



2025

2022 – 2026 Strategic Plan **Annual Progress Report**

Message from the CAO

On behalf of the Corporation of the Town of Amherstburg, I am pleased to present the 2025 Municipal Annual Report Card. This report provides Council and the community with a clear and transparent overview of progress made on the 66 initiatives approved by Council, all of which support the Town's strategic priorities and our shared vision for Amherstburg's future.

Over the reporting period, meaningful progress has been achieved across the organization. Of the 66 initiatives, 54.5% have been completed or are actively being implemented, reflecting strong momentum and tangible results. An additional 43.9% of initiatives are proceeding as planned and remain on track, while 1.5% are being closely monitored to ensure potential risks or emerging challenges are proactively addressed. Together, these outcomes demonstrate the Town's continued focus on accountability, effective planning, and responsible service delivery.

This Annual Report Card is intended to provide a balanced and honest assessment of organizational performance, highlighting accomplishments while also identifying areas where continued attention is required. I would like to extend my sincere appreciation to Mayor and Council for their leadership and direction, to Town staff for their dedication and professionalism in delivering Council's priorities, and to the residents of Amherstburg for their ongoing engagement and support. As we move forward, the Town remains committed to transparency, continuous improvement, and delivering results that enhance the quality of life for our community.



Valerie Critchley, Chief Administrative Officer



“Together, these outcomes demonstrate the Town’s continued focus on accountability, effective planning, and responsible service delivery.”



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.



PILLAR 1
Deliver Trusted & Accountable Local Government



PILLAR 2
Invest in Community Amenities & Infrastructure



PILLAR 3
Encourage Local Economic Prosperity



PILLAR 4
Shape Growth Aligned with Local Identity



Performance Summary

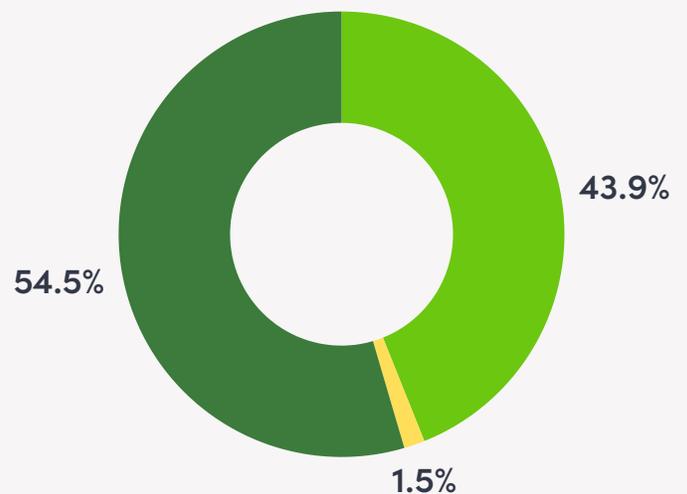
Learn more about how we've been hard at work turning our vision into action. This report provides an annual overview of the Community Strategic Plan, highlighting the progress made during this term of Council. It outlines key actions and milestones achieved so far, along with a status update on all 66 initiatives in the plan. Currently, 1 (1.5%) initiative is being monitored, 29 initiatives (43.9%) are proceeding as planned, and 36 (54.5%) are completed/actively implemented.



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.

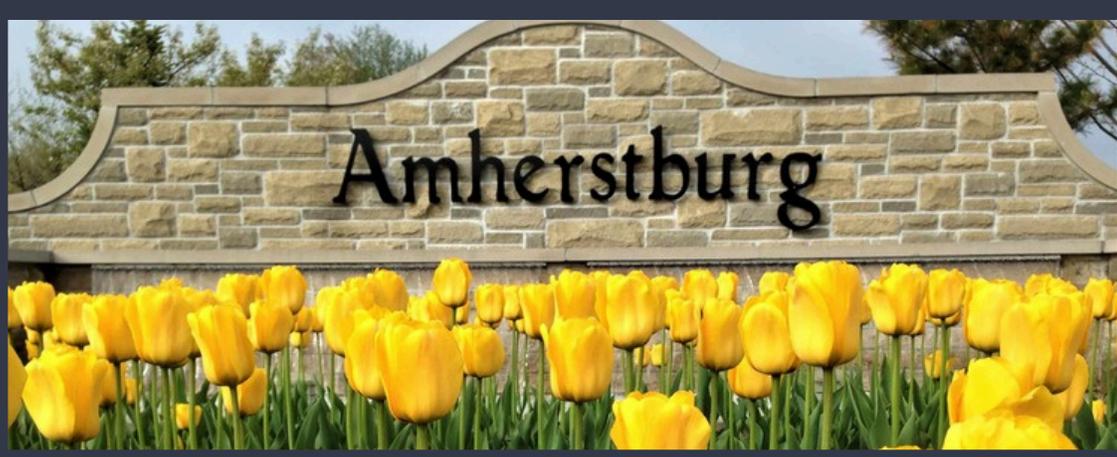
66 Initiatives in Total



-  **36** Completed/Actively Implemented
-  **29** Proceeding as Planned
-  **1** Being Monitored


PILLAR 1

Deliver Trusted & Accountable Local Government



Goal #1:

Improve trust between council and staff, and residents, by strengthening governance and internal accountability structures

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored

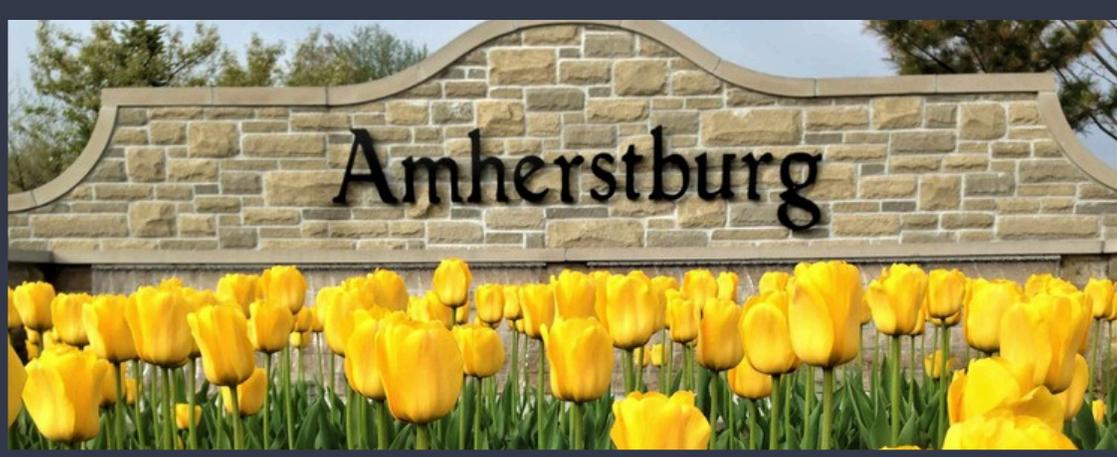


GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Revise, implement and adhere to procedural by-law and code of conduct.	Revised and adopted Procedural By-law in 2023 (2023-085)
	Investigate and procure Council-Staff relations training.	Training completed by Strategy Corp July 2024
	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).	Established baseline metrics and incorporated them as a performance indicators in the strategic plan's annual progress report


