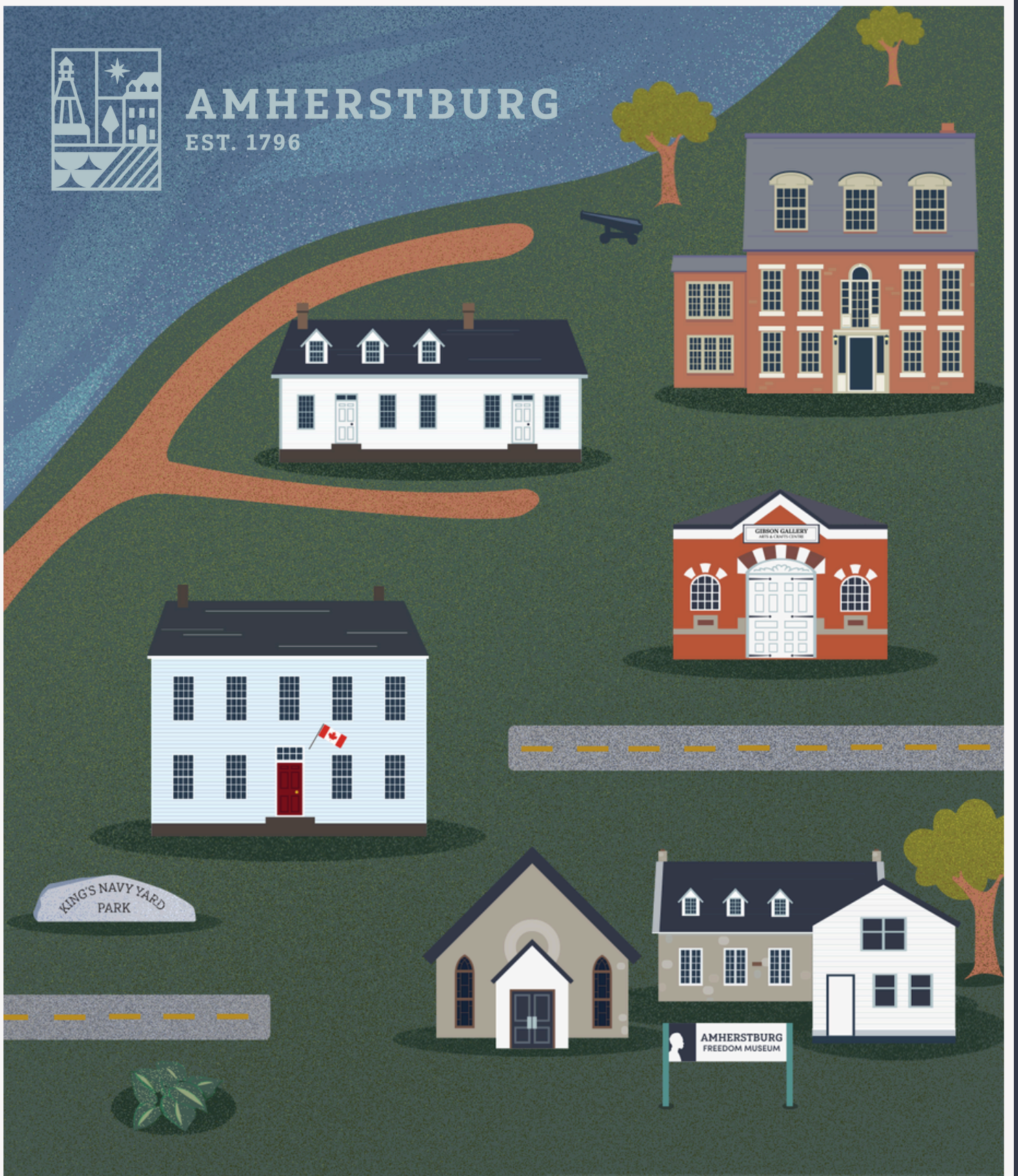




AMHERSTBURG  
EST. 1796



# 2022 - 2026 Strategic Plan: Annual Progress Report



2024

## Message from the CAO

On November 20, 2023 Council adopted the 2023-2026 Community Strategic Plan (CSP). This Plan, reflects the priorities which Council and Administration, through consultation, heard from the community and serves as a guide for Administration in supporting Council to address major decisions within the Town. Importantly, the Community Strategic Plan informs all of the Town's budgets, policies, operational plans and recommendations to Council.

As the CSP is a living document and a tool for management, it is important that we track and report our progress so that we ensure that we are progressing towards our goals. As such, I am pleased to present the first Annual Community Strategic Plan Progress Report. This report has been designed to provide both a Performance Summary for each goal within the strategic pillars of the Plan, as well as a Performance Dashboard which highlights key achievements and metrics related to these four pillars.

Overall, I am pleased to report that 92.4% of all strategic goals set out in the Plan are either completed or are proceeding as planned. This significant advancement towards meeting the goals of the Plan could not have been achieved without the commitment and dedication of both Council and all Town staff as well as the support, guidance and feedback received from the Community, and for that I offer my sincere thanks for a job well done. We look forward to another productive year and to issuing our second report in the first quarter of 2026.



Valerie Critchley, Chief Administrative Officer



**“...92.4% of all strategic goals set out in the Plan are either completed or proceeding as planned.”**



## Progress Report Overview

The Town's Community Strategic Plan is built on four key pillars that guide decision-making, shape priorities, and ensure alignment with our long-term vision. These pillars serve as the foundation for municipal initiatives, helping to focus resources, track progress, and respond to the evolving needs of our community.



### Performance Summary

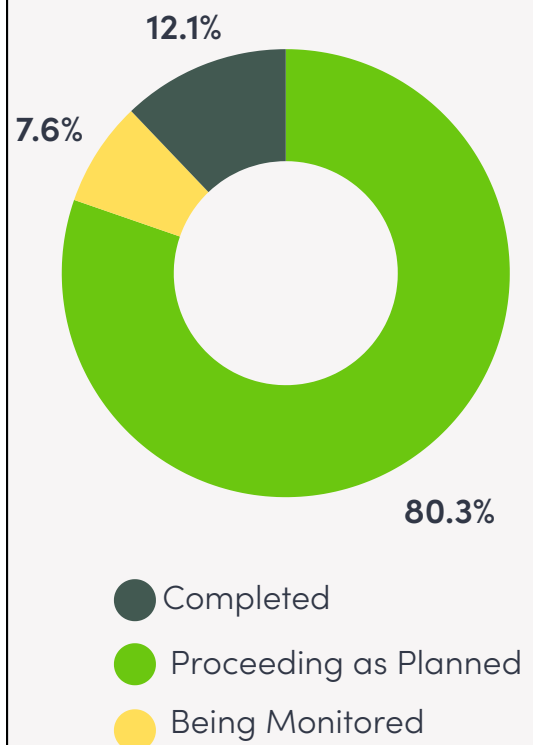
Learn more about how we've been hard at work turning our vision into action. This report provides an annual overview of the Community Strategic Plan, highlighting the progress made during this term of Council. It outlines key actions and milestones achieved so far, along with a status update on all 66 initiatives in the plan. Currently, 53 initiatives (80.3%) are proceeding as planned, 5 (7.6%) are being monitored, and 8 (12.1%) have been completed.



### Performance Dashboard

Explore our progress on key strategic priorities, from community outreach and tree canopy expansion to accessibility and inclusivity. This annual report includes a performance dashboard for each of the four strategic pillars, showcasing meaningful indicators that assess how effectively we are advancing our goals and implementing our strategic plan.

### 66 Initiatives in Total





**Goal #1:**  
 Improve trust between council and staff, and residents, by  
 strengthening governance and internal accountability structures

● Completed
● Proceeding as Planned
● Being Monitored



**GOAL 1: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
●	Revise, implement and adhere to procedural by-law and code of conduct.	<ul style="list-style-type: none"> <li>Revised and adopted Procedural By-law in 2023 (2023-085)</li> </ul>
●	Investigate and procure Council-Staff relations training.	<ul style="list-style-type: none"> <li>Training completed by Strategy Corp July 2024</li> </ul>
●	Establish Annual Report to Council on Meeting Productivity (number and duration of meetings, time spent in open and in camera meetings and number of times Procedural by-law waived).	<ul style="list-style-type: none"> <li>Established baseline metrics and incorporated them as a performance indicators in the strategic plan's annual progress report</li> </ul>



**Goal #2:**  
**Deliver transparent and efficient financial management**

● Completed
● Proceeding as Planned
● Being Monitored



**GOAL 2: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
●	Continue to responsibly pay down debt and replenish municipal reserves.	<ul style="list-style-type: none"> <li>Ongoing part of the operating and capital budget process</li> <li>Working towards improving timelines of financial year-end reporting</li> </ul>
●	Develop and implement a new financial accountability model and asset management plans (AMP).	<ul style="list-style-type: none"> <li>On track to complete July 1, 2025 AMP</li> </ul>
●	Update and implement Financial Policies and Procedures with the goal of increasing efficient financial management (e.g. Purchasing By-law, Delegation of Authority By-Law)	<ul style="list-style-type: none"> <li>Eight (8) financial policies and associated procedures reviewed/updated in 2024.</li> <li>Two (2) policies have been reviewed and updated in early 2025, with five (5) more scheduled for review and update later in the year</li> </ul>



**Goal #3:**  
**Increase effective communication and engagement with residents**

● Completed
 ● Proceeding as Planned
 ● Being Monitored



**GOAL 3: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
<span style="color: green;">●</span>	Conduct regular resident and staff facing updates on the business of Council and the Town including "Council Highlights" and "Mayor's Minutes"	<ul style="list-style-type: none"> <li>Council Briefs implemented; development of Mayor's Minutes underway</li> </ul>
<span style="color: green;">●</span>	Conduct annual budget open house & survey for residents	<ul style="list-style-type: none"> <li>Budget Open house and survey complete for 2025 proposed Capital and Operating Budget</li> </ul>
<span style="color: green;">●</span>	Develop an annual reporting structure for Council and residents on accomplishments and progress measured against the Community Strategic Plan	<ul style="list-style-type: none"> <li>Annual reporting structure for Council and residents developed</li> </ul>



**Goal #4:**  
**Develop our staff team, resources and workplace culture.**

● Completed    ● Proceeding as Planned    ● Being Monitored



**GOAL 4: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
●	Continue the work of the Staff Appreciation & Recognition Committee (STAR), supported by Council.	<ul style="list-style-type: none"> <li>• Introduction of nomination-based awards program in 2024</li> <li>• 8 STAR Committee employee events hosted in 2024</li> </ul>
●	Conduct a Salary Market Review every three years vis a vis comparator municipalities	<ul style="list-style-type: none"> <li>• Review planned for 2025</li> </ul>
●	Expand the Education & Training Opportunities available to all Staff	<ul style="list-style-type: none"> <li>• Staff facilitators have been successfully trained to deliver Mental Health First Aid (MHFA) and The Working Mind programs, in support of our commitment to employee mental health and wellness. Training sessions for all employees are scheduled to begin in Spring 2025.</li> </ul>



