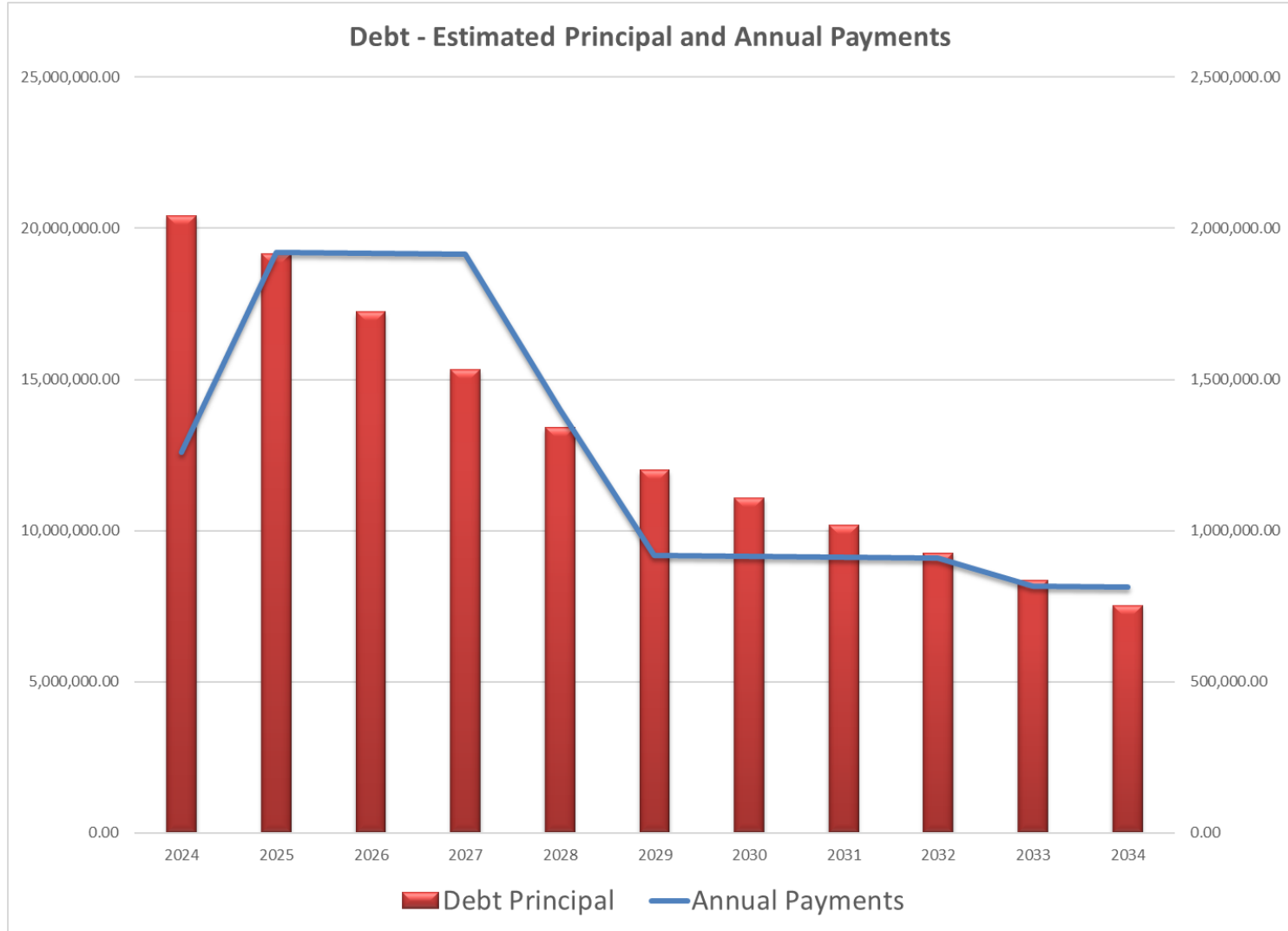
(May need to consider debt)

Landfill

Wastewater

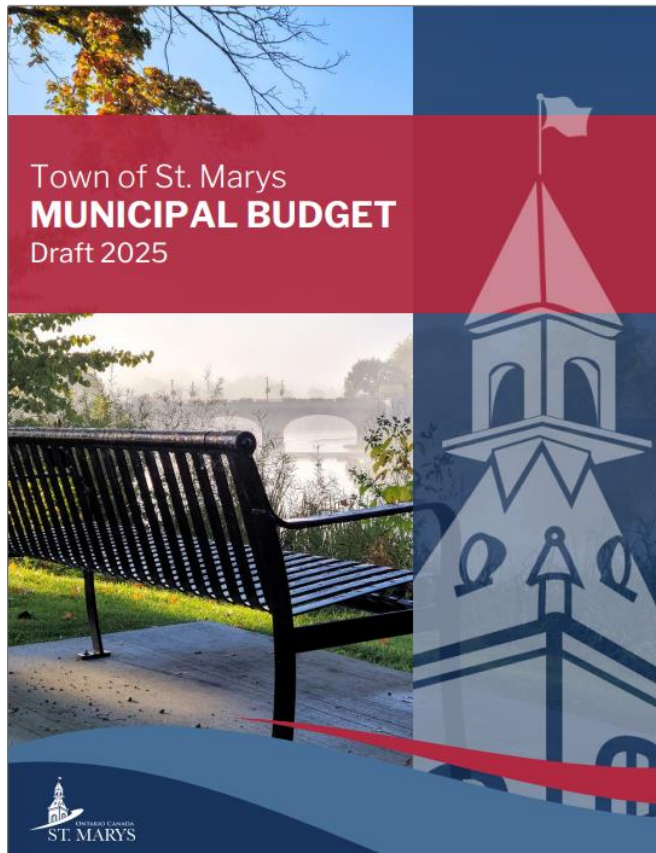
Development
Charges

Debt



Budget Items to confirm:

Any material adjustments will be accounted for through the Property Tax Stabilization reserve