PILLAR 1

Deliver Trusted & Accountable Local Government



Goal #2:
Deliver transparent and efficient financial management

 Completed/ Actively Implemented  Proceeding as Planned  Being Monitored

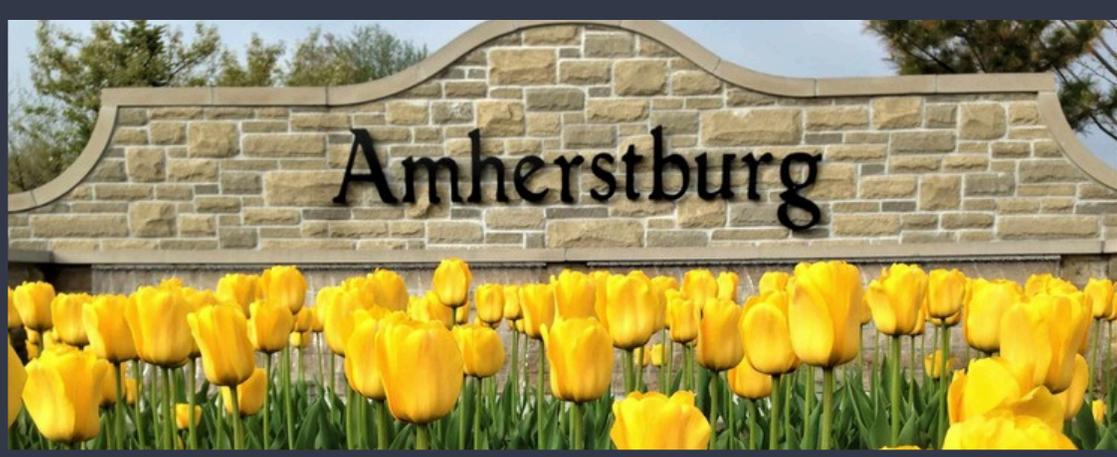


GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Continue to responsibly pay down debt and replenish municipal reserves.	Improved timelines for 2024 year-end reporting: <ul style="list-style-type: none"> • Financial Statements completed and approved by Council in July 2025 • FIR completed and submitted to the Ministry in August 2025
	Develop and implement a new financial accountability model and asset management plans (AMP).	Completed and presented to Council September 2025. Funding Strategy approved during 2026 Budget Deliberations.
	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)	Updates to the Investment Policy and TCA Policy were finalized in early 2025. The Procurement Policy update/modernization is underway, and the Reserve and Reserve Fund Policy was approved by Council in December 2025.


PILLAR 1

Deliver Trusted & Accountable Local Government



Goal #3:

Increase effective communication and engagement with residents

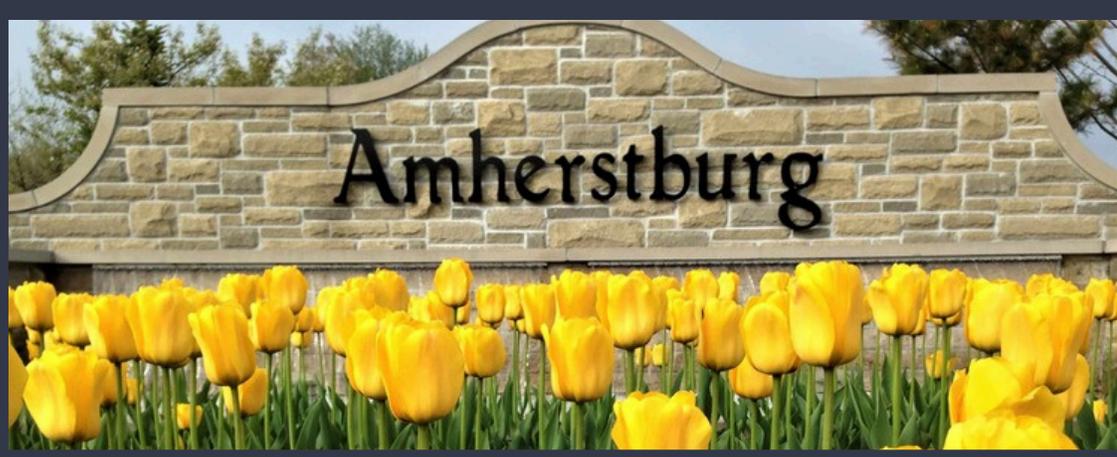
● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 3: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	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"> • Council Briefs have been implemented. • The Mayor’s Minutes video series has been launched, highlighting key municipal services, with 5 videos filmed in 2025 and planning underway for the 2026 series.
	Conduct annual budget open house & survey for residents	Budget Open house and survey complete for 2026 proposed Capital and Operating Budget
	Develop an annual reporting structure for Council and residents on accomplishments and progress measured against the Community Strategic Plan	Annual reporting structure for Council and residents developed and updated annually.


PILLAR 1
 Deliver Trusted & Accountable Local Government



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

● Completed/ Actively Implemented
 ● 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"> The STAR (Staff Appreciation & Recognition) Committee is fully established and actively functioning. The committee continues to host regular staff appreciation and recognition events, with ongoing support from Council.
	Conduct a Salary Market Review every three years vis a vis comparator municipalities	Progress remains on schedule, with completion of all submissions and reviews anticipated in Q2 of 2026 and results to be shared later in 2026.
	Expand the Education & Training Opportunities available to all Staff	Staff facilitators have been trained to deliver Mental Health First Aid (MHFA) and The Working Mind programs, reinforcing the Town's commitment to employee mental health and wellness.



Goal #4:

Develop our staff team, resources and workplace culture.

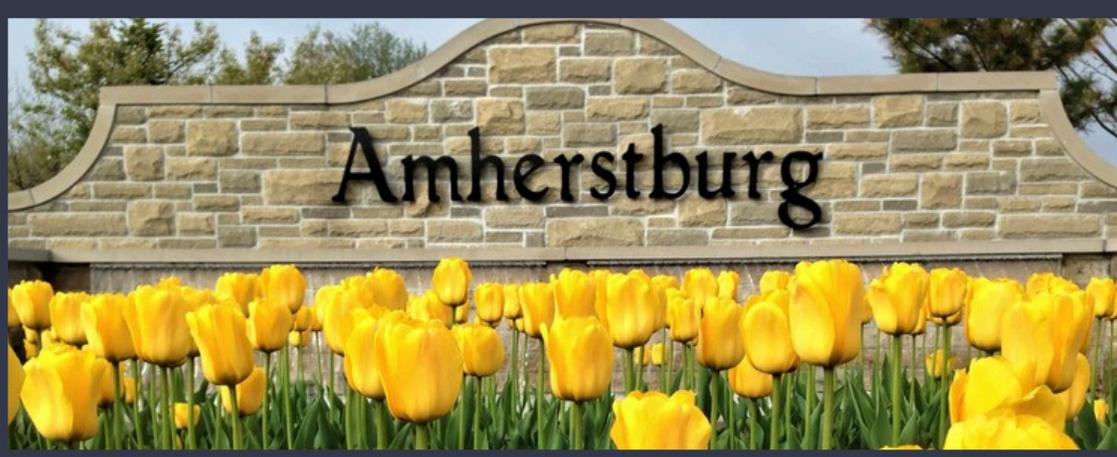


GOAL 4: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	(continued)	<p>Training in 2026:</p> <ul style="list-style-type: none"> • Non-Violent De-Escalation: 3 Sessions • Mental Health First Aid: 2 sessions • The Working Minds: 4 sessions <p>Employees continue to have access to a variety of development opportunities through scheduled management training sessions, informational workshops, coaching engagements, and participation in external programs and professional memberships.</p>


PILLAR 1

Deliver Trusted & Accountable Local Government



Goal #5:
Continue to deliver strong core municipal services

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 5: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Deliver Capital Projects as approved in the Capital Budget.	Capital projects are funded through the capital budget and executed by the appropriate department and project manager.
●	Monitor the needs and wants of residents annually to ensure “core” services are being provided and to identify gaps.	The Annual Budget Survey is an integral component of the annual budget rollout. The public survey has been completed and results received by Council for 2026 ahead of deliberations.
●	Develop and implement Customer Service Standards	<ul style="list-style-type: none"> • Customer Policy, Procedures, and Service Standards were adopted by Council on July 14th. • The Service Amherstburg team has been established and meets quarterly to discuss initiatives.



Goal #5:
Continue to deliver strong core municipal services

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored

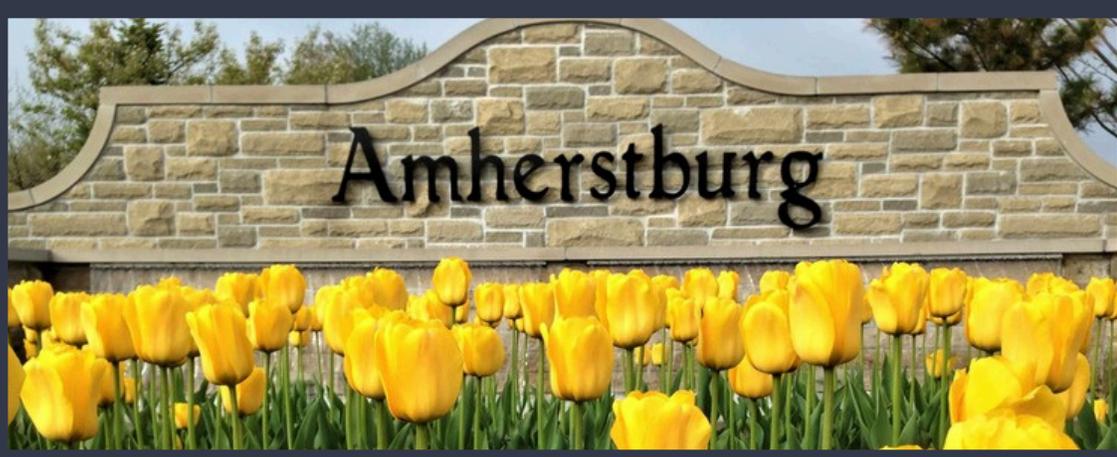


GOAL 5: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Develop level of service expectations (LOS) for municipal capital assets, including roads, as part of the Provincial Asset Management Planning regulatory requirements	2025 Asset Management Plan was approved by Council. Service level expectations were contained in the AMP as adopted Levels of Service.