**Goal #4:**  
**Develop our staff team, resources and workplace culture.**

● Completed    ● Proceeding as Planned    ● Being Monitored



**GOAL 4: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
	(continued)	<ul style="list-style-type: none"><li>• CPI De-escalation Training: Facilitator training completed; two sessions scheduled for 2025; next steps needed for staff rollout</li><li>• Coaching Engagements: 2024 sessions completed; 11 candidates for 2025 identified</li><li>• Training at Management Meetings:<ol style="list-style-type: none"><li>1. Recruitment Best Practices</li><li>2. Health &amp; Safety Roles &amp; Responsibilities</li><li>3. Accommodation Process</li><li>4. Customer Service: Ongoing consultations</li><li>5. City of Windsor Offerings: Emerging Leadership Training available annually</li></ol></li></ul>



**Goal #5:**  
 Continue to deliver strong core municipal services

● Completed
● Proceeding as Planned
● Being Monitored



**GOAL 5: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
●	Deliver Capital Projects as approved in the Capital Budget.	<ul style="list-style-type: none"> <li>Proceeding and continuing as approved</li> </ul>
●	Monitor the needs and wants of residents annually to ensure “core” services are being provided and to identify gaps.	<ul style="list-style-type: none"> <li>Proceeding and continuing with annual budget survey</li> </ul>
●	Develop and implement Customer Service Standards	<ul style="list-style-type: none"> <li>Internal consultations completed and community survey launched for baseline data</li> <li>Customer Service Policy and Customer Standards Procedure - targeted for May 2025</li> </ul>



Goal #5:  
Continue to deliver strong core municipal services

Completed   Proceeding as Planned   Being Monitored



GOAL 5: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
Completed	Develop level of service expectations (LOS) for municipal capital assets, including roads, as part of the Provincial Asset Management Planning regulatory requirements	<ul style="list-style-type: none"><li>• LOS expectations defined and approved by Council in 2024 maintaining 2022 AMP targets</li><li>• LOS metrics will be updated for the Asset Management Plan by the July 1, 2025, deadline</li></ul>



**Goal #6:**  
**Ensure Amherstburg is an inclusive, accessible and welcoming community committed to reconciliation**

● Completed    ● Proceeding as Planned    ● Being Monitored



## GOAL 6: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Improve the inclusion and accessibility of existing and planned events and festivals.	<p>Special Events Resource Team (SERT) continues to support event organizers by:</p> <ul style="list-style-type: none"> <li>• Providing the Provincial Accessible Events Guide</li> <li>• Reviewing submitted event plans on a monthly basis to ensure compliance with accessibility and inclusion requirements, and providing recommendations for improvement.</li> </ul> <p>Sidewalk upgrades and maintenance to comply with the AODA regulations</p>
●	Identify and implement projects that align with Municipality's existing Inclusive Community Plan	<ul style="list-style-type: none"> <li>• Implementation and expansion of the Town Transit Service following its pilot phase, as recommended in the Town's Inclusive Community Action Plan.</li> </ul>



## Goal #6:

**Ensure Amherstburg is an inclusive, accessible and welcoming community committed to reconciliation**



Completed



Proceeding as Planned



Being Monitored



### GOAL 6: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	(Continued)	<p>Secured provincial and federal funding to increase programs and services offered for our aging population including:</p> <ul style="list-style-type: none"> <li>• An annual 2-Day Active Aging Expo</li> <li>• The You and Me Club: Learning Together (series of 6 inter-generational workshops),</li> <li>• Pilates for Older Adults</li> <li>• Folk Art Painting</li> </ul>
	Identify, map and communicate inclusive and accessible amenities in the Community	<ul style="list-style-type: none"> <li>• Accessible amenity information and maps have been provided for many Town events and will continue as needed</li> <li>• Participated in the County of Essex's Fest-For-All to increase the availability and access to information on services, programs, activities, and events for seniors and people with disabilities in the Town of Amherstburg</li> <li>• Launch of guided historic tours during open air to include experiences in open spaces, along pathways and designated rest areas.</li> </ul>
	Engage regularly with our First Nation partners on shared concerns and issues	<ul style="list-style-type: none"> <li>• Consultation and engagement with First Nations is conducted as required to ensure meaningful dialogue and compliance with all applicable regulations</li> </ul>



## Performance Dashboard

- Governance & Accountability
- Financial Management
- Community Outreach
- Workplace Culture & Opportunities
- Municipal Services
- Inclusion, Diversion, Accessibility



### **PILLAR 1**

Deliver Trusted &  
Accountable Local  
Government

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**AMHERSTBURG**  
EST. 1796



## MEETING PRODUCTIVITY

In 2024...

- **49 Council Meetings held**
- **Average Duration of Regular Council Meetings: 2 hrs 30 mins**

Shorter, well-managed meetings may indicate efficiency, while excessively long meetings may suggest poor time and agenda management.

- **76 hrs 41 mins Spent in Open Meetings**
- **16 hrs 49 mins Spent in Closed Meetings**

Adequate time in closed meetings ensures council members are well-briefed, allowing for informed discussion and sound decision-making before matters are presented publicly. This balance supports good governance, transparency, and efficiency.

- **Number of Times Procedural By-Law waived during Regular Council Meetings: 2**  
Frequent waivers may indicate process inefficiencies or non-compliance with established procedures, potentially resulting in rushed decisions or inconsistent practices.



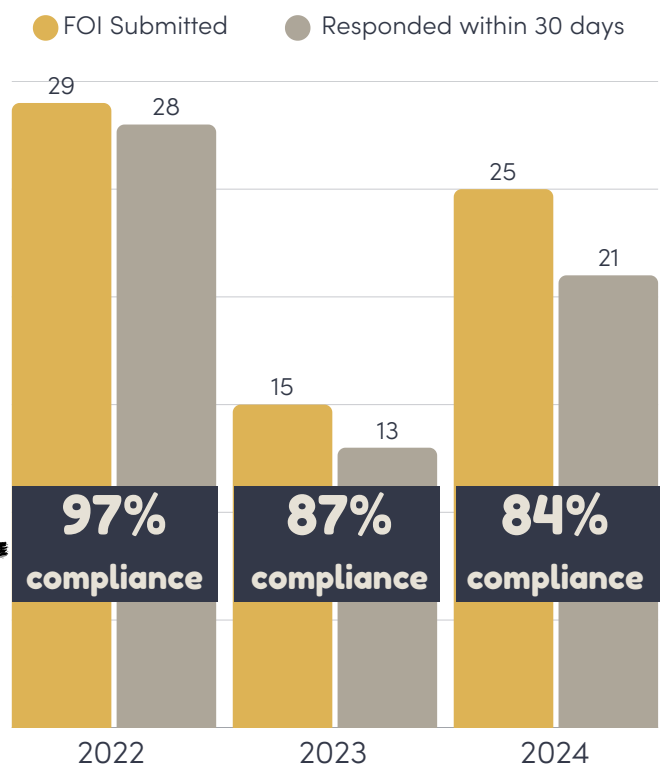
## FREEDOM OF INFORMATION REQUEST COMPLIANCE

The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) governs access to municipal records while protecting personal information. Individuals can request access to their own or general information, with **responses required from the Town within 30 days, subject to permitted extensions.**

# 100%

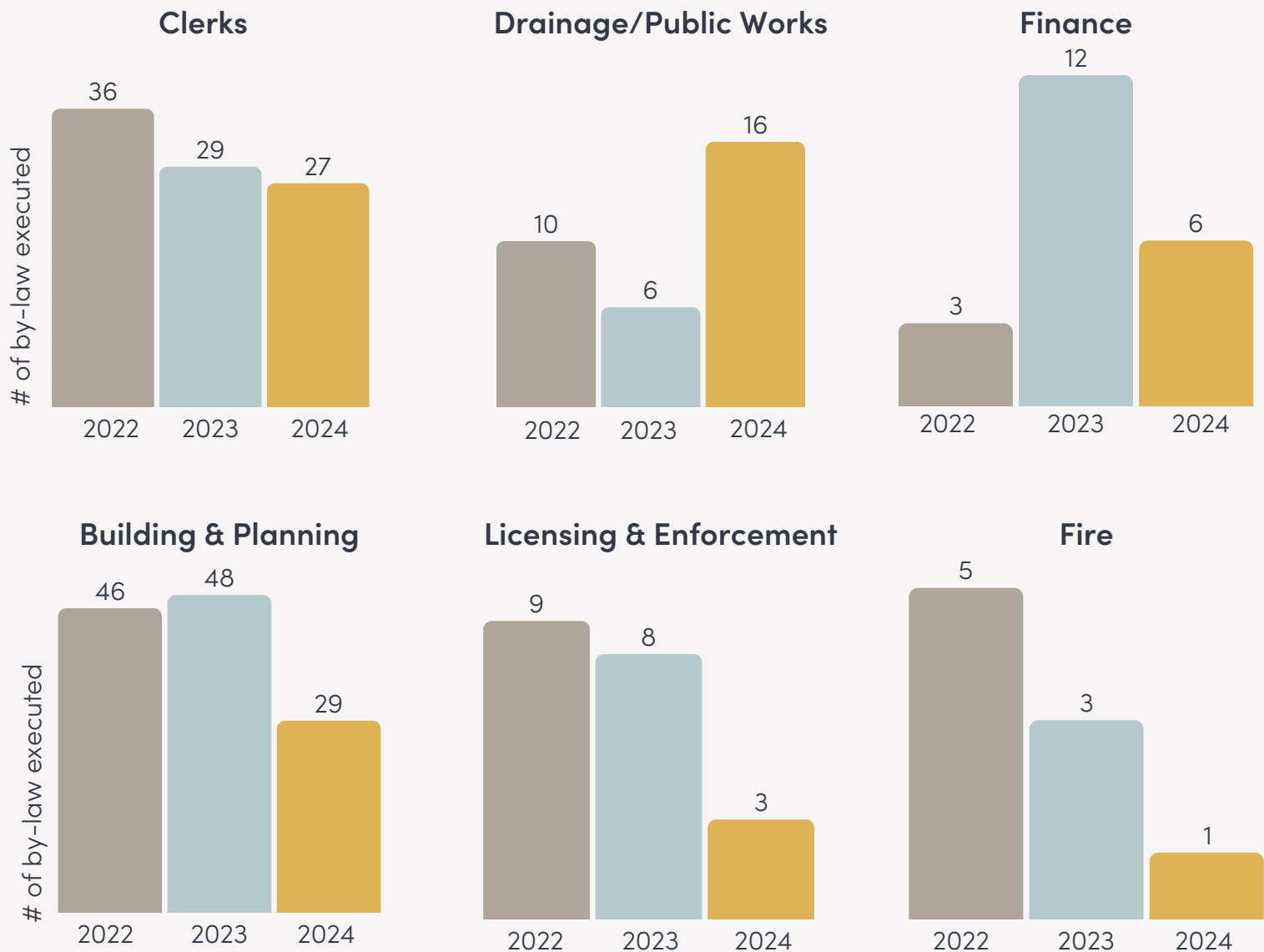
of requests exceeding the 30-day timeframe were addressed within the permitted extension period

Timely FOI responses demonstrates the municipality's commitment to accountability.





## BY-LAW EXECUTION



A municipal by-law is a regulation passed by the Town under provincial authority to address community needs. By-laws help protect the environment, public health, safety, and ensure well-maintained neighborhoods.

Executing municipal by-laws reflects good governance by promoting fairness, transparency, and accountability. They establish a clear enforcement framework, ensuring Council decisions are applied consistently and effectively.