Shared Services final budget requests

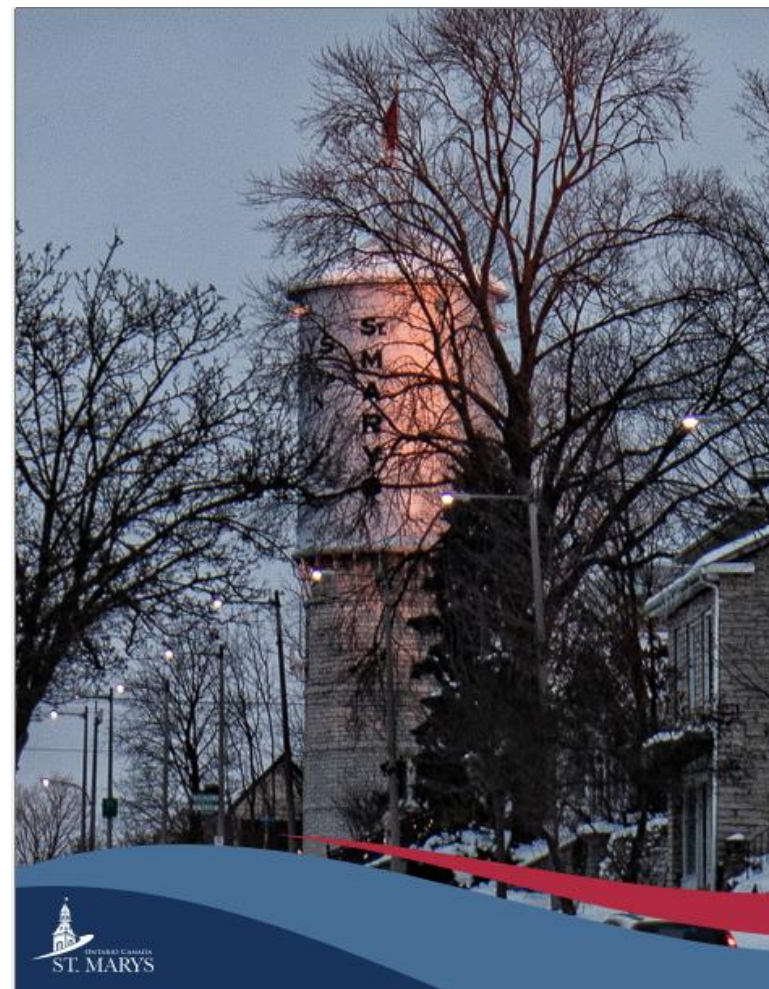
Stratford Police final budget request

UTRCA final budget request

2024 Assessment Growth

Next Steps

- October 15, 2024
 - ✓ Capital/Operating
- November 19, 2024
 - ✓ External Transfers
 - ✓ Budget Wrap-Up
- December 10, 2024
 - ✓ Final Budget for Council consideration
- February 11, 2025
 - ✓ Property Tax Policy



Questions





FORMAL REPORT

To: Mayor Strathdee and Members of Council

Prepared by: Doug LaPointe, Recreation Operations Manager

Date of Meeting: 15 October 2024

Subject: **DCS 56-2024 Additional Pool Items**

PURPOSE

The purpose of this report is to provide Council with a list of additional items staff recommend be repaired, replaced or inspected while the pool is closed for renovations. These items are related to life-cycle replacements but were not covered in the current scope of the renovation work awarded to Elgin Contracting and Restoration Ltd. This report provides additional information to Council and requests Council's approval to negotiate these additional items with Elgin.

RECOMMENDATION

THAT DCS 56-2024 Additional Pool Items report be received; and

THAT Council authorizes staff to provide instructions to DEI Consulting Inc. to negotiate a change order with Elgin Contracting and Restoration Ltd to deliver 2025 Capital Project #4 and the 2024 approved replacement of the pool filtration system; and

THAT staff report back for Council's approval of the change order.

BACKGROUND

The pool is scheduled to be closed November 2024-May 2025 with the main scope of the project being to install HVAC and exhaust equipment to improve the indoor air quality, as well as make repairs to areas damaged by years of excessive humidity and condensation. There are other normal life-cycle items which are not covered in the scope of this project which would be of benefit to replace, repaired or inspected during this closure. This proactive approach would prevent the likelihood of an unforeseen service disruption to make repairs in the future.

REPORT

By nature, an indoor pool environment will always be harsher than the average indoor climate, even with improved indoor air quality expected from the additional HVAC and exhaust systems. Water vapour containing pool chemical residue will still be present, but at much lower and more manageable levels. Preventative maintenance is still a high priority, and regular maintenance and life-cycle replacements will continue to occur at a more frequent rate compared to other indoor environments.

While the major renovation will resolve indoor air quality and humidity control, as well as repair damage to various materials and components within the natatorium, there are a number maintenance and life-cycle replacement of items in the Aquatics Centre that are still required. Normally, this work would be completed during an annual shut down as a part of the regular maintenance program where staff do various works required or schedule contractors to complete repairs and maintenance. Being strategic and completing the additional items identified in Capital Project #4 in the Draft 2025 Capital Budget

(listed below) would prevent the need for another scheduled shutdown later in 2025 or early 2026, allowing programming to continue. It is standard industry practice to perform yearly maintenance on an indoor pool to ensure its condition is well maintained. This practice would continue after the completion of the major renovation, and the next regular maintenance shutdown would then take place in 2026 if the works identified in this report are completed during the major renovation shutdown.

Staff and consultants have identified various additional items which were not included in the scope of the renovation tender issued in August 2024 but will need to be included within the next year as part of the regular maintenance cycle. Budget pricing and recommendations were obtained by staff for all these items as part of regular life-cycle planning, with pricing updated as of spring 2024. The items requiring repair/replacement/inspection, and each approximate cost is included below:

Item to be repaired/replaced/inspected	Cost Estimate
Replacement lifeguard chairs	\$15,000
Pool Deck Tile Spot Replacements	\$30,000
Retreatment of Stainless-Steel railings	\$20,000
Spot-Regrouting pool tile as needed	\$20,000
Replace Starting Blocks	\$16,000
Replace deck-side aluminum doors, frames and locks as needed	\$20,000
Core Sample Lab Analysis of pool shell	\$4,000
Total cost estimate:	\$125,000

Tasks such as re-grouting and replacement of pool tiles have occurred on a regular basis as needed during annual maintenance shutdowns and will continue in the future. Items such as doors and locking hardware need replacement due the corrosion experienced since opening in 2008, as well as the excessive humidity deteriorating seals and caulking as part of the door systems. Locks and pins are treated regularly with rust prevention, but this practice only delays deterioration and does not prevent it altogether. The lifeguard chairs have been noted by the health inspector as needing replacement due to corrosion and advanced aging condition, and the starter blocks used for swim meets and by the Middlesex Swim Team were removed due to safety concerns because of cracked frames. The air's high moisture content and its past status as a salt pool both accelerated the degradation in each of these cases. Future replacements should last longer because of the advancements that have already been made and will soon be made.

Project Delivery Approach:

As noted, it is staff's recommendation that the works described above be completed during the November – May shutdown for the major renovation project. In addition to the above noted repairs and replacement, there is a \$97,650 2024 capital budget carryover project for the replacement of the filtration system at the pool. Lastly, structural engineers have already assessed the structure of the facility and found no issues so there is no expectation to add additional projects to the list above.