PILLAR 1

Deliver Trusted & Accountable Local Government



Goal #6:

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

- Completed/ Actively Implemented
 ● 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.	The Special Events Resource Team (SERT) is fully implemented and continues to support event organizers by: <ul style="list-style-type: none"> • Providing the Provincial Accessible Events Guide • Reviewing submitted event plans on a monthly basis to ensure compliance with accessibility and inclusion requirements, and providing recommendations for improvement.
	Identify and implement projects that align with Municipality's existing Inclusive Community Plan	The Town has achieved its short and mid term goals and continues to advocate and implement the components of the Town's Inclusive Community Plan in its activities, including increased Older Adult Programming and Active Aging Expo, as well as ensuring continuing transit access.



Goal #6:

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

 Completed/ Actively Implemented

 Proceeding as Planned

 Being Monitored



GOAL 6: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Identify, map and communicate inclusive and accessible amenities in the Community	<ul style="list-style-type: none"> • Accessible amenity information and maps have been provided for many Town events and will continue as needed. • 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 • Launch of guided historic tours during open air to include experiences in open spaces, along pathways and designated rest areas.
	Engage regularly with our First Nation partners on shared concerns and issues	Consultation and engagement with First Nations is conducted as required to ensure meaningful dialogue and compliance with all applicable regulations



Performance Dashboard

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



PILLAR 1

Deliver Trusted & Accountable Local Government





MEETING PRODUCTIVITY

In 2025...

- **49 Council Meetings held**
- **Average Duration of Regular Council Meetings: 2 hrs 6 mins**
- **55 hrs 25 mins Spent in Open Meetings**
- **12 hrs 49 mins Spent in Closed Meetings**



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

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.

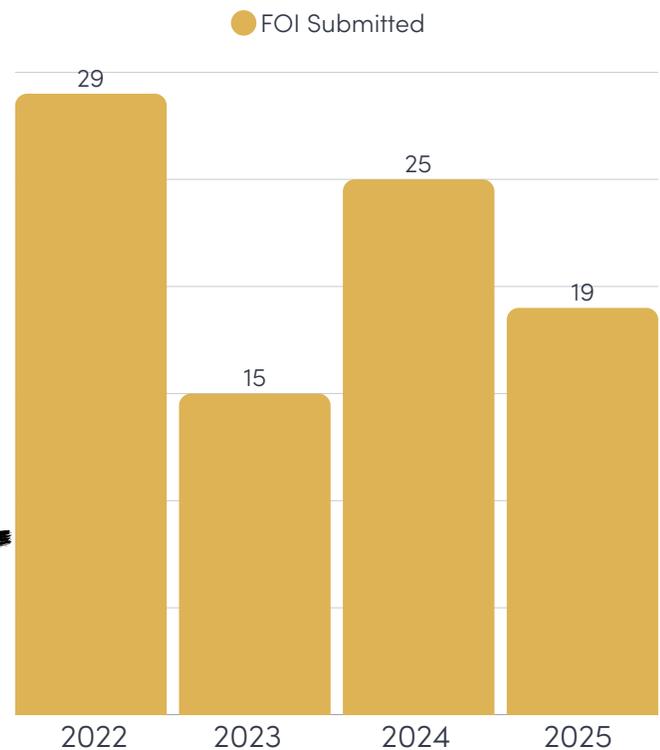
- **Number of Times Procedural By-Law waived during Regular Council Meetings: 3**
- Frequent waivers may indicate process inefficiencies or non-compliance with established procedures, potentially resulting in rushed decisions or inconsistent practices.

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 Freedom of Information Requests were addressed within the legislated timeframe

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





BY-LAW EXECUTION BY DEPARTMENT

	2022	2023	2024	2025
Clerks	36	29	27	24
Drainage/Public Works	10	6	16	10
Finance	3	12	6	4
Building & Planning	46	48	29	36
Licensing & Enforcement	9	8	3	8
Fire	5	3	1	1

Municipal by-laws are regulations enacted by Council under provincial authority to address community needs.

Effective enforcement promotes public safety, environmental protection, and well-maintained neighbourhoods, while ensuring fair, consistent, and accountable application of Council decisions.

SERVICE DEMAND & RESOLUTION



Increased overall complaints driven by growth and construction.



Lower resolution rate due to higher volume and summer staffing gaps.

BY-LAW COMPLAINTS BY CATEGORY

Category Type	2024	2025
Yard Maintenance	192	303
Zoning	19	18
Dog/Animal	57	41
Noise	25	36
Signs	2	53
Building Code	20	10
Short-Term Rentals	2	16
Other	168	81



PARKING ENFORCEMENT



Parking revenue has increased despite reduced ticket volumes.





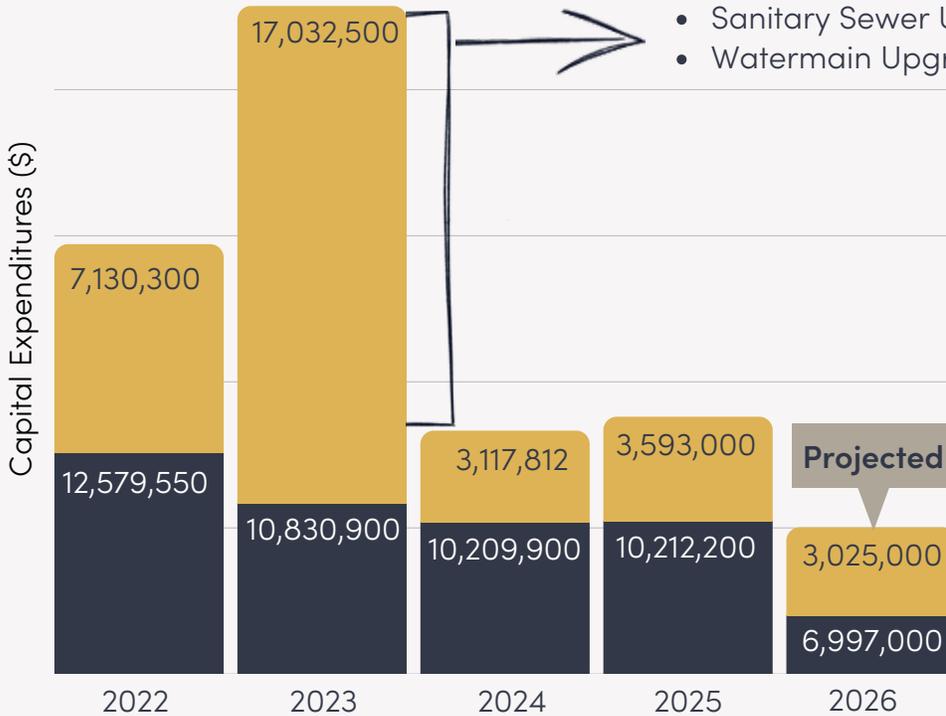
MUNICIPAL INFRASTRUCTURE - CAPITAL EXPENDITURES

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.

Projects contributing to 2023 rate-funded capital expenditures:

- Amherstburg Water Treatment Plant
- Sanitary Sewer Upgrades and Replacement
- Watermain Upgrade and Replacement Program



● **Rate-funded capital expenditures** are paid by user fees and service rates to a capital reserve, ensuring service users cover the costs and help keep tax rates stable.

● **Tax-funded capital expenditures** are infrastructure investments paid for through property taxes to a capital reserve, typically used for projects that benefit the entire community.