# 485

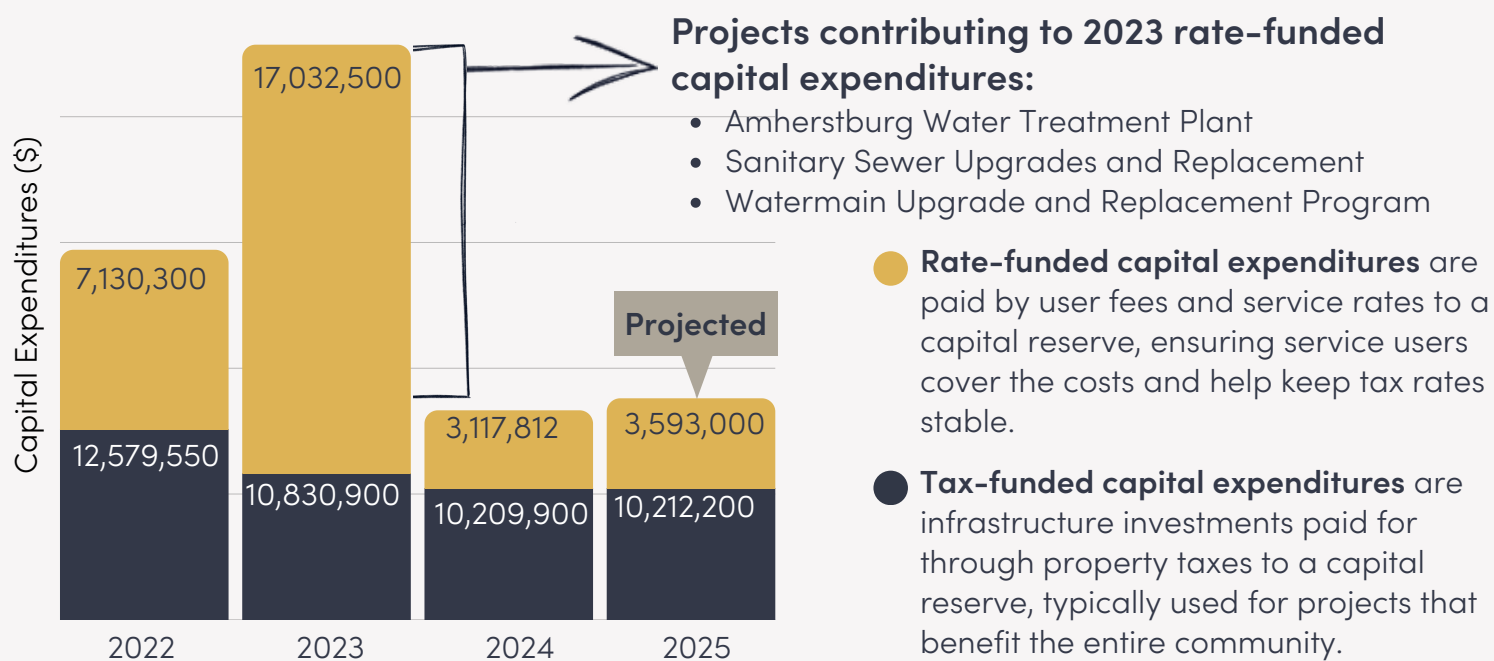
**By-law investigations  
conducted by by-law  
officers in 2024**



## MUNICIPAL INFRASTRUCTURE - CAPITAL EXPENDITURES

**Municipal infrastructure** refers to the critical physical assets – such as roads, bridges, culverts, water systems, public buildings, parks and recreation facilities – that enable the delivery of core services and support the well being of the community.

Capital projects are funded through multiple sources including property tax and fee funded reserves, grant funding, development charges and debt.



## CAPTIAL INVESTMENT DISTRIBUTION

Municipalities make capital investments to maintain and extend the life of existing municipal infrastructure through regular repairs and replacements. This is called **lifecycle funding**. At the same time, they also invest in **expansion** of infrastructure to support growth and meet the changing needs of the community. Both types of investments are planned carefully to ensure services remain safe, reliable, and sustainable for current and future residents.

Below is the breakdown of **lifecycle** funding and investment in **expansion** by asset type:

Asset Type	2023		2024		2025	
	Lifecycle	Expansion	Lifecycle	Expansion	Lifecycle	Expansion
Bridges and Culverts	\$ 1,850,000		\$ 1,250,000		\$ 1,185,000	
Road Network	\$ 6,015,000	\$ 80,000	\$ 1,780,000	\$ 450,000	\$ 4,350,000	\$ 60,000
Stormwater Network	\$ 200,000			\$ 1,006,600		\$ 313,000
Wastewater Network	\$ 4,062,500	\$ 300,000	\$ 865,000	\$ 50,000	\$ 505,000	
Water Network	\$ 12,070,000	\$ 400,000	\$ 1,175,000	\$ 21,212	\$ 2,775,000	



## MUNICIPAL DEBT

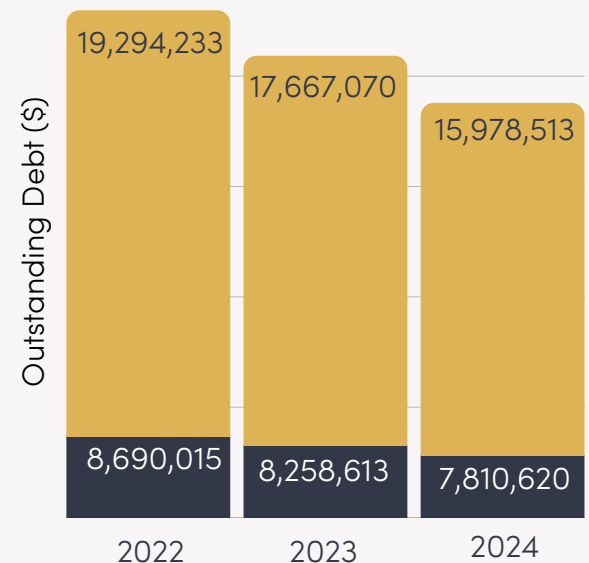
Most municipalities have aging infrastructure that need upgrades or replacement. To help pay for these big projects, municipalities sometimes borrow money and repay it over time –much like a mortgage. This approach helps avoid large tax increases and ensures the cost is shared fairly over the years. This is a common and responsible way to invest in long-term infrastructure.

## DEBT REPAYMENT



The Town's debt is repaid over time using two main sources:

- **Rate-Based Funds**, supported by water and wastewater fees, repay debt tied to utility infrastructure.
- **Tax-Based Funds**, supported by property taxes, repay debt for general community infrastructure like roads and buildings.

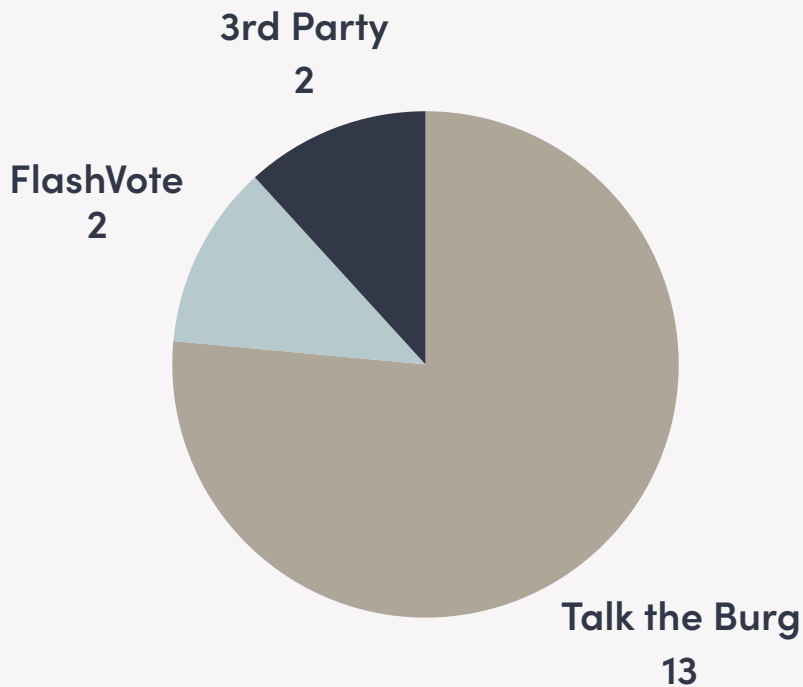


The graph shows how both types of debt are gradually reduced year over year through planned payments.





### TOTAL NUMBER OF SURVEY RESPONSES IN 2024



17 surveys =  
**2480**  
completed surveys

We use surveys to provide feedback on projects and initiatives within Amherstburg. Engagement also provides Council with measureable data to help guide their decisions.

### TOTAL NUMBER OF OPEN HOUSES/PUBLIC CONSULTATIONS

Town Administration hosted **10** public information sessions. Public information sessions assist Administration in better understanding the needs and preferences of our community.

Most public engagements were held in an open house format, while others were held in a presentation format.



**10**  
Public Information  
Sessions



**66**

local business  
consultations



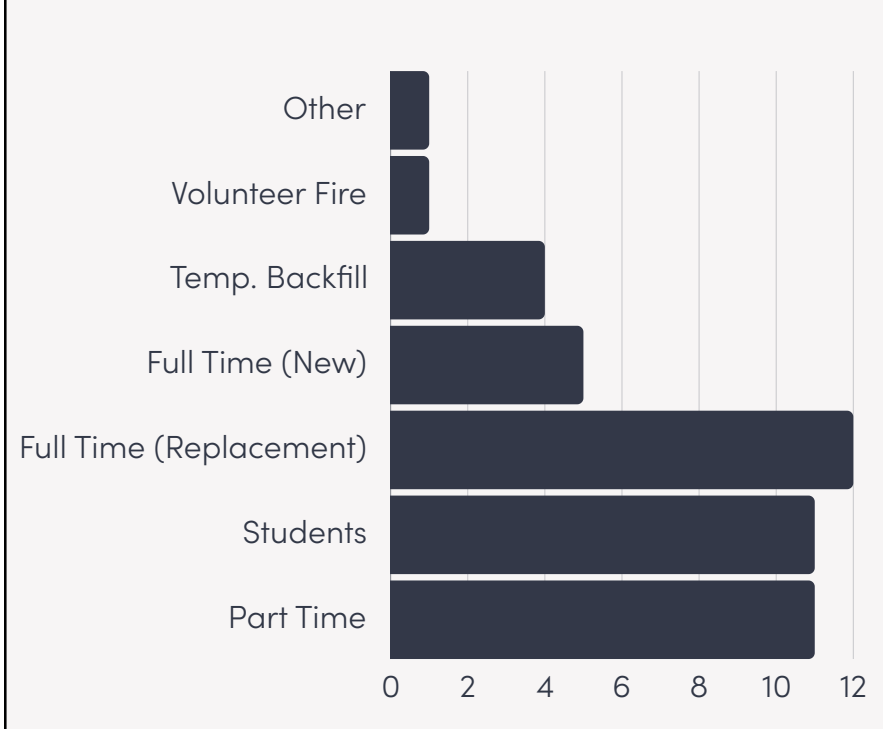
**3**

seasonal user  
group  
consultations



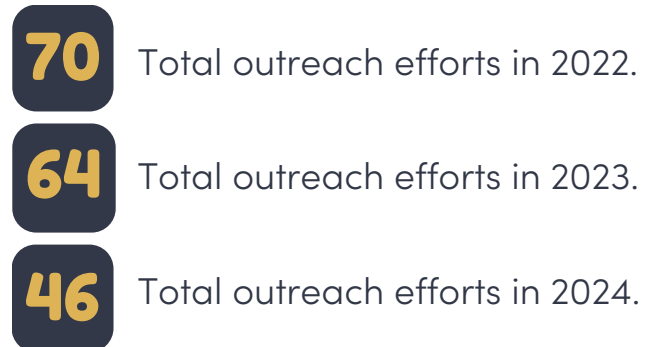
## RECRUITMENT OUTREACH EFFORTS

### BY TYPE IN 2024



### RECRUITMENT EFFORTS VS. HIRES: UNDERSTANDING THE DIFFERENCE

A single recruitment effort may be used to fill multiple vacancies for a position type like volunteer firefighters or summer students. If some positions remain unfilled, additional recruitment efforts may be required, increasing the total number of outreach efforts.