This brings the total anticipated extra work to be completed to \$222,650 in addition to the capital repairs that have already been awarded. To ensure this work does not delay the pool's reopening it is recommended that this work is completed alongside the major renovation work. To accomplish this, the recommended approach is to negotiate a price with Elgin Restoration and Contracting. Under this approach, DEI (the contract administrator) would develop a change order, negotiate a price with Elgin on behalf of the Town, make a recommendation if the price is reasonable, and Council would approve the change order.

In the event DEI and Elgin cannot negotiate a reasonable price, the alternative is to put the work out for a competitive bid, and to have it completed when Elgin is finished the major renovations. This approach would likely delay the pool's reopening but is necessary to ensure that the Town does not become the "Constructor" with two contractors working in the same space at the same time. Being deemed the "Constructor" would expose the Town to unacceptable liability.

FINANCIAL IMPLICATIONS

\$125,000 has been included in the 2025 draft capital budget for the additional repairs and replacement required to the pool area. This is in addition to the \$97,650 that was approved in 2024 for the pool filtration system replacement, for a total for \$222,650.

Some additional consulting fees will be incurred for DEI to negotiate a change order and to administer this additional work.

SUMMARY

Staff have proposed adding these repairs to happen in 2025 during the shutdown to prevent additional closures so close to this extended shut down. Staff is seeking Council's direction to negotiate a change order with Elgin Contracting and Restoration Ltd.

STRATEGIC PLAN

- Pillar #1 Infrastructure – Developing a comprehensive and progressive infrastructure plan.
 - Outcome: St. Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance.

OTHERS CONSULTED

Andre Morin, Director of Corporate Services

DEI Consulting Engineers

Acapulco Pools – Original Constructor of Pool, Mechanical Equipment and accessories

ATTACHMENTS

None



FORMAL REPORT

To: Mayor Strathdee and Members of Council

Prepared by: Doug LaPointe, Recreation Operations Manager

Date of Meeting: 15 October 2024

Subject: **DCS 55-2024 PRC Splash Pad**

PURPOSE

To provide the Strategic Priorities Committee with a greater degree of detail regarding the current condition of the Pyramid Recreation Centre splash pad and receive direction on how to proceed with managing the asset.

RECOMMENDATION

THAT DCS 55-2024 PRC Splash Pad report be received; and

THAT Option #2 (decommission the PRC splash pad, repurpose the area) be included in the draft 2025 capital budget.

BACKGROUND

The splash pad at the Pyramid Recreation Centre is a “flow through” water system (no water reclamation or recirculation) which was commissioned alongside the indoor Aquatics Centre in 2008, as an additional recreation amenity provided by the Town. It was the sole splash pad in town until the construction of the splash pad and playground as part of the Cadzow Park in 2018. At that time, Town staff received feedback from Council that the annual capital and operating budget for the PRC splashpad be minimized to only addressing health and safety concerns, ensuring the splash pad adhered to public health regulations, and seasonal operation. There was an understanding between Council and staff that at the point in time when the splashpad required significant renovations, that staff report to Council to allow Council to consider the service level in the community and the future of the PRC splashpad.

As of fall 2024, the splash pad system has reached a point where the Town needs to either confirm that it is to be decommissioned, or capital funds be invested to perform the necessary maintenance to extend the life of the asset. Residents living close to the PRC and elementary school children from Little Falls Public School have expressed their dissatisfaction with the splash pad's current state and wish it to be repaired to like-new condition.

REPORT

The splash pad at the PRC continues to be used sporadically, most frequently by primary aged students from Little Falls throughout the month of June, as well as nearby residents within walking distance during the summer months. Residents from town occasionally travel by car or bike to use the splash pad, especially if the Cadzow Splash pad is at or near capacity. The splash pad continues to operate with some features not working as intended, or at all. Currently about 60% of the originally installed features work as designed, 20% of the features work in a limited capacity (“water tower”, “tipping

buckets”), and 20% of the features no longer operate (“swivelling pirate head”, “high cascading water spray”).

Due to the design of having the features and piping casted and formed directly into the concrete pad, it is not possible to change or replace features without significant removal and replacement of concrete and cast piping, which is costly and would need to be done for every affected feature. This is the case for features such as the tipping buckets and spraying water tower. It is for this reason that features which currently do not operate well (or at all) have not been replaced since the new splash pad was installed at Cadzow Park.

Staff met with the contractor who installed the splash pad in 2008 to gather information on options to refurbish the splash pad, the scope required to continue operations, and the estimated scope required to decommission and remove the features. Any refurbishment work would require significant concrete removal and replacement of piping to access and remove the features, even if just replacing them with the least costly method of installing low-profile ground level spray features. Work would also need to be completed to upgrade some mechanical components related to valves and water regulation. A refurbished splash pad would continue to operate as a flow through system without water reclamation or recirculation as a conversion would be at a significant cost.

The following graphic provides a summary of the alternatives for the PRC splash pad.

	Cost	Benefit	Drawback
<u>Option 1:</u> Decommission and leave space as-is	\$1000	Minimal cost to disable water systems, no additional significant costs to repurpose area	Splash pad features would remain, resulting in poor appearance
<u>Option 2:</u> Decommission, remove features, repurpose area	\$7500 for removal of features; cost does not include future scope of repurposing area	Eliminate splash pad operational costs	Cost of repurposing space, area has limited potential uses
<u>Option 3:</u> Refurbish splash pad by removing inoperable features and replacing with low-profile ground level spray features only	\$50,000	Renews the lifespan of the splash pad with reduced future operating costs through lower-profile features	Significant repairs and associated costs to complete the scope of work as well as future maintenance, repairs and operating costs to continue
<u>Option 4:</u> Refurbish splash pad with new high-profile features above and beyond basic ground-level spray features	\$75,000	Full restoration of the splash pad with a mix of low- and high-profile features	Significant repairs and associated costs to complete the scope of work as well as future maintenance, repairs and operating costs to continue at a higher cost versus low-profile ground level features

The decision before Council is a service level decision to determine if the community should be served by multiple splash pads. While the Recreation Culture and Leisure Master Plan is still being developed,

staff members talked with Montieth Brown consultants to gain their input on service levels and metrics that may assist Council in their deliberations. The information below was provided by Monteith Brown”:

In comparable communities and as part of the Recreation, Culture and Leisure Master Plan Update research, the Consultants have indicated that St. Marys provides a higher level of service of splash pads. Based on an estimated 2025 population of 7,840 residents, St. Marys is achieving a service level of 1:3,920 residents, which is higher compared to the comparative average (1:8,525 residents). St. Marys’ service level is the third highest after North Middlesex (1:3,395 residents) and Warwick (1:3,914 residents), although these communities provide a high level of service on the basis of providing one in each urban area.