CAPITAL 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:

Approved Budget Amounts

Asset Type	2023		2024		2025		2026	
	Lifecycle	Expansion	Lifecycle	Expansion	Lifecycle	Expansion	Lifecycle	Expansion
Bridges and Culverts	\$ 1,850,000		\$ 1,250,000		\$ 1,185,000		\$ 1,115,000	
Road Network	\$ 6,015,000	\$ 80,000	\$ 1,780,000	\$ 450,000	\$ 4,350,000	\$ 60,000	\$ 1,650,000	\$ 400,000
Stormwater Network	\$ 200,000			\$1,006,600		\$ 313,000		
Wastewater Network	\$ 4,062,500	\$ 300,000	\$ 865,000	\$ 50,000	\$ 505,000		\$ 375,000	
Water Network	\$12,070,000	\$ 400,000	\$ 1,175,000	\$ 21,212	\$ 2,775,000		\$ 2,650,000	

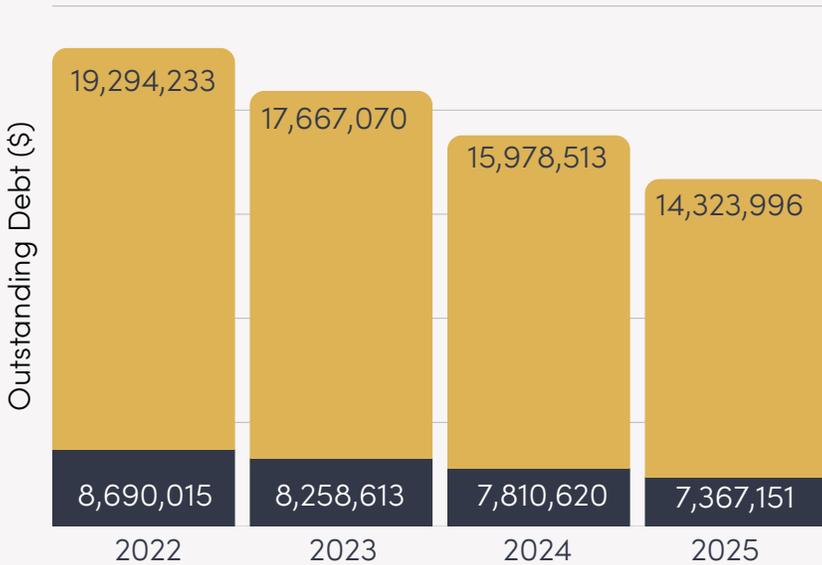




MUNICIPAL DEBT

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



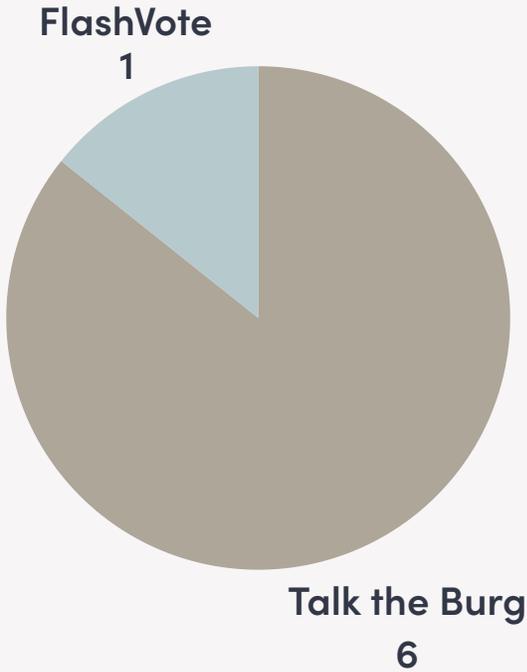
The Town’s debt is repaid over time using two main sources:

- **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.





TOTAL NUMBER OF SURVEY RESPONSES IN 2025



7 surveys =
3400
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.

PUBLIC ENGAGEMENT IN 2025



2,648

Social media posts issued across all Town accounts



6.9M

Impressions across all posts on social media



26

Media releases issued to inform the public of Town initiatives



4

New municipal websites launched including: Town, Heritage, Economic Development & Fire

Town Administration hosted 7 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.





YEAR OVER YEAR RECRUITMENT BY TYPE

	2024	2025
Full Time (Replacement)	12	10
Full Time (New)	5	6
Temp. Backfill	4	3
Part Time	11	12
Students	11	6
Volunteer Fire	1	1
Other	1	6

RECRUITMENT EFFORTS VS. HIRES: UNDERSTANDING THE DIFFERENCE

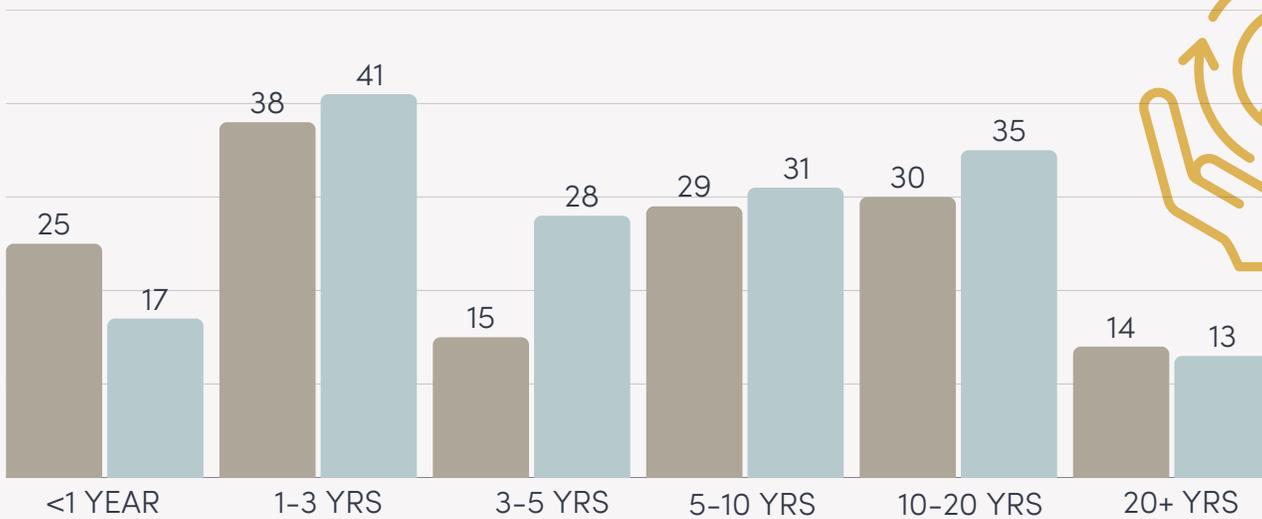
A single recruitment effort may be used to fill multiple vacancies for a position type like volunteer firefighters or summer students. If some positions remain unfilled, additional recruitment efforts may be required, increasing the total number of outreach efforts.



Efficient hiring and strategic shifts to better recruitment channels reduced outreach efforts in 2025.

EMPLOYEE TENURE

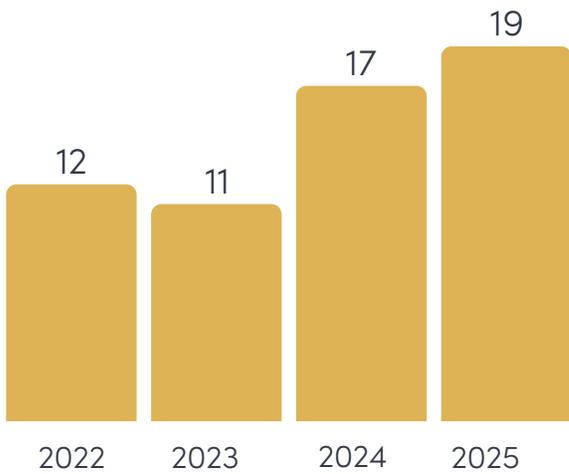
● 2024 ● 2025



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



ERGONOMIC ASSESSMENTS



88%

of assessments were triggered by employee discomfort reports.

11%

of assessments focused on new hires.

Proactive ergonomics and early reporting are delivering real prevention results—supporting employee well-being, reducing injury risk, and avoiding compensation claims.



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.



INCREASE IN WORKPLACE INCIDENTS IN 2025

Incident activity increased this year, influenced in part by expanded reporting awareness. This has strengthened prevention efforts through targeted training, leadership engagement, and continuous safety improvements.