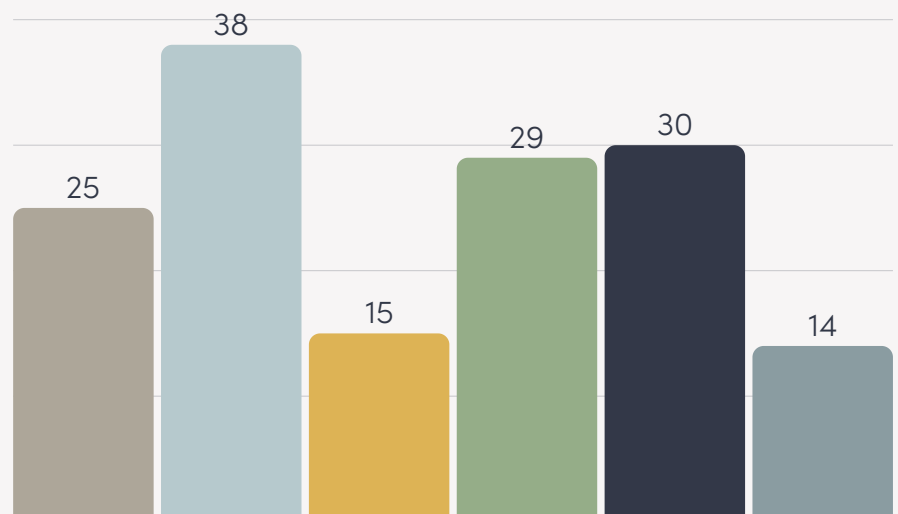
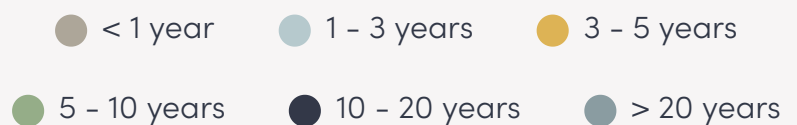
Efficient hiring and strategic shifts to better recruitment channels reduced outreach efforts in 2024.

## EMPLOYEE TENURE



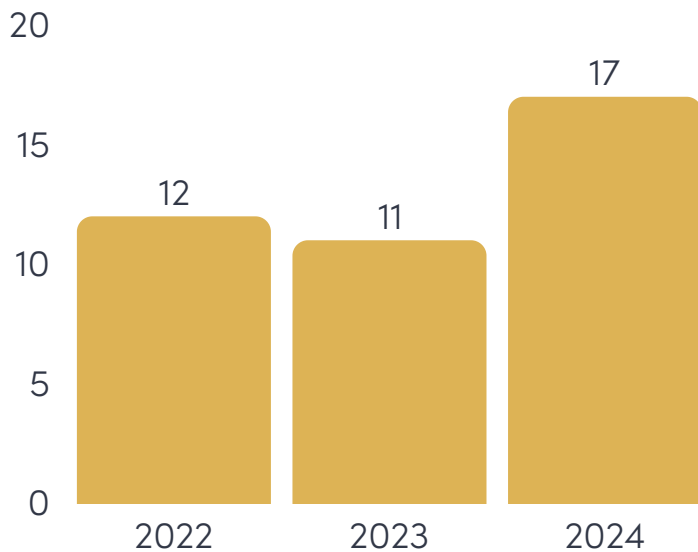
Employee tenure shows how stable the workforce is, how well the organization retains staff, and the impact of training and engagement. It also helps spot succession needs and measure the value of recruitment efforts

### Employee Tenure by Hire Date (2024)





## ERGONOMIC ASSESSMENTS



**88%**

of assessments were initiated due to safety concerns.

When done proactively or when concerns arise, ergonomic assessments can reduce the number and severity of incidents and accidents, lower absenteeism and improve overall workplace safety.



## JOINT HEALTH & SAFETY COMMITTEES

A total of 28 worker and employer representatives committed to workplace safety through inspections, hazard prevention recommendations, and participation in workplace investigations.

**41%**

## DECREASE IN WORKPLACE INCIDENTS IN 2024

The decrease in workplace incidents is due to targeted safety training focused on recurring issues and the ongoing sharing of corrective and preventive actions during meetings.

## WORKPLACE INCIDENTS

Incident Type	2022	2023	2024
Motor Vehicle Collisions	2	1	2
Near Miss - Challenging Discussion w/ Resident	1	1	3
Near Miss - Equipment	0	0	4
Struck by/Caught in	3	6	0
Strain/Overexertion (injury to ligament)	1	5	5
Sprain (injury to tendon or muscle)	1	0	0
Musculoskeletal Disorder	0	6	0
Cut	2	1	0
Exposure (bee sting, poison ivy, etc.)	7	3	3
Slip/Trip/Fall	8	2	0
Other	1	4	0
<b>Total:</b>	<b>26</b>	<b>29</b>	<b>17</b>



## PROGRAMMED EVENTS

**70+** days of free scheduled events

Major events like TRUE Fest, Open Air, Canada Day, Uncommon, Truth & Reconciliation, River Lights, and seasonal favourites like the Easter Egg Extravaganza and Breakfast with Santa and the Mayor offered free programming that fostered belonging, diversity, and community connection.



## ACCESSIBILITY IN PUBLIC SPACES AND MUNICIPAL INFRASTRUCTURE

- **92%** of Town parks feature playgrounds with accessible surfaces, such as engineered wood fibre or rubber.
- **27%** of the Town's park benches include paved end spaces designed to accommodate wheelchair access.
- **85** Tactile surface indicator plates integrated into the Town's infrastructure
- **20** accessible on-street parking spaces
- **12** accessible parking spaces in municipal lots
- **37** accessible parking spaces at municipal buildings and facilities



**A total of \$75,000 is allocated to the AODA Reserve Fund annually to support AODA compliance initiatives.**

In 2024, **\$50,000** from the AODA Reserve was dedicated to a sidewalk extension along the southside of Pickering Drive.

## ACCESSIBILITY ADVISORY COMMITTEE

As required by the Accessibility for Ontarians with Disabilities Act (AODA), the Committee provides guidance to Council on accessibility standards, town facilities, municipal policies, and services. This includes reviewing site plans, advising on accessibility initiatives, and monitoring the Town's annual Accessibility Plan to ensure continuous improvement in accessibility for all residents.

**5**

Accessibility Advisory Committee Meetings held in 2024.

**14**

Site Plans Reviewed in 2024.

# **PILLAR 2**

Invest in Community Amenities & Infrastructure



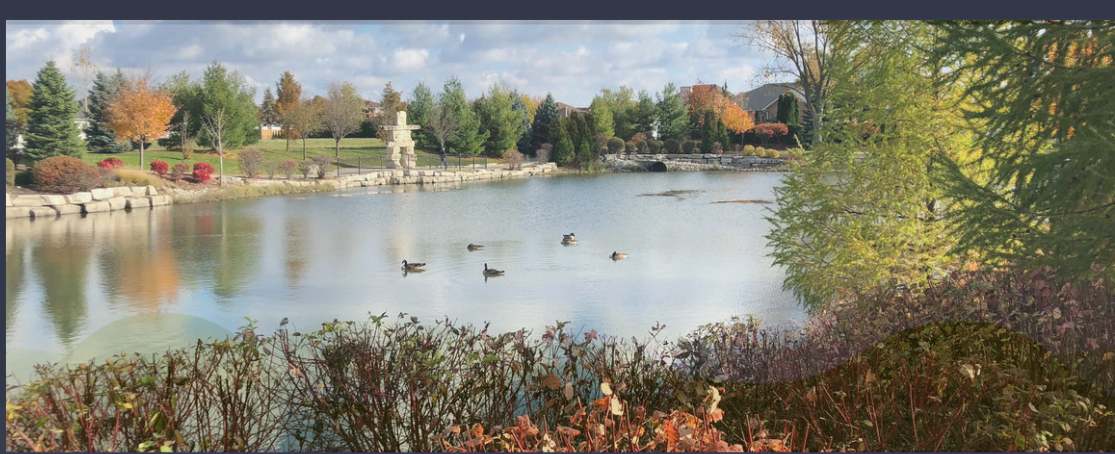
**Goal #1:**  
 Maintain safe, reliable, and accessible municipal infrastructure and facilities

● Completed
● Proceeding as Planned
● Being Monitored



## GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Rationalize all Town lands and facilities, including a new Town Hall.	<ul style="list-style-type: none"> <li>Space needs study complete.</li> <li>Investigation into new Town Hall proceeding</li> </ul>
●	Implement, update and adhere to the Asset Management Plan approved by Council	<ul style="list-style-type: none"> <li>2025 Asset Management Levy of 1.6% approved by Council</li> <li>Update of AMP to be provided by July 1, 2025</li> </ul>
●	Deliver the Transportation Master Plan for Community and Council consideration	<ul style="list-style-type: none"> <li>Transportation Master Plan approved in principal by Council on May 2024 with direction to complete short term intersection improvements at Simcoe Street/Meloche Road intersection</li> </ul>



**Goal #2:**  
**Increase access to recreation opportunities for all ages**

● Completed    ● Proceeding as Planned    ● Being Monitored



**GOAL 2: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
●	Update and implement the Town's Parks Master Plan.	<ul style="list-style-type: none"> <li>Update to Parks Master Plan in Progress – Anticipated completion in Summer 2025</li> </ul>
●	Lead the allocation of third-party funding to enable the increased delivery of recreation programs	<ul style="list-style-type: none"> <li>2026 Senior Active Living Centre (SALC) funding application submitted</li> <li>Pathway 2 Potential (P2P) funding approved</li> <li>Exploring potential collaborations with local organizations to expand programming opportunities</li> </ul>
●	Deliver increased and diversified programming and instruction with identified funding	<ul style="list-style-type: none"> <li>Targeted increase to programs with SALC funding for seniors, Senior Expo, Lunch and Learns, Volunteer Fair, Fitness Classes</li> <li>Total Grant funding secured in 2024 = \$144,104</li> </ul>