Municipality	Number of Urban Areas	Splash Pad Supply	2023 Population Estimate	Service Level
North Middlesex	2	2	6,790	1:3,395
Warwick	1	1	3,914	1:3,914
Perth South	2	1	4,066	1:4,066
Zorra	2	2	9,456	1:4,728
Southwest Middlesex	1	1	6,259	1:6,259
Lucan Biddulph	1	1	6,562	1:6,562
Middlesex Centre	2	3	21,195	1:7,065
Thames Centre	2	2	15,224	1:7,612
Saugeen Shores	2	2	17,462	1:8,731
West Perth	2	1	9,772	1:9,772
North Perth	1	1	17,418	1:17,418
Stratford	1	1	35,335	1:35,335
Average				1:8,525
St. Marys (2025)	1	2	7,840	1:3,920

Population source: <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710015501>

From a distribution perspective, St. Marys’ two splash pads generally serve the same geographic area as they both serve the south end and are approximately 1.2 kilometres from each other (17-minute walk or three-minute drive).

FINANCIAL IMPLICATIONS

The financial implications are as follows:

Option 1 – Decommission and leave space as is - \$1,000

Option 2 –Decommission, remove features, repurpose area - \$7,500 (removal only)

Option 3 – Refurbish splash pad removing older features with low profile features - \$50,000

Option 4 – A full refurbishment of the splash pad including similar replacement features - \$75,000

SUMMARY

The PRC splash pad is currently in need of replacement, removal or refurbishment because it is beginning to exhibit serious signs of wear and tear.

Four proposals have been put forth by staff for the current PRC splash pad. Every choice has benefits and drawbacks. This report highlights the important factors, advantages, and difficulties involved including.

The Town has established a robust approach to asset management to ensure the Town's finite capital maintenance dollars are spent using a date driven approach. The research presented by Monteith Brown indicates that the Town is overserved with two splashpads. This is compounded by the fact the two splash pads currently serve essentially the same geographic area, and the PRC splash pad sees only limited seasonal use as compared to the Cadzow Splash Pad. As such, staff are recommending that Council provide direction to decommission the PRC splash pad.

STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
 - Pillar #4 Culture and Recreation:
 - Outcome: The Town will focus on readjusting existing recreational services to a more cost effective and scale-appropriate model. This includes undertaking a Recreation Master Plan, better use of space at the Pyramid Recreation Centre, and developing a new community granting approach.

OTHERS CONSULTED

Open Space Solutions

Monteith Brown planning consultants

ATTACHMENTS



FORMAL REPORT

To: Mayor Strathdee and Members of Council

Prepared by: Doug LaPointe, Recreation Operations Manager

Date of Meeting: 15 October 2024

Subject: **DCS 54-2024 Pyramid Recreation Centre Standby Generator**

PURPOSE

To provide Council with a greater degree of detail regarding the 2025 budget request to purchase a permanent generator for backup power at the Pyramid Recreation Centre, which is the designated Emergency Evacuation Centre for the Town.

RECOMMENDATION

THAT DCS 54-2024 Pyramid Recreation Centre Standby Generator report be received; and
THAT Option 3 (purchase a 150 kW generator) be included in the draft 2025 capital budget.

BACKGROUND

Presently, there is no dedicated emergency back-up power serving the PRC. When power outages occur at the PRC, emergency lighting is provided through battery powered light packs which provide a minimum of 30 minutes of light, for people to safely exit the facility. The PRC is required to be closed to the public in all areas which are unable to have minimum daylight light levels, which includes most meeting rooms, hallways and program spaces. The entire facility needs to be evacuated within 30 minutes during a sustained power outage after sunset and before sunrise, according to fire code related to battery powered backup lighting regulations.

The PRC has been designated as the emergency evacuation centre for the town should one be required. As such, the facility must be able to support the logistics of a shelter-in-place emergency should an evacuation be ordered, and the PRC is required to serve this purpose. Possible scenarios include widespread power outages due to environmental, climate or weather emergencies such as flooding, ice storms, tornado, or another local emergency.

Because the PRC does not have a dedicated standby generator, a portable backup generator is stationed at the PRC should emergency power be required due to a continuous or undetermined duration power outage. The concern with relying on the portable generator is that the portable generator is the designated Public Works backup generator to support the public well water supply. Should a widespread or long duration power outage occur, the standby generator would not be available to serve the PRC as it would be required at a water well to ensure water supply.

Town staff have evaluated the current situation and have determined there is a risk to critical infrastructure required during a worst-case emergency response scenario and recommend including a project in the 2025 capital budget to add emergency power to the PRC. This report is presented so that Council has additional detail on the proposed project.

REPORT

The PRC facility has undergone several significant upgrades in the past 25 years: the original single ice pad and community centre has been expanded to include a seniors centre, aquatics, and dual ice pads. Unfortunately, none of the prior upgrades included provisions for facility wide standby power. Facility staff flagged this approximately 10 years ago and a moderate upgrade of a facility wide manual transfer switch was added. This upgrade allowed for the water system's portable 130 kW generator to be used if required. The transfer hardware is relatively new compared to the facility and is in a good state of repair.

Staff have reviewed the overall power requirements at the PRC and have taken steps to determine how much power would be required to have the PRC function as an emergency shelter. These steps have helped to determine the correct size for a backup generator which would be permanently stationed at the facility. The overall power load of the PRC when all systems are running in all areas (including the arena, pool, community centre, and Friendship Centre) is in excess of 700 kilowatts. However only a fraction of this demand would be required for the PRC to function as an emergency shelter (approximately 150 kilowatts).

The generator that is proposed to be purchased has been sized for the PRC to function as an emergency shelter only if there was a prolonged power outage. This generator sizing would ensure that critical systems are operational during a prolonged power outage, and the facility would be able to host residents indefinitely by providing enough lighting, heating/cooling, fresh air and would be able to provide power for items such as cold storage for medical supplies. This electrical sizing approach also would allow for a new generator to use the existing electrical infrastructure without the need for upgrades required for a larger generator to support the full building load, which would reduce costs significantly. This system would also allow for the elimination of the battery pack backup lights, reducing replacement costs and maintenance/inspection costs currently incurred as part of normal operations.

The drawback to this approach is that some larger systems such as the refrigeration plant and pool equipment would not be able to run on backup power. Meaning, that in a prolonged power outage the ice surfaces and the pool would not be able to be maintained. However, this is no different than the present situation the Town would face should there be a sustained power outage.

To size the generator to run the ice and the pool is a large extra cost. Staff do not feel the additional cost, over \$750,000 for a 700kW generator and supporting electrical infrastructure upgrades, is warranted to maintain the required amount of power to support the more demanding mechanical areas. Instead, staff recommend a smaller 150 kW generator system at a cost estimated to be approximately \$225,000. Under this approach, the generator would utilize the existing power supply infrastructure and would be large enough to serve as a backup power supply for an emergency shelter. The generator would allow patrons to remain in common areas of the facility and await power restoration. However, in a power outage extending beyond 30 minutes, programming on the ice would need to be delayed or suspended depending on the duration of the power outage. Pool programming needs to be stopped during an outage of any duration as public health regulations require patrons to exit the pool immediately upon the filtration system pausing.