WORKPLACE INCIDENTS

Incident Type	2022	2023	2024	2025
Motor Vehicle Collisions	2	1	2	2
Near Miss - Challenging Discussion w/ Resident	1	1	3	8
Near Miss - Equipment	0	0	4	7
Struck by/Caught in	3	6	0	2
Strain/Overexertion (injury to ligament)	1	5	5	5
Sprain (injury to tendon or muscle)	1	0	0	1
Musculoskeletal Disorder	0	6	0	0
Cut	2	1	0	0
Exposure (bee sting, poison ivy, etc.)	7	3	3	1
Slip/Trip/Fall	8	2	0	9
Other	1	4	0	3

Total: 26 29 17 38





PROGRAMMED EVENTS

64 days of free scheduled events

Number of Attendees 2025



150,000
23,230 from beyond 40km

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

- **105** Tactile surface indicator plates integrated into the Town's infrastructure
- **20** accessible on-street parking spaces
- **12** accessible parking spaces in municipal lots
- **39** accessible parking spaces at municipal buildings and facilities



2025 ACCESSIBILITY HIGHLIGHTS

The Town of Amherstburg proudly hosted the second annual Outdoor Accessibility Fest-For-All at the Libro Centre, welcoming the community to an inclusive celebration featuring adaptive sports, live entertainment, and accessibility-focused programming for all ages and abilities.

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

In 2025, Council approved an additional **\$50,000** in Capital works to improve accessibility in parks.

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.

6 Accessibility Advisory Committee Meetings held in 2025.

12 Site Plans and Parkland Redevelopment Considerations undertaken in 2025.

PILLAR 2

Invest in Community Amenities & Infrastructure



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

● Completed/ Actively Implemented
 ● 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.	Completed - no further action at this time.
	Implement, update and adhere to the Asset Management Plan approved by Council	Council approved the 2025 Asset Management Plan. Financial strategy was determined through the budget process.
	Deliver the Transportation Master Plan for Community and Council consideration	Transportation Master Plan approved in principal by Council on May 2024. Simcoe Street/Meloche Road intersection improvements completed in Q4 2025, per Council direction.


PILLAR 2

Invest in Community
Amenities &
Infrastructure



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

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Update and implement the Town's Parks Master Plan.	Parks Master Plan approved by Council on November 24, 2025.
	Lead the allocation of third-party funding to enable the increased delivery of recreation programs	SALC (Apr 1, 2025 – Mar 31, 2026) <ul style="list-style-type: none"> • Delivered 12 lunch & learns • Weekly Chair Yoga at 179 Victoria • Weekly Social Hour & Knitting Club • Hosted reflexology workshops and a volunteer fair • Purchased new senior-focused games (Cornhole, board games, Bocce ball) Pathway to Potential <ul style="list-style-type: none"> • Universal Funding: Weekly free public skating and Family Turf Time • Targeted Initiatives: Park-day outreach with activities/giveaways; provided school supplies to 56 children in 2025 P2P families



Goal #2:

Increase access to recreation opportunities for all ages

● Completed/ Actively Implemented

● Proceeding as Planned

● Being Monitored



GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	(continued)	<ul style="list-style-type: none"> • General Funding: Supported 50+ Amherstburg families with over \$45,000 in program subsidies • Partnered with 15+ organizations to expand opportunities <p>Essex Power Youth in Community Fund</p> <ul style="list-style-type: none"> • Received \$10,000 to support: • WEBC Youth Mountain Bike Club • New basketball drop-in and camp • Natural Pathways forest education • Holiday Craft Corner in the Libro lobby, including children’s craft-making and Christmas card creation for the Seniors Stuff-a-Stocking program
●	Deliver increased and diversified programming and instruction with identified funding	Targeted increase to programs with SALC funding for seniors, Senior Expo, Lunch and Learns, Volunteer Fair, Fitness Classes Total Funding for 2025: P2P \$50,000 SALC \$56,970

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/ Actively Implemented

● 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"> 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). Phase 1A Shoreline stabilization work completed in 2024. Phase 1B site servicing underground infrastructure accessible walkways landscaping and retaining walls Fall 2025. KYNP Extension work in progress, opening targeted for July 31 -Aug. 1st weekend in 2026
●	Review responses to the Belle Vue EOI and take the next steps in the process	<ul style="list-style-type: none"> Review of EOI complete. Studies as outlined in public report January 2025 proceeding as planned and directed Proceeding with Council's direction as of March 2025.
●	Invest the funding required to complete both projects to the level determined by Council	<ul style="list-style-type: none"> Council invested funds to finalize the KYNP extension for a planned public opening in 2025, pending approval of CPU amendments. Council allocated funds to advance direction given March 2025 regarding the Belle Vue Property.


PILLAR 2

Invest in Community
Amenities &
Infrastructure



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

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored

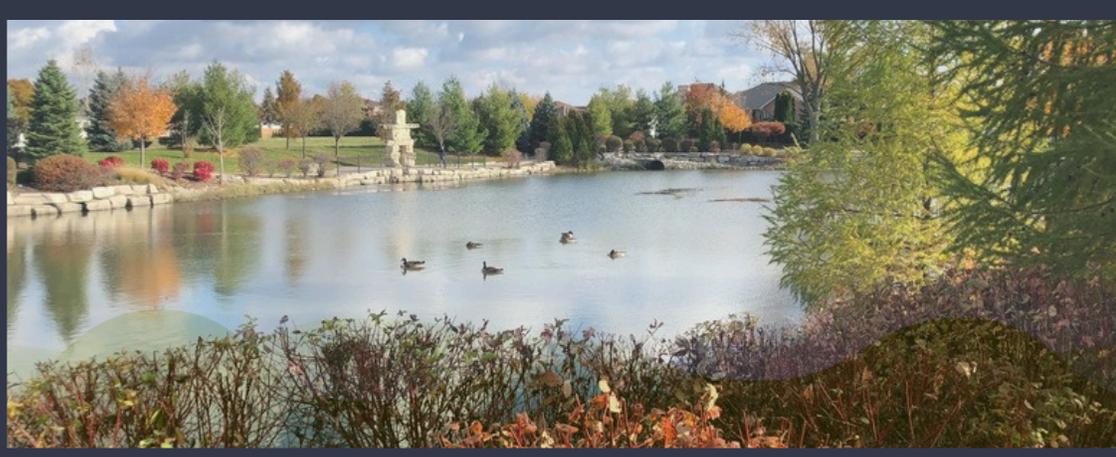


GOAL 4: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Complete the extension of the Kings Navy Yard Park onto the former Duffy's property	<ul style="list-style-type: none"> • 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). • Phase 1A Shoreline stabilization work completed in 2024. Phase 1B site servicing underground infrastructure accessible walkways landscaping and retaining walls Fall 2025. • KYNP Extension work in progress, opening targeted July 31 -Aug. 1st weekend in 2026
●	Identify and develop plans for access to water through town owned land	<ul style="list-style-type: none"> • KYNP Extension work in progress, opening targeted July 31 -Aug. 1st weekend in 2026 • Studies underway for Ranta Park. EIA required as per Planning direction. • Parks Master Plan to guide waterfront access plans, presented to Council and Approved November 24 2025.
●	Investigate the feasibility of a boat launch at Ranta Park	Administration met with Council regarding Ranta Park improvements. Funding required to move this project forward.


PILLAR 2

Invest in Community
Amenities &
Infrastructure



Goal #5:

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

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 5: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Complete an Energy Audit of Town Facilities	Completed initial review of all facilities energy usage and compared for installation of solar panels. Result was no facility has a return on the investment of less than 18 years. Pending direction on facility space needs study as it relates to town hall direction will determine next steps in this matter.
●	Incorporate, where practical, solar panels and green building design into Municipal facilities	Green building design will be considered in new municipal infrastructure development
●	Explore and identify further opportunities for green initiatives including tree planting	Tree planting took place in fall 2025 in several parks, including Jack Purdie, Briar Ridge, Malden, Libro, and the Amherstburg Riverfront Festival Plaza.



Performance Dashboard

- Municipal Infrastructure
- Recreation Opportunities



PILLAR 2

Invest in Community
Amenities &
Infrastructure

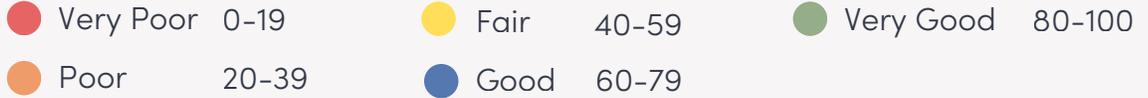




MUNICIPAL ROAD CONDITIONS

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.