# **PILLAR 2**

Invest in Community  
Amenities &  
Infrastructure



**Goal #3:**  
**Finalize and execute plans for town-owned lands (e.g. Duffy’s site, Belle Vue)**

● Completed
● Proceeding as Planned
● Being Monitored



## GOAL 3: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Advocate to upper levels of government regarding the opportunities and funding for these projects	<ul style="list-style-type: none"> <li>The Ministry (MOECP) approved the Town's Condition of Property Use (CPU) and Risk Assessment with conditions for the extension of Kings Navy Yard Park (KNYP).</li> <li>All shoreline stabilization work completed in 2024</li> <li>The Town is amending the CPU for soil cover regulations and developing a Soil Delineation Plan. The next tender for remaining work is scheduled for 2025.</li> </ul>
●	Review responses to the Belle Vue EOI and take the next steps in the process	<ul style="list-style-type: none"> <li>Review of EOI complete</li> <li>Council direction to enter into negotiations with a report due at the end of March 2025</li> </ul>
●	Invest the funding required to complete both projects to the level determined by Council	<ul style="list-style-type: none"> <li>Council invested funds to finalize the KYNP extension for a planned public opening in 2025, pending approval of CPU amendments</li> <li>Council allocated funds to advance Belle Vue negotiations.</li> </ul>

# **PILLAR 2**

Invest in Community Amenities & Infrastructure



## Goal #4: Create public access to the water and waterfront

● Completed
● Proceeding as Planned
● Being Monitored



### GOAL 4: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
<span>● Proceeding as Planned</span>	Complete the extension of the Kings Navy Yard Park onto the former Duffy's property	<ul style="list-style-type: none"> <li>CPU approval with conditions received in Nov 2024</li> <li>Amendments to the CPU are underway to enable site servicing, walkways, lighting, retaining walls, and final grading for a targeted 2025 public opening</li> </ul>
<span>● Proceeding as Planned</span>	Identify and develop plans for access to water through town owned land	<ul style="list-style-type: none"> <li>KYNP Extension work in progress</li> <li>Studies underway for Ranta Park</li> <li>Parks Master Plan to guide waterfront access plans</li> </ul>
<span>● Proceeding as Planned</span>	Investigate the feasibility of a boat launch at Ranta Park	<ul style="list-style-type: none"> <li>Water depth testing, archaeological analysis, and soil examination completed.</li> <li>Additional studies and agency approvals are pending, with time-sensitive requirements requiring adequate funding for project completion.</li> <li>Administration working to seek potential grant opportunities. Ongoing effort to collaborate with ERCA on potential funding for Shoreline Work to creating fishing access.</li> </ul>



### Goal #5:

**Prioritize opportunities to reduce environmental impacts of Town operations and increase Town resilience to climate change**



Completed






Proceeding as Planned



Being Monitored



### GOAL 5: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Complete an Energy Audit of Town Facilities	<ul style="list-style-type: none"> <li>Working within scope while awaiting outcomes from town facility projects (e.g., Town Hall) to ensure a comprehensive and accurate energy audit can commence</li> </ul>
	Incorporate, where practical, solar panels and green building design into Municipal facilities	<ul style="list-style-type: none"> <li>Green building design will be considered in new municipal infrastructure development</li> </ul>
	Explore and identify further opportunities for green initiatives including tree planting	<ul style="list-style-type: none"> <li>Annual tree planting budget approved by Council and Map and Grow program implemented to address tree planting Town wide</li> <li>Ongoing efforts to identify grant opportunities</li> </ul>



## Performance Dashboard

- Municipal Infrastructure
- Recreation Opportunities



### PILLAR 2

Invest in Community  
Amenities &  
Infrastructure

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**AMHERSTBURG**  
EST. 1796



## MUNICIPAL ROAD CONDITIONS

Every five years, an engineering firm conducts a Roads Needs Study to visually inspect and assess all roads. Each segment is assigned a Pavement Condition Index (PCI) from 0 to 100, based on the type and severity of distresses such as cracking, potholes, heaving, and rutting. The PCI provides a consistent measure of condition and is then used to assign each segment a corresponding **road condition category**, helping to prioritize maintenance and rehabilitation needs.

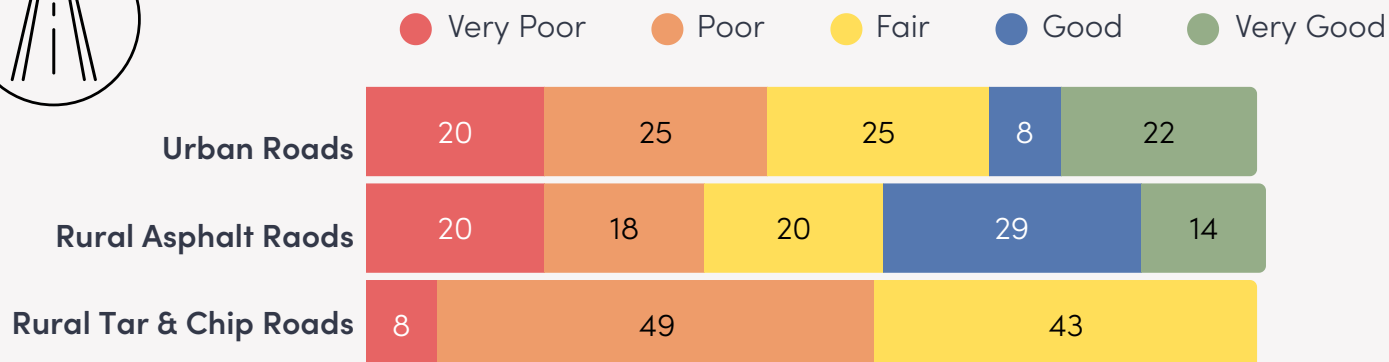
### Road Condition Category:



This proactive approach offers valuable data to guide the planning and prioritization of mill and pave projects, while also providing a clear snapshot of the Town's current road conditions.



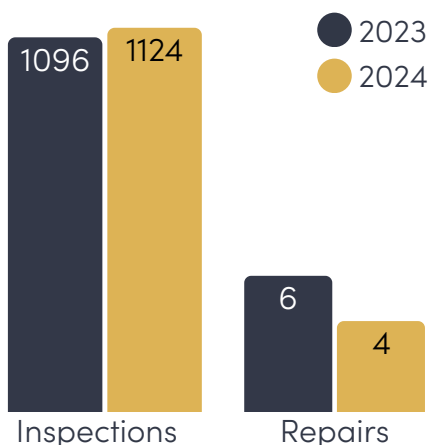
### Road Condition Distribution by Road Type (%)



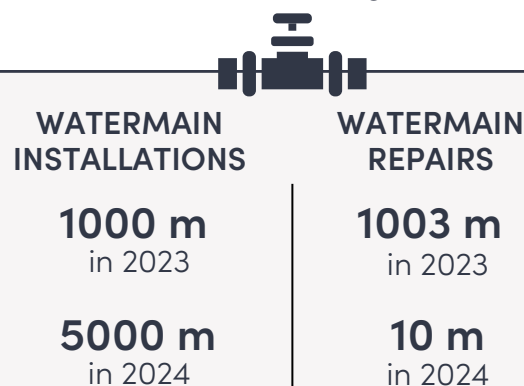
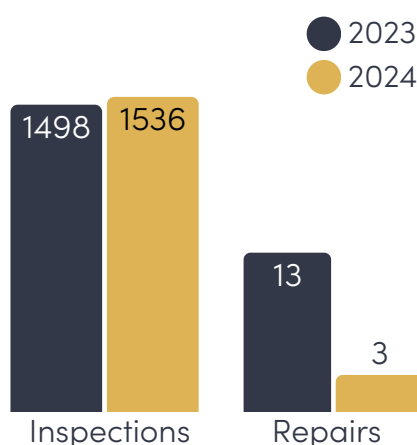
## WATER INFRASTRUCTURE MAINTENANCE AND UPGRADES

Regular maintenance of water infrastructure is essential to ensuring the safety, reliability, and accessibility of the Town's municipal services. These activities help prevent system failures, support emergency response readiness, and ensure consistent access to clean water and safe wastewater management for residents and businesses.

### HYDRANT MAINTENANCE



### MANHOLE MAINTENANCE



Proactive inspections allow for early detection of issues, leading to timely repairs that help prevent costly system failures and service disruptions



## RECREATION OPPORTUNITIES



**Structured recreation programs** play a vital role in fostering community engagement by providing accessible, inclusive opportunities for residents of all ages to stay active, learn new skills, and connect with others.

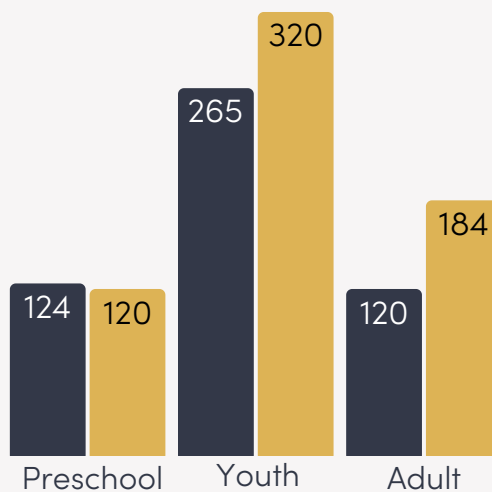
### REGISTRATION

● 2023 ● 2024

**53**  
PROGRAMS  
OFFERED IN  
2023

**73**  
PROGRAMS  
OFFERED IN  
2024

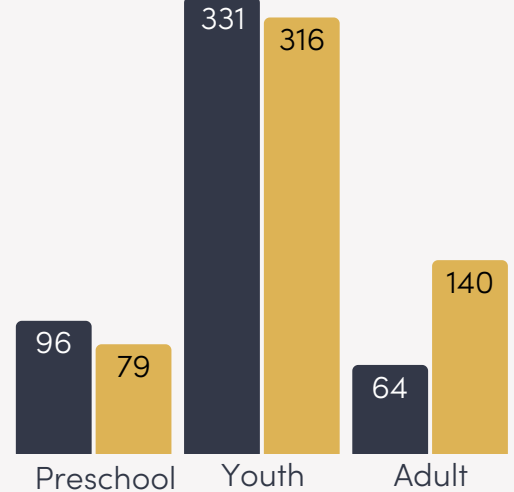
No. of Program Registrants



### PROGRAMMING HOURS

● 2023 ● 2024

No. of Total Programming Hours



Alongside structured recreational programs, the Town provides additional drop-in activities from October - March, giving residents of all ages convenient, low-commitment opportunities to stay active, socialize, and participate in community recreation at their own pace.

## 40+ RECREATION PARTNERSHIPS

with local sports groups, clubs, and community organizations to continue the growth of Town recreational opportunities.

### DROP IN PROGRAMMING HOURS

● 2023/2024 ● 2024/2025

Total Hrs.