FINANCIAL IMPLICATIONS

The following chart is a summary of options staff have considered:

	Cost	Benefit	Drawback
Option 1: Continue with status quo	No increase to capital or operating budgets	Minimal cost, no additional electrical infrastructure required, portable generator remains on site unless	Risk of generator being required at water well #2 or #3, facility would thus be unavailable for

		required by Public Works	emergency shelter purposes. Portable generator is undersized for extended use at shelter facility
Option 2: Purchase 750kW generator	\$750,000 to \$950,000	Full building functionality, automatic transfer of power to support all systems	Significant cost, significant electrical upgrades required for single purpose which is highly unlikely to occur
Option 3: Purchase 150kW generator	~\$225,000	Emergency shelter/evacuation capabilities for an indefinite period, requires some moderate electrical infrastructure upgrades	Insufficient power supply to run refrigeration, pool systems during a power outage (ice and pool would have to close during an outage of any length) as well as the risk of additional service disruptions once a long-term power outage is restored

The options listed above are quite broad in cost, scope and end results. As noted, it is staff’s view that Option 2 with a full system automatic transfer is cost prohibitive given that the service life of a generator unit is 20-25 years. Alternatively, Option 1, relying on the water system portable generator is not ideal given the original standby requirements of Well #2 and Well #3. Furthermore, the existing portable generator is somewhat undersized to maintain the PRC in a shelter capacity for an extended period. As such staff are recommending a compromise in Option 3. It would maximise the current transfer switch capacity while ensuring the PRC could be used as a shelter facility for an extended period.

SUMMARY

The Pyramid Recreation Centre has all the infrastructure and logistics support to serve as the Town’s emergency shelter or evacuation centre, except for a dedicated standby power generator should the Town experience a significant loss of power event. In such an event, when the PRC is required to be an emergency shelter, there must be minimum standards met such as lighting, HVAC operation and power to emergency systems such as the fire panel and indoor air monitoring. Staff recommend the installation of a backup generator of sufficient size to serve this purpose. It is recognized by staff that the installation of a backup generator large enough to service all facility systems in a more seamless manner is very costly and not recommended given the unlikely nature of occurrences requiring such a large system. As such, staff recommend Option #3, as this would resolve the immediate standby shelter requirements and maximize the current transfer hardware capacity.

STRATEGIC PLAN

- Pillar #1 Infrastructure – Developing a comprehensive and progressive infrastructure plan.

- Outcome: St. Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance.

OTHERS CONSULTED

Jed Kelly, Director of Public Works, Town of St. Marys

Jeff Wolfe, Infrastructure Services Manager, (Alternate CEMC)

Richard Anderson, Fire Chief, Town of St. Marys

ATTACHMENTS

None



FORMAL REPORT

To: Mayor Strathdee and Members of Council

Prepared by: Jed Kelly, Director of Public Works

Date of Meeting: 15 October 2024

Subject: **PW 47-2025 5 Year Road Reconstruction Capital Plan**

PURPOSE

To highlight and facilitate discussion of the capital road reconstruction schedule for the next 5 years in response to various public inquiries to council and staff.

RECOMMENDATION

THAT PW 47-2025 5 Year Road Reconstruction Capital Plan report be received.

BACKGROUND

Staff and Council have had multiple inquiries in the past year regarding various road segments, specifically the planned maintenance activities and scheduling of various capital reconstruction projects. Most recently Council received an inquiry about Ontario Street, and on May 28, 2024 passed the following resolution:

THAT the correspondence from Mike Lammond regarding the state of Ontario Street in St. Marys be received and referred to staff for a report back during the 2025 budget deliberations on the condition and future maintenance and capital plans for Ontario Street South

Given the number of regular inquiries, staff have prepared the following report to highlight the proposed reconstruction schedule for the next 5 years.

Typically, the public works department is always planning a year ahead for major reconstruction projects with the design work completed the year prior to construction. This approach has worked quite well in establishing construction budgets for council consideration by identifying as many underlying issues as possible before the works are tendered.

Capital Reconstruction Project Factors:

Several considerations go into the timing of capital reconstruction projects, including road surface condition, underground infrastructure capacity, condition & age, official plan road classification, accessibility, curb & sidewalk condition, safety concerns, ongoing maintenance issues and any expected new development within the local vicinity. It can be expected that once a road segment has been short listed to the 5-year reconstruction window, the specific project priority rating is generally equal to the other projects in the same 5-year window.

Maintenance Activities – 5 Year Window projection:

Public Works keeps the road segments in a state of repair following the provincial minimum maintenance standards. However, it should be noted that a road can deteriorate quite significantly and still be considered to be in a “state of repair”. Often the final years of the asset life cycle are the most difficult to manage from an operational budget perspective. **See Attachment 1.** To be budget

conscious, certain preservation and maintenance activities with longer term service life are not performed once a known capital reconstruction is pending. Examples of short-term maintenance activities would be limited to scoped hot & cold patching, crack sealing, sidewalk grinding and hazard marking.

REPORT

The chart below has been summarized from the 2025 budget ten-year capital plan for major road reconstruction projects. Expected project scopes included water service replacements, spot repairs to sanitary, repairs or augmentation of storm water facilities, new curbing, sidewalks and asphalt surface. Please note other projects exist in the capital plan but are smaller in scope to address specific issues, such as sidewalk network improvements or stormwater replacements. The following list only focuses on major road reconstruction projects.

	2024	2025	2026	2027	2028	2029	2030
Elgin St. E - James St. S to Church St. S	Design	Construction	Top Coat Asphalt				
Jones St. W - Thomas St. to Ontario St.		Design	Construction	Topcoat Asphalt			
Thomas St. - Queen St. W to Jones St.		Design	Construction	Topcoat Asphalt			
St. George St. S , - Elgin St. to End			Design	Construction	Topcoat Asphalt		
Ontario St. S - Queen St. W to Jones St. W			Design	Construction	Topcoat Asphalt		
Ingersol St. - Queen St. W to Widder St. W				Design	Construction	Topcoat Asphalt	
Ontario St. N - Queen St. W to Widder St. W					Design	Construction	Topcoat Asphalt
Peel St S - Jones St. E to King St.						Design	Construction

All projects typically include reconstructing to an urban cross section consisting of asphalt road surface, storm water controls, concrete gutter and sidewalks. Existing road segments that have a construction form inconsistent with the current standard would be reconstructed to the current standard. For example, Ontario St. S is a concrete road and will be reconstructed to the current asphalt standard.