WATERMAIN INSTALLATIONS

1000 m
in 2023

5000 m
in 2024

550 m
in 2025

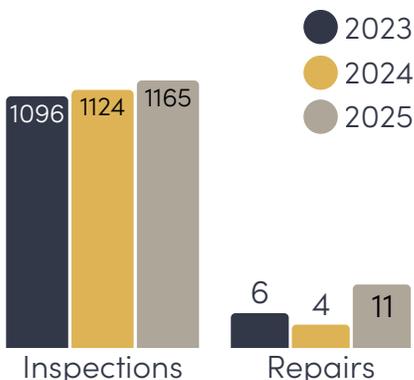
WATERMAIN REPAIRS

1003 m
in 2023

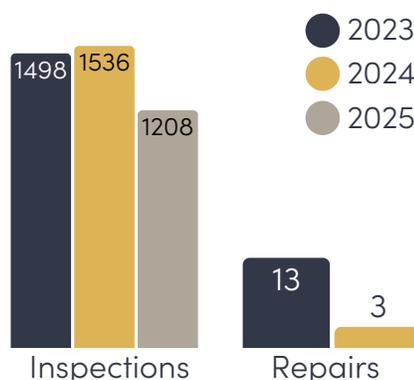
10 m
in 2024

67 m
in 2025

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



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.

53

PROGRAMS OFFERED IN 2023

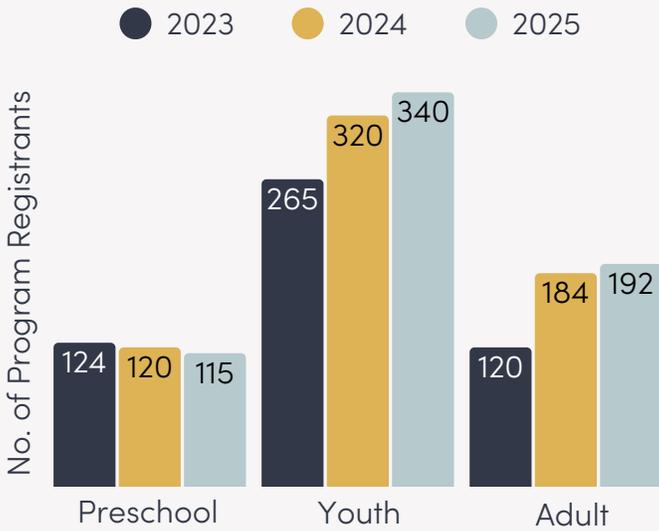
73

PROGRAMS OFFERED IN 2024

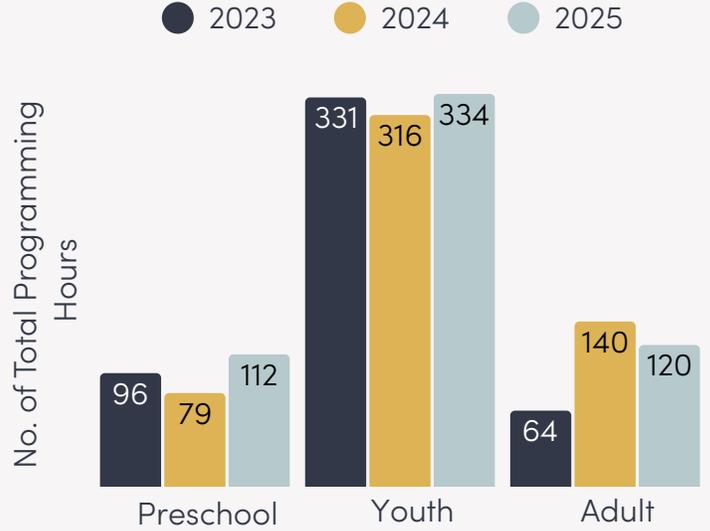
96

PROGRAMS OFFERED IN 2025

REGISTRATION



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

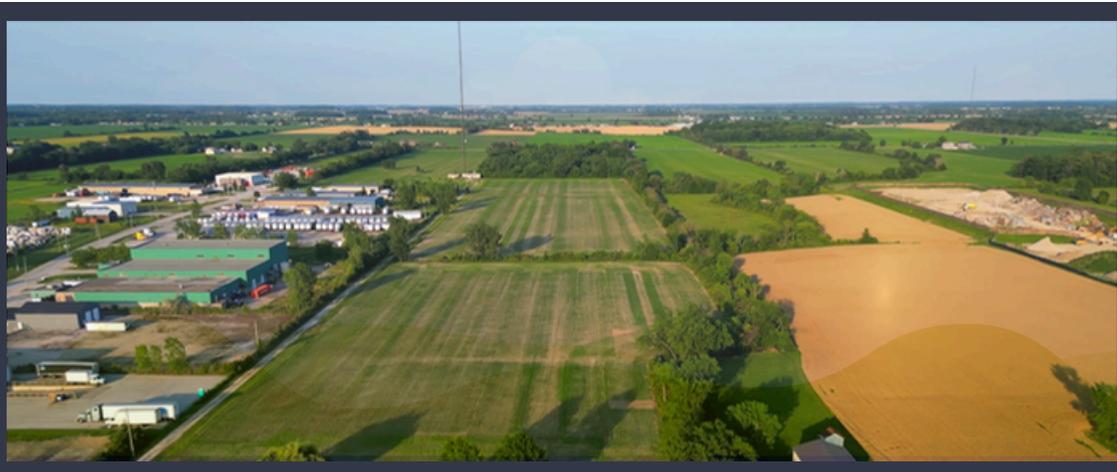


● 2023/2024 ● 2024/2025 ● 2025/2026

1.2% INCREASE IN PARTICIPATION IN 2025/2026



PILLAR 3
Encourage
Local Economic
Prosperity



Goal #1:
Encourage development of commercial and industrial lands

● Completed/ Actively Implemented
 ● 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"> • Official Plan review in progress, delayed due to new legislative changes in June 2025 as well as results of Ministry of Municipal Affairs and Housing review and comments on County OP update, resulting in new target completion by Q1 2026 • Zoning By-law review in progress, delayed as OP is delayed, however working in parallel so that it is possible to complete Q1 or Q2 2026
●	Create and implement a Development Tool Kit for prospective investors	<ul style="list-style-type: none"> • BusinessTool Kit is implemented and is distributed to new and known businesses establishing in Town. • The Economic Development micro-website has been launched to provide easy access to business resources and community information. • Ongoing implementation and maintenance of the Town’s business database support improved communication and data management.



Goal #1:

Encourage development of commercial and industrial lands

● Completed/ Actively Implemented

● Proceeding as Planned

● Being Monitored



GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	(continued)	<ul style="list-style-type: none"> Economic Development Week, held annually in May, features workshops and networking events that promote local business growth and collaboration.
●	Advocate to the higher levels of government to ensure continued, reliable electrical capacity for industrial lands	<ul style="list-style-type: none"> At the 2025 and 2026 ROMA Conferences, the Town advocated for stronger provincial support for critical infrastructure and the need for expansion of electrical capacity to Amherstburg through Ministry delegations Ongoing Consultations with Essex Energy, Essex Powerlines, and recent legislative submission to the Ministry to advocate for continued reliable service.
●	Ensuring that the Town has reliable utilities for investors	<ul style="list-style-type: none"> Ongoing meetings/consultation with Essex Energy, Essex Powerlines. Ongoing collaboration with Union Gas on Bob-lo Island gas main project. SCADA and electrical upgrades at the AWTP are complete, enhancing plant reliability. Completed detailed design of the AWTP reservoir project - construction commenced with a targeted completion date in 2026. Ongoing engineering design of process waste system to ensure ongoing compliance with our drinking water license. Sanitary master plan is still underway to assess system restrictions and capacity for future development. McGregor Lagoon Environmental Assessment is in progress to provide sanitary capacity to the residential lands in the area.