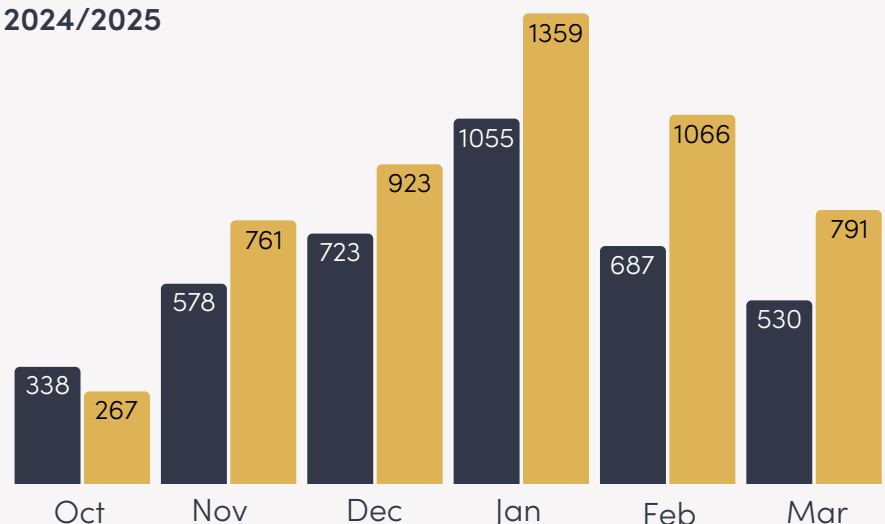


**32%**

### INCREASE IN PARTICIPATION IN 2024/2025

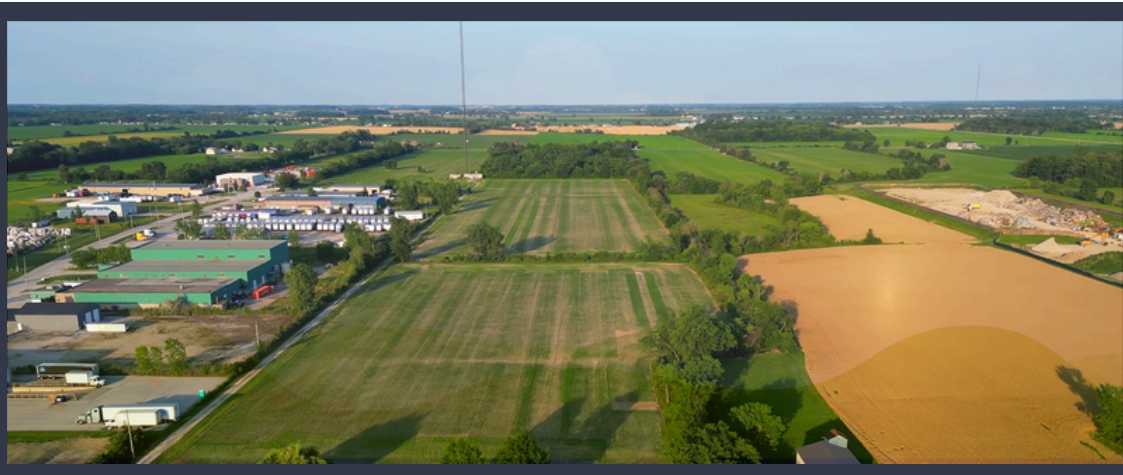
● 2023/2024 ● 2024/2025

No. of Participants



# PILLAR 3

## Encourage Local Economic Prosperity



### Goal #1: Encourage development of commercial and industrial lands

● Completed    ● Proceeding as Planned    ● Being Monitored



#### GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Complete the Official Plan and Zoning By-law Reviews	<ul style="list-style-type: none"> <li>Official Plan review in progress, targeting completion by Q1 2026</li> <li>Zoning By-law review in progress, targeting completion by Q1 2026</li> </ul>
●	Create and implement a Development Tool Kit for prospective investors	<ul style="list-style-type: none"> <li>Tool Kit for Businesses created and implemented. The branded folder includes resources on milestone celebrations, EcDev newsletter subscriptions, business contact list, etc.</li> <li>Economic Development Week, held annually in May, features workshops and networking events</li> </ul>
●	Advocate to the higher levels of government to ensure continued, reliable electrical capacity for industrial lands	<ul style="list-style-type: none"> <li>ROMA Conference (Jan 2025) – Advocated for changes to cost responsibility rules for electricity connections in high-growth areas.</li> <li>Ongoing Consultations with Essex Energy, Essex Powerlines, and recent legislative submission to the Ministry to advocate for continued reliable service.</li> </ul>



## Goal #1:

# Encourage development of commercial and industrial lands



Completed



Proceeding as Planned

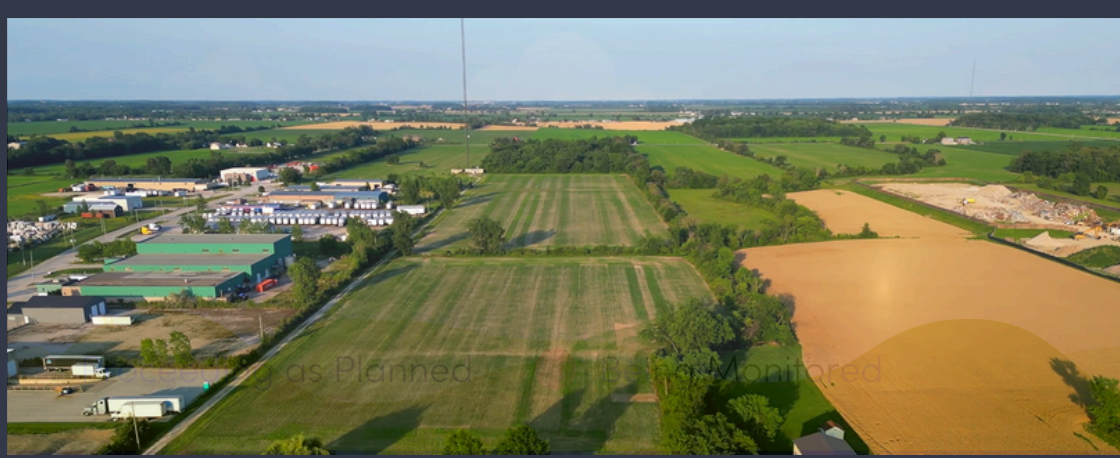


Being Monitored



## GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Ensuring that the Town has reliable utilities for investors	<ul style="list-style-type: none"> <li>• Ongoing meetings/consultation with Essex Energy, Essex Powerlines.</li> <li>• Collaboration with Union Gas on Bob-lo Island gas main project</li> <li>• SCADA and electrical upgrades at the AWTP are nearing completion to enhance plant reliability</li> <li>• Completed detailed design of the AWTP reservoir project - construction to commence in 2025</li> <li>• Commenced engineering design of process waste system to ensure ongoing compliance with our drinking water license</li> <li>• The sanitary master plan is underway to assess system restrictions and capacity for future development</li> <li>• McGregor Lagoon Environmental Assessment In progress to provide sanitary capacity to the residential lands in the area</li> <li>• Howard Industrial Land Servicing Feasibility to provide sanitary servicing to the Howard Industrial Lands</li> </ul>



## Goal #2:

**Continue to promote local tourism industry, especially overnight accommodation**

● Completed ● Proceeding as Planned ● Being Monitored



## GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Encourage investors and private enterprise that fit Town tourism initiatives (e.g., new hotels)	<ul style="list-style-type: none"> <li>Significant growth in downtown hospitality, including a boutique hotel, new restaurants, and expanded spa services, enhancing the visitor experience</li> <li>Introduction of the Business Retention and Expansion initiative to strengthen relationships with local businesses and regional partners, ensuring new enterprises receive the support needed to open and succeed</li> </ul>
●	Invest in the Town's signature events to ensure sustained programming and make them as inclusive as possible	<ul style="list-style-type: none"> <li>Successful launch of docent program (trained volunteer guide program)</li> <li>Night Market Growth allowing grassroots entrepreneurs and established businesses to thrive side by side</li> <li>Collaboration through sponsorship, delivering high-quality programming events beyond the threshold of the base budget.</li> </ul>
●	Pursue and advocate for grant funding that compliments Tourism initiatives	Grant funding secured in 2024: <ul style="list-style-type: none"> <li>Heritage Canada - \$10,000</li> <li>Experience Ontario - \$20,000</li> <li>My Main Street Community Activation - \$77,225</li> </ul>



## Goal #2:

Continue to promote local tourism industry, especially overnight accommodation



Completed



Proceeding as Planned



Being Monitored



### GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Position Amherstburg as a center for Sports Tourism and Eco Tourism	<ul style="list-style-type: none"><li>• The opening of new pickleball courts is targeted for Spring 2025, with ongoing collaboration with the Amherstburg Pickleball Association</li><li>• Event Hosts of the 2025 Ontario Gymnastics Championships in April and annual Hockey for Hospice tournament</li><li>• Continued collaboration with local user groups, such as the Windsor Essex Bike Community (WEBC), for bike trail expansion</li></ul>
	Promote and encourage local cultural and heritage endeavours	<ul style="list-style-type: none"><li>• Coordinated a sponsor to fund Gibson Art Gallery art classes downtown for open air.</li><li>• Secured grant funding to create a docent (historical guide) program. The program was staffed by eight volunteers who were trained to give guided walking of the King's Navy Yard Park, sharing Amherstburg's history.</li><li>• Provided summer students with a familiarization tour of our local museums and gallery so they can share their first hand experience of the sites</li><li>• Created a latin themed weekend during open air, in an effort to create a welcoming environment for our International agri-food workers.</li><li>• Promotion will continue however be structured differently each year.</li></ul>



### Goal #3:

Continue to facilitate downtown development for residents and visitors



Completed




Proceeding as Planned



Being Monitored



### GOAL 3: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Complete and implement Community Improvement Plans where needed and provide to local business	<ul style="list-style-type: none"> <li>• Completion/approval of the Economic Development Community Improvement Plan, targeting investments over \$500,000 and the creation of 60+ full-time jobs, with investor benefits such as tax rebates and waived development charges. The plan has been expanded to include tailored incentives for the competitive medical industry.</li> <li>• Ongoing efforts to further diversify the program to attract a broader range of high-impact businesses.</li> </ul>



### Goal #3:

Continue to facilitate downtown development for residents and visitors



Completed



Proceeding as Planned



Being Monitored



### GOAL 3: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Support the promotional activities of local business groups where aligned with Council's strategic priorities	<ul style="list-style-type: none"><li>• QR stickers posted throughout the community promote the Visit Amherstburg website.</li><li>• Launch of Economic Development microsite targeted for 2025 to showcase local business milestones</li><li>• Launch of Economic Development newsletters to keep businesses informed of promotions and opportunities</li><li>• Self-promotion opportunities offered at Night Markets and Business Markets during Open Air</li><li>• Ribbon cutting and milestone celebration requests with the Mayor streamlined through the launch of an online request form</li><li>• Advertising program implemented at the Libro Centre to boost business visibility</li></ul>



#### Goal #4:

Continue to leverage partnership opportunities with other provincial, federal and local governments, agencies & organizations

● Completed    ● Proceeding as Planned    ● Being Monitored




#### GOAL 3: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Advocate to upper levels of government directly and through delegations at FCM, AMO and ROMA	<ul style="list-style-type: none"> <li>• ROMA Conference Delegation Jan. 2025 with Hydro One</li> <li>• ROMA Conference Delegation Jan. 2025 with Ministry of Energy and Electrification</li> <li>• AMO Conference Delegation Aug. 2024 with Ministry of Long Term Care</li> </ul>
●	Participate in policy initiatives developed by FCM, AMO and ROMA	<ul style="list-style-type: none"> <li>• Delegations completed at the 2024 and 2025 ROMA Conferences regarding local health care, and expanding the local electricity network</li> <li>• Delegation completed at the 2024 AMO Conference regarding increased funding for Long Term Care facilities and increasing access to local health care</li> </ul>



**Goal #4:**  
Continue to leverage partnership opportunities with other provincial, federal and local governments, agencies & organizations

● Completed    ● Proceeding as Planned    ● Being Monitored

<div> <b>GOAL 3: PERFORMANCE SUMMARY</b></div>		
Status	Initiative	Actions and Milestones
●	Initiate regular meetings for Mayor/Deputy Mayor/CAO with community agencies and organizations and the Caldwell First Nation	<p>Mayor and/or members of Council actively participate on various local boards and committees, contributing to the community's development and decision-making process, including:</p> <ul style="list-style-type: none"><li>•Windsor Police Service Board</li><li>•Essex Power HR/Governance</li><li>•WECHU Board of Health</li><li>•Essex Power Corporation</li><li>•Essex Powerlines Board of Directors</li><li>•Councillor at County Council</li><li>•Border Mayor Alliance</li></ul> <p>The municipality continues to build to participate in engagements hosted and attend by First Nations, including the Reconcili-action conferences in 2023 and 2025, along with other community events.</p>



## Performance Dashboard

- Local Tourism
- Industrial and Commercial Development

  
**PILLAR 3**  
Encourage  
Local Economic  
Prosperity

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**AMHERSTBURG**  
EST. 1796



## TOURISM GRANT FUNDING

We were awarded \$107,255 in grant funding for 2024, which enabled us to offer free quality programming to residents and visitors.