FINANCIAL IMPLICATIONS

The Town's 2025 budget includes a 10-year capital projection, which forecasts \$7.3 million for the various road reconstruction projects listed above to be completed over the next 5 years. Standard process in St. Marys is to complete the design work in the budget year prior to the reconstruction, so that we always have one segment under construction with another in design. Local and collector roads are completed with their topcoat layer of asphalt the year after reconstruction, to allow sufficient time for staff to identify any road base deficiencies that may have occurred through the reconstruction. Arterial road segments are constructed to a higher traffic loading standard, have a higher expected community service level and receive topcoat asphalt typically in the same year of reconstruction.

Capital projects are funded from the road reserve and do not affect the tax levy calculation of the current budget year. If a project is over budget the funding shortfall will create a larger reserve transfer requirement in subsequent years, thus maybe affecting the requirement for increase capital reserve transfers in future years.

SUMMARY

Staff and Council have received various inquiries as to the scheduled timing of various road reconstruction projects within the town. Staff have prepared the above report in response, highlighting the next 5 years of reconstruction proposed in the 2025 budget 10-year capital forecast. Seven road segments with a total projected cost of \$7.3 million between 2025 and 2030.

STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
 - Pillar #1 Infrastructure:
 - Outcome: St. Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance.
 - Tactic(s): Develop a public engagement program to better inform residents of the Town's asset management strategies

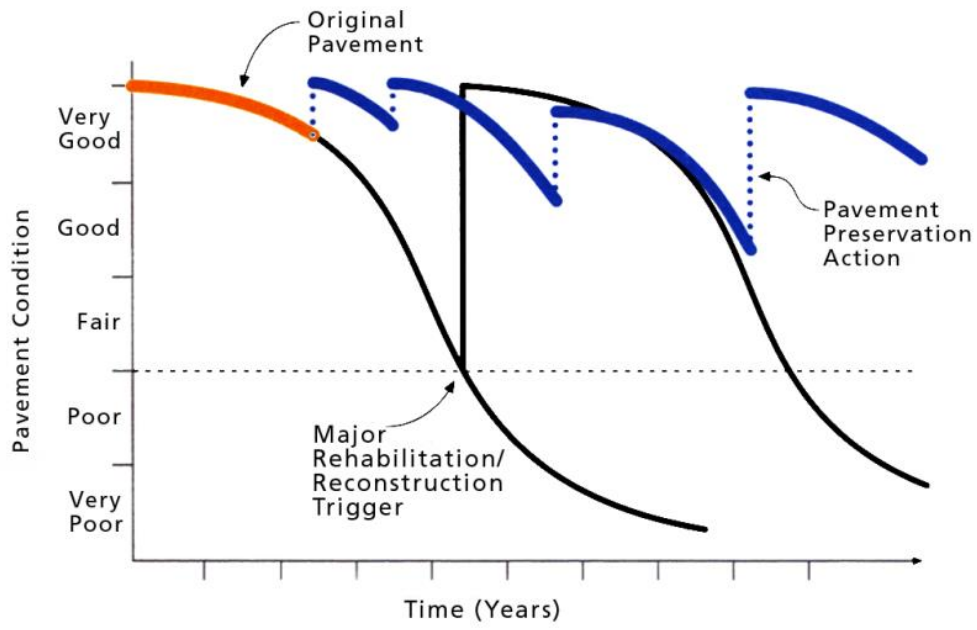
OTHERS CONSULTED

Jeff Wolfe, Infrastructure Services Manager

Andre Morin, Director of Corporate Services / Treasurer

ATTACHMENTS

Attachment 1: Pavement Condition degradation / reconstruction years



FORMAL REPORT

To: Mayor Strathdee and Members of Council

Prepared by: Brent Kittmer, Chief Administrative Officer

Date of Meeting: 15 October 2024

Subject: **ADMIN 55-2024 Supplemental Information Regarding Staffing Changes Included in the 2025 Budget**

PURPOSE

The purpose of this report is to provide Council with a further explanation and rationale for the staffing related costs increases that are included in the 2025 draft operating budget.

RECOMMENDATION

THAT ADMIN 55-2024 Supplemental Information Regarding Staffing Changes Included in the 2025 Budget report be received for information.

REPORT

During each budget year, Council typically requests a detailed explanation of any staffing related charges or costs increases that are planned for in the budget. For almost all departments, staffing costs will increase in 2025 as compared to 2024. This is a result of qualifying staff receiving a “step increase” for successful performance, and a result of applying a 3% cost of living adjustment to the wage grid across the corporation.

This report has been developed to provide Council with a more detailed explanation of the staffing changes and costs increases that are included in the 2025 operating budget that are not related to wage grid increases.

Council is not being asked to deliberate or approve/deny the staffing changes through this report. It is the CAOs expectation that those discussions will take place as the Director’s provide their operating budget overviews.

Building and Development

Within the 2025 Building and Development operating budget \$75,000 has been included to re-establish the 1.0 full time equivalent (FTE) Planning Coordinator position which existed prior to 2020, while retaining a Building Assistant position. As Council may recall, since 2020 Public Works and Planning shared a coordinator position, and shared an assistant position. When the incumbent left the coordinator position, a decision was made to assign a 1.0 FTE coordinator to Public Works, and a 1.0 FTE assistant to Building and Development.

With a slight downturn in planning applications, the FTE assistant role in the department has been deployed to supporting building department function with success. With a trend of planning applications now increasing, along with a need for capacity to support implementation and administration of the Town’s CIP and housing action plan, it is proposed to recruit for a Planning Coordinator and retain an assistant position assigned to the building department.

The departmental budget has \$100,000 assigned to support the Town's housing strategy. The \$100,000 is currently not being fully spent, with approximately \$15,000 - \$20,000 allocated to the Town's Housing Consultant with the balance being reserved to fund initiatives as they arise. The housing budget has been underutilized, so \$20,000 has been removed and has been "allocated" to the staffing budget as the Planning Coordinator will help support the administration and implementation of the Housing Action Plan. This step helps to smooth out the impact of the increased staffing budget so that the net financial impact is \$55,000.

Rationale:

Prior to 2013, the Building Department did have an assistant position assigned to it, along with a Planning Coordinator supporting the planning side of the division. However, a decision was made by the administrator at the time to remove this position, and to reassign it to Town Hall. The Building Department did not see a corresponding reduction in duties, and the functions formerly completed by the assistant were absorbed by the Building Inspector and the CBO. Over time, the "back of house" work formerly completed by the assistant became less of a priority as the department focused on the need to review and issue building permits. Although much of the work of the Building Department is not always obvious, Council will have observed some of the consequences of this resources issue, for example, public concerns expressed about the length of time it took to resolve property standards complaints.