Goal #1:

Encourage development of commercial and industrial lands

● Completed/ Actively Implemented

● Proceeding as Planned

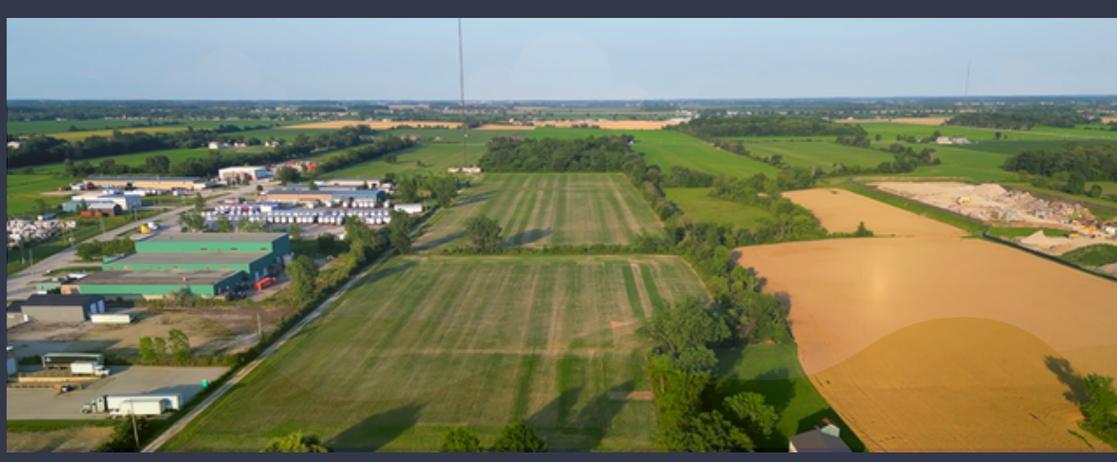
● Being Monitored



GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	(continued)	<ul style="list-style-type: none"> Howard Industrial Land Servicing Feasibility is in progress to provide sanitary servicing to the Howard Industrial Lands.

PILLAR 3
Encourage
Local Economic
Prosperity



Goal #2:

Continue to promote local tourism industry, especially overnight accommodation

● Completed/ Actively Implemented
 ● 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)	In 2025, 16 new businesses established operations in Amherstburg, contributing to the town’s continued economic growth and vitality.
●	Invest in the Town’s signature events to ensure sustained programming and make them as inclusive as possible	<ul style="list-style-type: none"> • Efforts to enhance community programming and engagement continue through strong collaboration and sponsorships, enabling the delivery of high-quality events beyond the base budget. • In 2025, the Town officially appointed a Designated Town Crier, further supported and complemented by the Docent Program introduced in 2024 during Open Air.
●	Pursue and advocate for grant funding that compliments Tourism initiatives	Grant Funding Secured in 2025: <ul style="list-style-type: none"> • Heritage Canada - \$14,000 • Experience Ontario - \$20,000 • Student Experience Ontario - \$3376 • OMAFA (International Agri-food Workers Welcoming Communities Initiative - \$25,350 (over 2 years)



Goal #2:

Continue to promote local tourism industry, especially overnight accommodation

 Completed/ Actively Implemented

 Proceeding as Planned

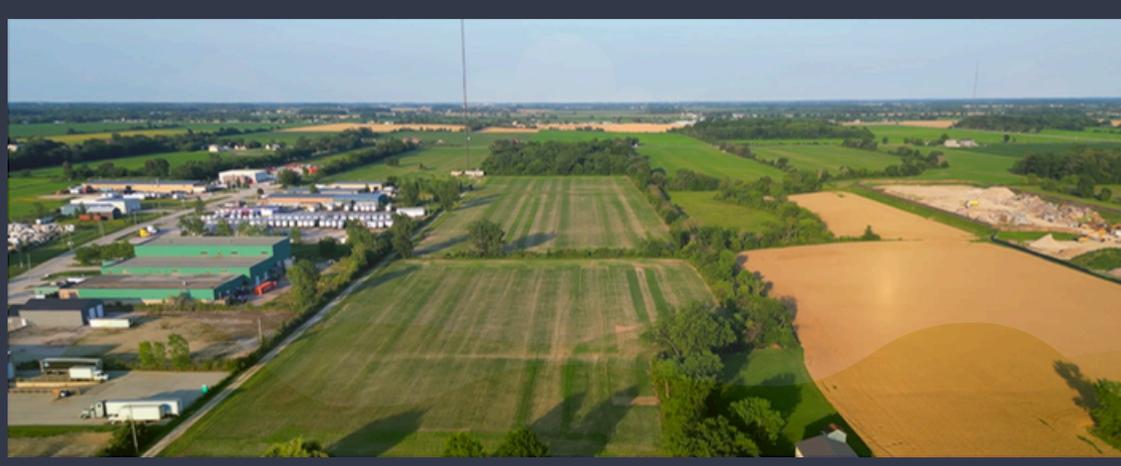
 Being Monitored



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"> • Pickleball Courts opened Spring 2025, with ongoing collaboration with the Amherstburg Pickleball Association for additional future improvements. • Event Hosts of the 2025 Ontario Gymnastics Championships in April and the annual Hockey for Hospice tournament. • Continued collaboration with local user groups, such as the Windsor Essex Bike Community (WEBC), for bike trail expansion.
	Promote and encourage local cultural and heritage endeavours	<ul style="list-style-type: none"> • In 2025, the Town continued to celebrate and promote local culture and heritage through collaborative community programming, including themed Open Air weekends such as Latin, Farm, and Rest & Relaxation, fostering inclusivity and community pride.


PILLAR 3
 Encourage
 Local Economic
 Prosperity



Goal #3:

Continue to facilitate downtown development for residents and visitors

● Completed/ Actively Implemented
 ● 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	The Community Improvement Plan was presented and approved by Council at the Oct. 27th regular meeting of Council.
	Support the promotional activities of local business groups where aligned with Council's strategic priorities	The Town continues to promote and preserve its heritage character through ongoing site plan control efforts and business engagement initiatives. Promotional tools, online resources, and community events collectively support local business visibility while highlighting Amherstburg's unique historical identity.


PILLAR 3
 Encourage
 Local Economic
 Prosperity



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

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 4: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Advocate to upper levels of government directly and through delegations at FCM, AMO and ROMA	ROMA 2026 delegation submissions to Energy and Mines, Ministry of Natural Resources and Ministry of Municipal Affairs and Housing Participated in the provincial PULSE (Panel for Utility Leadership and Service Excellence).
●	Participate in policy initiatives developed by FCM, AMO and ROMA	Delegations completed at 2025 ROMA Conferences regarding local health care, and expanding the local electricity network. Request to delegate on the expansion of electrical capacity to Amherstburg submitted for 2025 AMO Conference.



Goal #4:

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

● Completed/ Actively Implemented

● Proceeding as Planned

● Being Monitored



GOAL 4: PERFORMANCE SUMMARY

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"> •Windsor Police Service Board •Essex Power HR/Governance •WECHU Board of Health •Essex Power Corporation •Essex Powerlines Board of Directors •Councillor at County Council •Border Mayor Alliance



Performance Dashboard

- Local Tourism
- Local Development Activity



PILLAR 3

Encourage
Local Economic
Prosperity





Advertising Reach

10+ Earned media articles

- River Town Times
- Windsor Star
- Toronto.com
- Narcity.com
- WindsorDOTca
- Blogger Kierstyn Snow
- To Do Canada
- AM800
- Blog Travel with Cathy & Joe

1,001 social posts

3.4 Million Impressions

18,498 Followers

111,547 Visits
visitamherstburg.ca

10+ social influencer blogs

Digital Advertising

64
Event Days

- Over 150,000 event attendees
- Engaged with 7 local non-profits
- 64 small business vendors
- 105 local performers
- Over 140 community volunteers
- Raised over \$7,800 for non-profits
- \$62K in grants
- \$52K+ in sponsorships



**Appointed
Town Crier**

New Business Investments

- 6 Expansions
- 19 Start-ups
- Investment Appx: \$4.5M
- 3 Milestone Celebrations

over 100
FULL TIME
JOBS



over 100
PART TIME
JOBS



BUSINESS HIGHLIGHTS

We celebrated the opening of the following businesses in 2025:

- Frate Food
- Teller’s Cafe
- Beaver Tails
- The Point Wellness Spa
- W Hot Tubs & Saunas
- Burger King
- Yoga Effect
- Mercato Fresh
- Amanda Kerr
- Studio Seven Pilates
- Taco Bell
- Starbucks
- Linda’s In Town
- Lubdub Clinic
- Pantry Haven & Co.
- The Gentleman’s Reserve Barber Co.
- An-Noor Private School
- Hearing Life



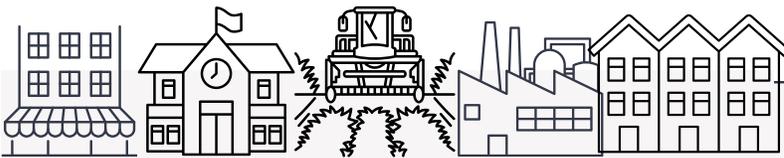
Six Businesses closed in 2025. Resulting in an economic impact of **18** job losses in the community.