**Secured  
sponsorship  
partners  
◆ \$45,000 ◆**

- Over 100,000 visitors
- Over 30 collaborations with Amherstburg businesses
- Over 35 vendors participated in Open Air and even more for Uncommon Festival

Open Air Awards  
BEST of Windsor Essex  
BEST Street Festival

BizX Awards  
Most Wonderful Event of the Year

Festival and Events Ontario  
Top 100 Winners  
Uncommon Fest  
Open Air  
River Lights Festival  
True Fest



## BUSINESS HIGHLIGHTS

We celebrated the opening of the following businesses in the downtown core in 2024:

- Bucket List Roastery
- Beauty by Bretton
- Hotel Stry
- Pure Day Spa
- Montenaros Cafe
- The O
- Frate
- The Dawg House
- Owl's Nest
- Acia Shack

We also witnessed the expansion of Burger 67.



**over 50% of new businesses in 2024  
are located within 3 blocks of the downtown core**

A thriving downtown draws new businesses with its economic vitality, foot traffic, and cultural appeal. The adoption of a Heritage Conservation District will enhance this momentum, driving growth while preserving our historic character and charm.

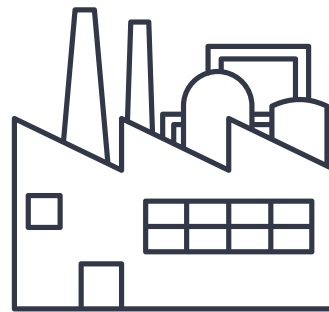
## In 2024...



**24**

Commercial  
Permits Issued

Construction Value: \$10,480,755.00

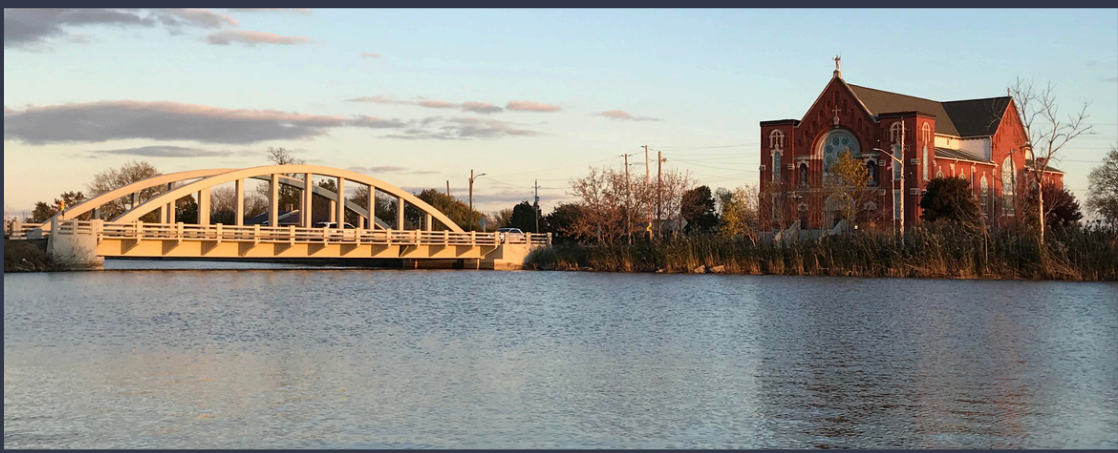


**4**

Industrial  
Permits Issued

Construction Value: \$5,262,000.00

  
**PILLAR 4**  
 Shape Growth  
 Aligned with  
 Local Identity



**Goal #1:**  
 Define and communicate a vision for the Town's future and identity

 Completed
  Proceeding as Planned
  Being Monitored



**GOAL 1: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
	Update the Town's Official Plan	<ul style="list-style-type: none"> <li>80% complete targeting summer 2025 for Statutory Public Meeting followed by report to Council for endorsement.</li> </ul>
	Communicate the Town's Community Strategic Plan to Residents, Business Owners, and local groups and agencies.	<ul style="list-style-type: none"> <li>Community Strategic Plan adopted in November 2023 and published on the Town website.</li> <li>Reference to Strategic Plan used in Council communications, reports, and budget preparations to ensure alignment with Council objectives.</li> </ul>



## Goal #1:

Define and communicate a vision for the Town's future and identity



Completed



Proceeding as Planned

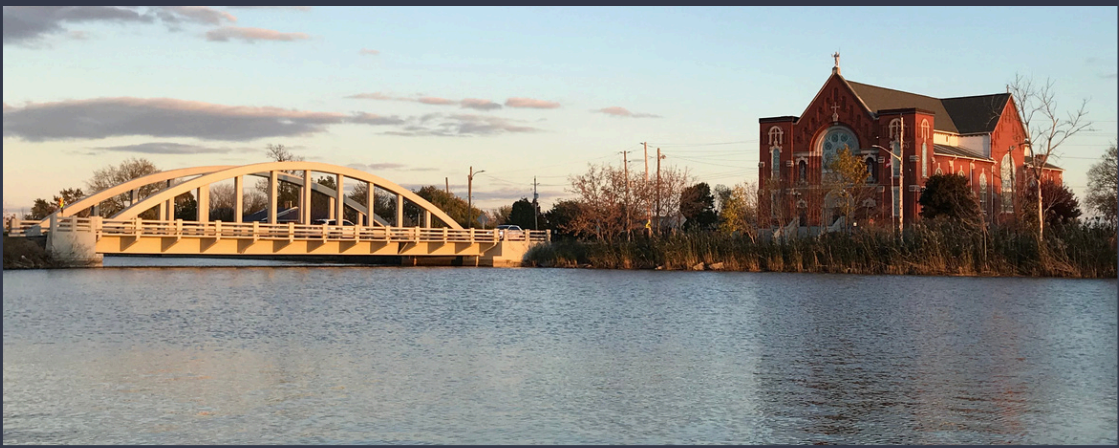


Being Monitored



### GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Develop a Town slogan	<ul style="list-style-type: none"><li>"Preserving our past while forging our future"</li></ul>
	Promote heritage through site plan control to retain the historical character of the Town	<ul style="list-style-type: none"><li>Interim Control By-law passed by Council for the proposed Heritage Conservation District (HCD) as a means to preserve its historical character until the HCD plan is presented to Council in April 2025.</li></ul>



Goal #2:

Promote and plan for green and climate change ready development

Completed

Proceeding as Planned

Being Monitored



GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
<div></div>	Implement best practices regarding review of development charges to promote green development	<ul style="list-style-type: none"> <li>The Town’s Official Plan is undergoing updates to contain policies to promote green development, consistent with the province’s policy direction about compact built form and energy efficiency in the Provincial Planning Statement (2024).</li> </ul>
<div></div>	Consider further investment in EV charging stations based on existing use and demand	<ul style="list-style-type: none"> <li>No further charging stations needed at this time based on existing use and demand.</li> </ul>



## Goal #2:

# Promote and plan for green and climate change ready development

● Completed

● Proceeding as Planned

● Being Monitored



## GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Invest in active transportation initiatives	<ul style="list-style-type: none"><li>• Installation of sidewalk on Pickering.</li><li>• Detailed design of Multi-use trail on County Road 10 in progress, with construction targeted for 2025</li><li>• Paved shoulders installed on the 2nd Concession from CR10 to South Riverview.</li><li>• Park connectivity and active transportation links have been improved, with upgrades at Libro Centre, Jack Purdie Park, Warren Mickle Park, and Golfview Trails</li><li>• The Town's Official Plan is being updated to support active transportation, including walkable neighbourhoods and accessible destinations via transit, sidewalks, and active modes, to align with the Provincial Planning Statement (2024) on building complete communities.</li></ul>
●	Investigate additional alternative opportunities to encourage green development (e.g., the Official Plan and Community Improvement Programs (CIP) policies)	<ul style="list-style-type: none"><li>• The Town of Amherstburg Official Plan is being updated to promote compact, efficient land use, walkable neighbourhoods, mixed land uses, and proximity to transit, reducing the need for additional infrastructure and car dependence.</li></ul>

# **PILLAR 4** Shape Growth Aligned with Local Identity



**Goal #3:**  
 Review and implement policies that promote greater access to diverse housing.

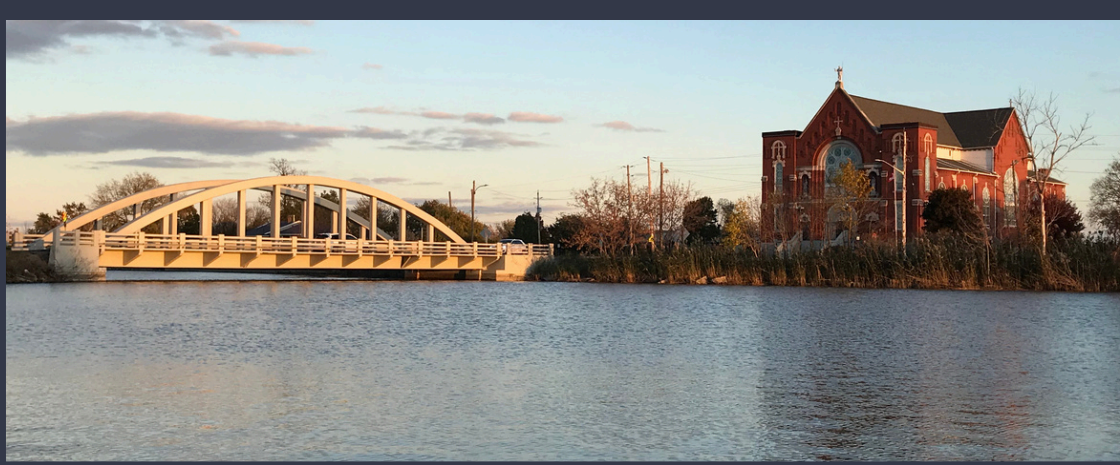
● Completed
● Proceeding as Planned
● Being Monitored