In 2020, the Town hired KPMG to complete an organizational process efficiency review. At the time of the report, the Planning Coordinator role was vacant, and there was a recommendation that the Town create two shared positions between Public Works and Planning/Development: the Public Works and Planning Coordinator, and the Public Works and Planning Assistant. The rationale was that this hybrid approach should result in organizational efficiencies given the close association of these departments in the planning and infrastructure management processes. It was acknowledged at the time that there was a risk in the approach as hybrid positions and reporting relationship can be a challenge for the staff in the roles.

Over time, the feedback from the staff filling the positions was the hybrid approach was not necessarily working. When the Public Works/Planning Coordinator role became vacant in 2023 a decision was made to return to the former structure with each of Public Works and Planning having their own dedicated staff member.

At the time, the decision of the Building and Development division was to assign their staff capacity to assist the Building side of the department. This approach has been successful in resourcing the "back of house" functions, and in essence, the plan put forward in the 2025 budget amounts to a plan to continue to resource staffing capacity to assist the building department, and to add new staffing capacity to refill the former Planning Coordinator role. To help Council better understand the rationale, an explanation of the benefits of both positions is below.

Retaining Building Department assistance is essential due to the role they play in ensuring the efficient and accurate handling of building-related processes. They administer a wide range of tasks, including receiving and inputting building applications into Cloud Permit, verifying application accuracy, and communicating with applicants to resolve missing items or payments. The position is also responsible for tracking financial deposits, water meter paperwork, and ensuring that all permit conditions are met before issuing refunds for completed building projects. Their ability to support inspections and coordinate with external inspectors ensures that building applications progress smoothly and within regulatory requirements, saving significant time and resources for both the department and applicants.

In addition to building-related tasks, the role's functions also extend to supporting property standards, procurement, and parks booking. The role assists with administering property standards complaints, coordinating with bylaw officers to resolve compliance issues, and ensuring that complaints are thoroughly tracked and reported. Their role in the procurement process, from creating tender documents to managing contractor paperwork, ensures compliance and efficiency. Furthermore, the

position has been assigned the task of administering the logistics of parks bookings, coordinating with multiple departments to confirm event details.

The addition of a Planning Coordinator back to the Building and Development team is critical for ensuring the efficient and timely handling of various planning processes that have grown increasingly complex and time-sensitive, particularly due to added complexities from Bill 109 and other recent changes to the Planning Act. All orders of government recognize affordable housing as a top priority, making it essential for the Town to have effective planning processes, policies, and procedures in place. This readiness is crucial for quickly adapting to changes at the federal and provincial levels, enabling the Town to effectively address and capitalize on housing opportunities.

Currently, many strategic and day to day responsibilities are shared between the Planner and the Director, with occasional support from the Building Inspector and assistant staff. This division of tasks has created significant challenges, particularly as the Planner is often pulled away from vital policy-related work to manage every day administrative duties. A dedicated Planning Coordinator would alleviate this pressure, ensuring that planning applications, Community Improvement Plans (CIP), and routine inquiries are handled efficiently, allowing the Planner to focus on higher-level work.

Without a dedicated Planning Coordinator, the department risks experiencing delays in processing tasks, such as the administration of the CIP, timely responses to planning inquiries, and managing smaller yet essential duties like closing out Site Plan Agreements and issuing security refunds. These delays could lead to frustration among applicants, developers, and residents, while also increasing the workload on existing staff. A Planning Coordinator would streamline operations by taking on these administrative functions, improving response times, and ensuring that both major and minor tasks are completed in a timely manner. With the added complexities introduced by Bill 109 and recent changes to the Planning Act, the Planning Coordinator role becomes even more vital for ensuring compliance and effectively navigating the evolving planning landscape. Ultimately, the Planning Coordinator will enhance the Town's overall productivity for development and help the team advance key policy objectives related to housing.

In the event that Council cannot support the budget request, the plan would be to move forward and commit staffing capacity to the Planning Coordinator role. This would mean the current capacity committed to supporting the Building department would be re-directed to the planning functions of the department. The consequences would be that the workload on existing Building staff would increase, potentially leading to delays, and decreased ability to be proactive in areas like by-law enforcement etc.

This resourcing decision would be made because the consequences of not re-establishing the Planning Coordinator role are viewed as more significant. If the Planning Coordinator position remains unfilled, it will lead to delays in managing the planning tasks identified earlier, placing the burden on the contact planner and the Director. The most noticeable delays would occur in response times to general enquires, and the administration of the Community Improvement Plan (CIP). This situation could make it harder for the Town to achieve its planning goals and negatively impact developers and residents who need timely approvals, especially for housing projects. Additionally, smaller tasks, such as response times on general inquiries, closing out Site Plan Agreements, and processing security refunds, will also be delayed. The challenges brought on by Bill 109 make having a dedicated Planning Coordinator even more necessary. Without this role, the department risks falling behind on important compliance issues and struggling to keep up with the evolving requirements of the Planning Act. These delays could create bottlenecks in project timelines, frustrate applicants, and ultimately harm the Town's reputation for being efficient and responsive in its planning processes, especially in addressing the urgent need for affordable housing solutions.

Community Services

Recreation Services

During their review of the budget, Council will note that the wages and benefits line of the Recreation Department has increased above and beyond the amount of COLA plus step increases.

Budget allocations for Recreation Attendant wages were increased in both the Youth Centre and Camp PRC expense lines due to increased demands for programs and services. In summer 2023 and earlier, Camp PRC hosted a maximum of 30 campers per day. This has increased, and Camp PRC hosted 48 campers per week in the 2024 season and expect this trend will continue or expand in 2025 and beyond. Similarly, membership numbers and daily attendance in the St. Marys Youth Centre have increased. Membership numbers have risen from 73 in the 2022/2023 school year to 90 in the 2023/2024 school year. In addition, the members are visiting the centre more frequently, therefore requiring more staff to be present on site. This increase in membership and participation required staffing levels to rise accordingly to ensure adequate supervision and staff:participant ratios.

For both Camp PRC and the Youth Centre, increased revenues have been budgeted for to help offset staffing cost increases.

Senior Services

Since re-opening from COVID, the Friendship Centre has experienced an increase in patronage. With a maturing population, this patronage is forecasted to only increase. Accordingly, Council has adopted a 2025 strategic priority to complete a departmental review to consider a 5 – 10 year outlook to determine how best to meet these needs within the existing staff complement.

It is staff's vision that this review will consider how partnerships, grants, and funding can be leveraged to help offset the cost and staff capacity needs for any expansion of services. When Council reviews the 2025 operating budget, they may note that staff have budgeted for an expanded provincial funding allocation to help offset the increased service demands. This increased revenue will be used to fund the corresponding increases that Council will note in the wages and benefits line of this department.

In terms of timing, the Recreation, Leisure and Culture Master Plan is well underway, and schedule to be completed late 2024/early 2025. The recommendations of this plan will help drive the Senior Services review. Once finalized, the actual services and staffing changes will be presented to Council.

Corporate Services

In 2021, the Town, in partnership with the Library, launched the Yak Shack program, a free kayak borrowing system designed to promote outdoor recreation. The program currently operates six kayaks, available for two-hour increments, six days a week, during Library operating hours. To borrow a kayak, patrons must visit the Library to check out the key, safety kit, and life jackets, while also presenting ID and signing a waiver.

Since its launch, the Yak Shack program has been very well-received, with increasing demand and positive feedback from the users. However, with the growth in popularity, several operational challenges have become apparent, particularly related to safety, equipment maintenance, and the experience of users. A recurring suggestion from participants is the need for a dedicated staff member stationed at the Flats to handle on-site operations and enhance the service.

Rationale:

1. Increased Efficiency & Safety:

Currently, there is no direct monitoring of users once they leave the Library with the kayak equipment. An on-site staff member could ensure proper usage, monitor safety on the river, and promptly address any equipment repairs or deficiencies that arise, significantly improving the overall experience for users.

2. **Addressing Feedback and consistency:**

Users have consistently commented that having someone at the Flats would streamline the process. An on-site staff member would ensure kayaks are returned and locked properly, assist with bookings and cancellations, and answer any inquiries. This would address the logistical issues of traveling back and forth to the Library and improve the program's accessibility and responsiveness. It would also address the need for consistent information amongst staff in regard to the program. Because so many have to implement and interact with the program and patrons sometimes information can be flawed.

3. **Expanded Hours & Service Flexibility:**

With recent changes to Library hours, the availability of kayaks has become more limited, especially on Saturdays and Sundays, which are high-demand days for recreational activities. By positioning staff at the Flats, we can extend operating hours beyond the Library's schedule, increasing the program's capacity to serve residents and visitors when demand is highest. There will also be an opportunity to consider expanding the program to include other types of equipment rentals like bicycles, stand-up paddle boards, etc.

4. **Tourism and Community Engagement:**

In addition to managing kayak operations, a staff member could serve a dual role as a secondary tourism information point, providing visitors with information about local attractions, events, and services. This dual functionality would increase the Town's capacity to support tourism, enhancing visitor experiences at one of our most scenic and recreationally important locations.

Stationed at the Flats, the seasonal staff member would be operating out of a portable shed (which could also be utilized as a market booth for seasonal events).

• **Job functions:**

- Ensure proper kayak usage and adherence to safety protocols.
- Monitor and maintain kayak equipment, reporting and addressing any deficiencies.
- Handle real-time inquiries, bookings, and cancellations.
- Provide information on local tourism attractions and events.
- Extend kayak availability by operating outside of Library hours.
- Assist with promotion of the program.

The Yak Shack has become a valued recreational asset for residents and visitors alike. By investing in a dedicated staff member at the Flats, we can enhance safety, meet user needs more effectively, and improve overall service quality while simultaneously increasing our capacity to engage with tourists. The proposed staffing would not only make the Yak Shack program more efficient and sustainable but also contribute to the broader goal of promoting outdoor activity and tourism in St. Marys.

The cost of a summer student is estimated at \$10,000. The one-time cost of a small shed is estimated at \$4,000 and may be less if a partnership can be found with a local school or group for donations. The ongoing costs are recommended to be funded through charging a small fee for the kayak rentals of \$10.00 per use. Based on historical bookings and a 75% usage rate, the estimated annual revenue is calculated at \$10,000 – enough to fund the student wages. The operating revenue and costs have been included in the 2025 draft budget.

Fire

The 2025 operating budget includes \$21,443 to add 10 hours per week to create the position of Assistant to the Chief. If approved, this role would be posted internally with an expectation that it would be filled by a current member of the volunteer fire fighters (in addition to their regular fire fighter duties).

The 2019 Fire Master Plan identified areas of concern such as administration, training and public education. Since 2016 the Fire Chief has had the sole responsibility for these areas and as an initiative to improve the way the department currently operates, the Chief is requesting an Assistant to the Fire Chief to enhance the organization.

Reporting to the Fire Chief, the primary responsibility of the Assistant to the Chief would be to support all department training, administration, operations, and public education programs. The Assistant to the Chief would work closely with Fire Chief, however would have some independent responsibility for carrying forward the work of the fire department in accordance with the plans, policies and objectives of the Fire Chief. The primary focus of this position would be to assist with the development, implementation, and review of programs and services in the Fire Department and to provide administrative support to the Director of Emergency Services/Fire Chief.

Some major task assignments are as follows:

- Gather information and create Pre-Fire Plans for industrial buildings, schools, long term care facilities.
- Update the current 240 Fire Department Standard Operating Guidelines (SOG's) and create new ones.
- Conduct vehicle and equipment inspections and maintenance to eliminate the current practice of 12 (Maintenance Nights) per year and using those nights a Training Nights.
- Assist with the development of a more robust Master Training Plan by coordinating with other Perth County Training Officers.
- Provide assistance with Public Fire Safety Education functions throughout the year.
- Enter data (Emergency Responses/Training) into FirePro in the absence of the Fire Chief.

FINANCIAL IMPLICATIONS

As described in each sub-section.

SUMMARY

This report has been developed to provide Council with a more detailed explanation of the staffing changes and costs increases that are included in the 2025 operating budget that are not related to wage grid increases.

Council is not being asked to deliberate or approve/deny the staffing changes through this report. It is the CAOs expectation that those discussions will take place as the Director's provide their operating budget overviews.

STRATEGIC PLAN

As noted throughout.

OTHERS CONSULTED

Jennifer Knechtel, Director of Human Resources
Andre Morin, Director of Corporate Services/Treasurer
Grant Brouwer, Director of Building and Development
Stephanie Ische, Director of Community Services
Richard Anderson, Director of Emergency Services/Fire Chief

ATTACHMENTS

None.

BY-LAW 88-2024

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to confirm all actions and proceedings of the Council of the Corporation of the Town of St. Marys at its special meeting held on October 15, 2024.

WHEREAS: *The Municipal Act, 2001, S.O. 2001, c.25*, as amended, Section 5(3), provides that the jurisdiction of every council is confined to the municipality that it represents, and its powers shall be exercised by by-law;

AND WHEREAS: The Council of the Corporation of the Town of St. Marys deems it expedient to confirm its actions and proceedings;

NOW THEREFORE: The Council of The Corporation of the Town of St. Marys enacts as follows;

1. That all actions and proceedings of the Council of the Corporation of the Town of St. Marys taken at its special meeting held on the 15th day of October 2024 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
2. This by-law comes into force on the final passing thereof.

Read a first, second and third time and finally passed this 15th day of October 2024.

Al Stratheedee, Mayor

Jenna McCartney, Clerk