## GOAL 3: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Complete the Official Plan and Zoning By-law Reviews	<ul style="list-style-type: none"> <li>The Official Plan Amendment (OPA) is 80% complete, with a public meeting scheduled for summer 2025, followed by Council approval.</li> <li>The Zoning By-law Amendments (ZBA) process is underway.</li> </ul>
●	Encourage development of in-fill lots in the Town	<ul style="list-style-type: none"> <li>Ongoing promotion of development on infill lots in accordance with the Provincial Planning Statement (2024) and the new Official Plan</li> </ul>
●	Encourage the development of attainable housing	<ul style="list-style-type: none"> <li>Public consultations have been held to consider changes to a subdivision plan that would increase density and allow for lower-priced units</li> <li>Municipalities are awaiting a provincial definition of attainable housing</li> </ul>

  
**PILLAR 4**  
 Shape Growth  
 Aligned with  
 Local Identity






**Goal #4:**  
**Protect the Town’s historic sites and heritage**

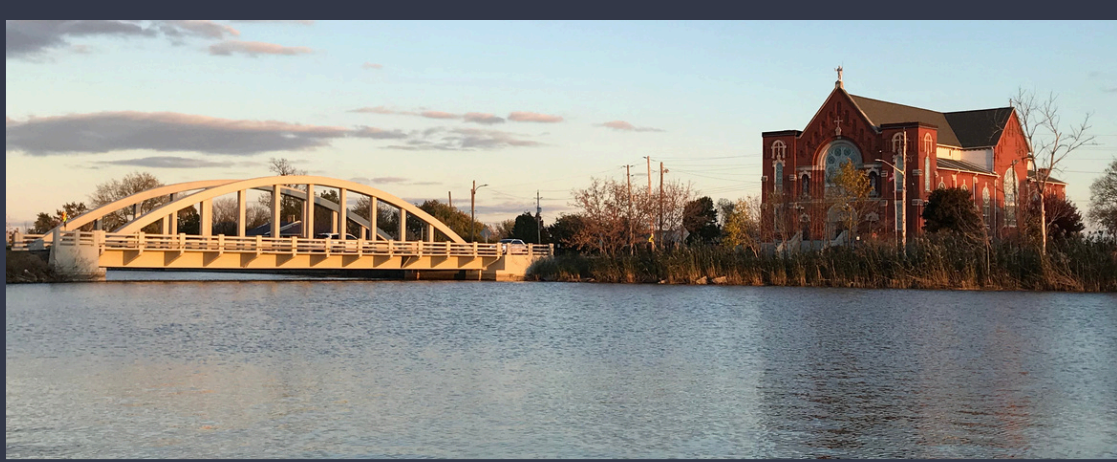
 Completed
  Proceeding as Planned
  Being Monitored



**GOAL 4: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
	Complete the Heritage Conservation District (HCD) Study and Plan	<ul style="list-style-type: none"> <li>Final HCD report to Council for approval in April 2025.</li> </ul>
	Develop a plan to review current "properties of interest" on the Heritage Register	<ul style="list-style-type: none"> <li>Next steps based on outcome of Heritage Conservation District</li> </ul>
	Develop a CIP targeted to historic properties	<ul style="list-style-type: none"> <li>Next steps based on outcome of Heritage Conservation District</li> </ul>

  
**PILLAR 4**  
Shape Growth  
Aligned with  
Local Identity




**Goal #5:**  
**Preserve the Town's greenspaces, agricultural lands and natural environment**

 Completed     Proceeding as Planned     Being Monitored



**GOAL 5: PERFORMANCE SUMMARY**

Status	Initiative	Actions and Milestones
	Complete a Biodiversity Plan for the Municipality	<ul style="list-style-type: none"> <li>Tree planting events and plans actively prioritizing Carolinian species while avoiding overrepresented species and those affected by invasive threats</li> <li>Collaborating with ERCA on management plans for naturalized and protected lands in Kingsbridge and parks systems as identified in the Parks Master Plan</li> </ul>
	Advocate to the Provincial Government for the protection of these lands through provincial planning policy	<ul style="list-style-type: none"> <li>Planning continues to monitor the Environmental Registry of Ontario for opportunities to comment on provincial planning policy proposals that will promote preservation of the Town's greenspaces, agricultural lands and natural environment.</li> </ul>
	Position Amherstburg as a center of Ecotourism	<ul style="list-style-type: none"> <li>Ecotourism opportunities will be integrated into the updated Parks Master Plan in 2025, with a focus on key natural areas such as the Libro Old Growth Oak Forest, Warren Mickle Eco Park, and Golfview Trails and Naturalized Area.</li> </ul>



## Performance Dashboard

- Environmental Sustainability
- Housing Diversification
- Heritage Preservation

  
**PILLAR 4**  
Shape Growth  
Aligned with  
Local Identity

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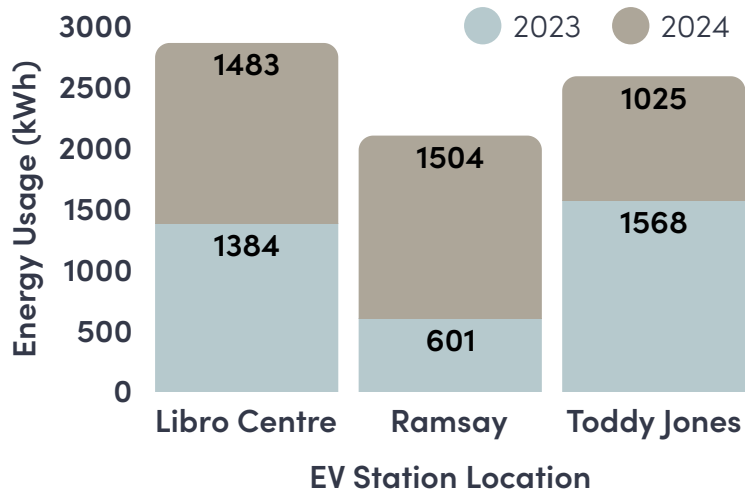
**AMHERSTBURG**  
EST. 1796



## EV STATION USAGE

**Total Usage for 2023 & 2024:** 7,608.02 kWh  
at an average of \$2.29 per kWh

**Number of uses in 2023 & 2024 = 747**



## ACTIVE TRANSPORTATION

**9.1 KM** active infrastructure completed in 2024

**Includes:**

- New sidewalks
- Refurbished sidewalks
- Paved Shoulders



### PUBLIC TRANSIT

13,599 riders in 2023

16,482 riders in 2024

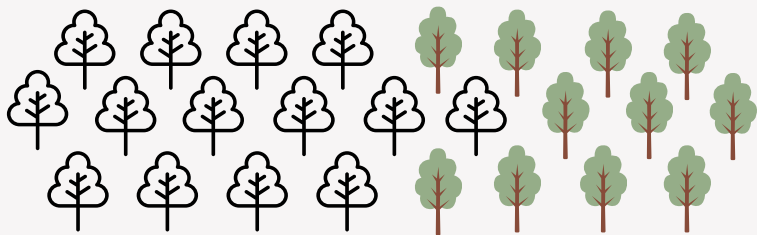
**21%**

**INCREASE IN  
RIDERSHIP  
IN 2024**



## BIODIVERSITY PRESERVATION

**Amherstburg lies within the Carolinian Life Zone**—the smallest yet most biologically diverse forest region in Canada. Home to rare and at-risk species, it plays a crucial role in preserving biodiversity and serving as a carbon sink, helping to strengthen climate resilience.



- Our recommended planting list includes: **25 different tree species**
- **11 of which are native Carolinian species**

## GREENING AND REFORESTATION

Fall, Earth Day and new residential development tree plantings contribute to the tree canopy expansion on municipal property:

**254 TREES PLANTED IN 2023**

**419 TREES PLANTED IN 2024**



Through our Map and Grow partnership with the University of Windsor, **an additional 200 trees are donated annually to residents**, helping to expand the tree canopy on private property.

## WASTE DIVERSION

**1,412 tonnes of yard waste**  
diverted from landfills in 2023

**1,340 tonnes of yard waste**  
diverted from landfills in 2024

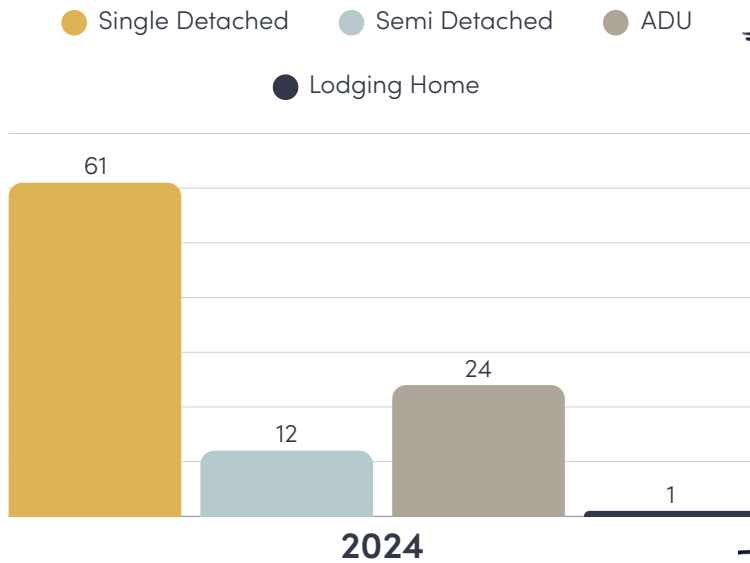
Waste diversion reduces landfill waste, cuts methane emissions, and conserves resources, lowering overall greenhouse gas emissions, which contribute to global warming and climate change.





## HOUSING DIVERSIFICATION

### PERMITS ISSUED BY DWELLING TYPE



**NOTE:** Categories with no units constructed were excluded.

Tracking this data over time reveals housing trends in Amherstburg, showing progress toward local and provincial housing goals.

**16**

### Urban Infill Housing Developments in 2024

Urban infill housing adds new homes on unused land in existing areas, **maximizing** land use, **revitalizing** neighborhoods, and **supporting** sustainable growth by adding housing where infrastructure and services already exist.



## HERITAGE PRESERVATION

### HERITAGE REGISTER

IN 2024:

**128**

**Properties of Interest** that Council believes to be of cultural heritage value or interest to the Town and offer time limited protections under the Act.

**51**

**Designated properties** in the Town are **legally** protected under the Ontario Heritage Act by municipal by-laws, requiring Council approval for any alterations to heritage attributes.



### HERITAGE CONSERVATION DISTRICT (HCD)

The Town is seeking approval for a Heritage Conservation District (HCD). An adopted HCD would provide a framework to guide thoughtful development, ensuring that any changes respect and enhance the district's historic identity.

**92%**

of existing Designated Properties fall within the proposed HCD boundaries.

**65%**

of the Town's Properties of Interest are within the boundaries of the proposed Heritage Conservation District (HCD), making them eligible for designation and legal protection under the municipal HCD by-law.



**AMHERSTBURG**

ONTARIO, CANADA

EST. 1796

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