Current Economic Status

- Population 23,542
- Average household income \$98,000
- 54% employment rate - 10,575 Employed
- 12% unemployment rate - 1,445 Unemployed **Statistics Canada*



*Although we have been informed that Diageo will be closing, this impact will be captured in 2026.



Permits issued in 2025...

- 12 Commercial Permits
- 3 Industrial Permits
- 2 Institutional Permits
- 7 Agricultural Permits
- 78 Residential Permits
- 24 Additional Dwelling Units Permits
- 31 Additions and Renovation Permits
- 174 Other Permits (garage, barns, pools, etc.)

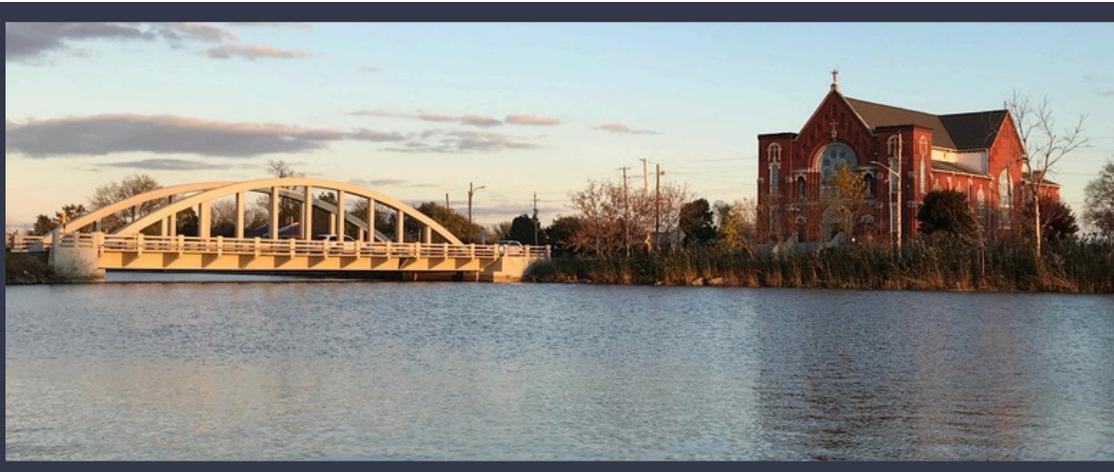
331

Total Permits Issued = Construction Value of \$74,659,000.00

The volume and diversity of permits issued reflect strong investment and sustained growth in Amherstburg.




PILLAR 4
 Shape Growth
 Aligned with
 Local Identity



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

● Completed/ Actively Implemented
 ● 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"> The Official Plan (OP) review is ongoing but has been delayed due to June 2025 legislative changes and the Ministry of Municipal Affairs and Housing’s comments on the County OP update. The new target for completion is Q1 2026. Zoning By-law review is in progress, delayed as OP is delayed, however working in parallel so that it is possible to complete for Q1 or Q2 in 2026.
	Communicate the Town’s Community Strategic Plan to Residents, Business Owners, and local groups and agencies.	<ul style="list-style-type: none"> Community Strategic Plan adopted in November 2023 and published on the Town website. Reference to Strategic Plan used in Council communications, reports, and budget preparations to ensure alignment with Council objectives.



Goal #1:

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

● Completed/ Actively Implemented

● Proceeding as Planned

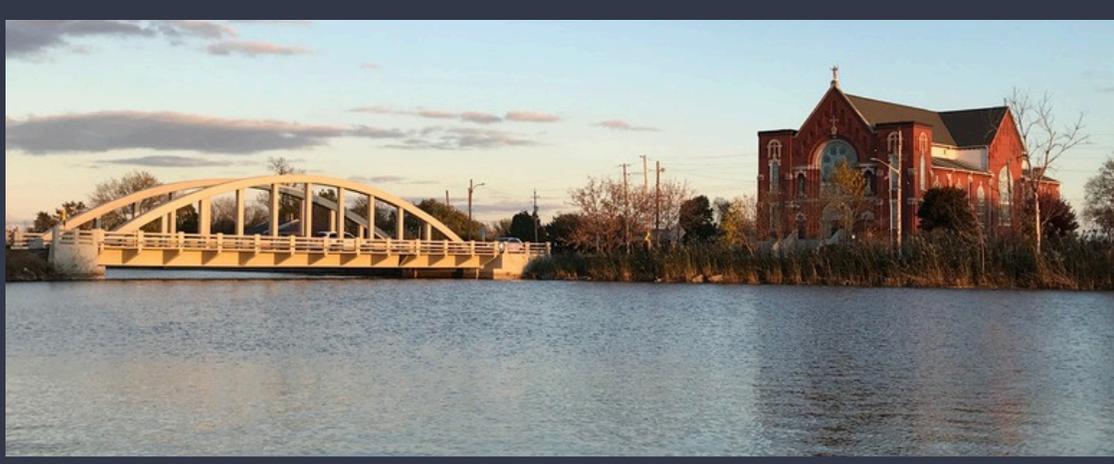
● Being Monitored



GOAL 1: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Develop a Town slogan	"Preserving our past while forging our future" slogan has been adopted.
●	Promote heritage through site plan control to retain the historical character of the Town	The Heritage Conservation District was presented and approved by Council on June 24th, 2025.


PILLAR 4
 Shape Growth
 Aligned with
 Local Identity



Goal #2:
**Promote and plan for green and climate change ready
 development**

● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Implement best practices regarding review of development charges to promote green development	The Town’s Official Plan is being updated 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).
	Consider further investment in EV charging stations based on existing use and demand	No further charging stations needed at this time based on existing use and demand.



Goal #2:

Promote and plan for green and climate change ready development

 Completed/ Actively Implemented

 Proceeding as Planned

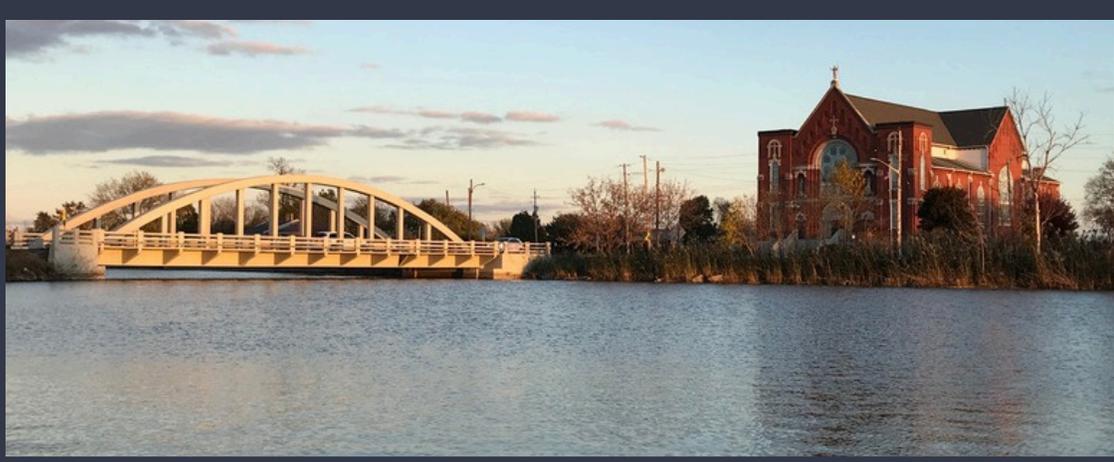
 Being Monitored



GOAL 2: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Invest in active transportation initiatives	<ul style="list-style-type: none"> • Detailed design of Multi-use trail on County Road 10 in progress, completion targeted for 2026. • Park connectivity and active transportation links have been improved, with upgrades at Libro Centre, Jack Purdie Park, Warren Mickle Park, and Golfview Trails. • The Town of Amherstburg's Official Plan is being updated to support active transportation, including walkable neighbourhoods and accessible destinations via transit, sidewalks, and active modes. Expected completion 2026. • Implementation of asphalt accessible multi-use trail around Jack Purdie park connecting the community in this area with just over 1000LM of trail added. • Implementation of Phase 3 another 3km of bike trails at Libro by WEBC
	Investigate additional alternative opportunities to encourage green development (e.g., the Official Plan and Community Improvement Programs (CIP) policies)	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.


PILLAR 4
 Shape Growth
 Aligned with
 Local Identity



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

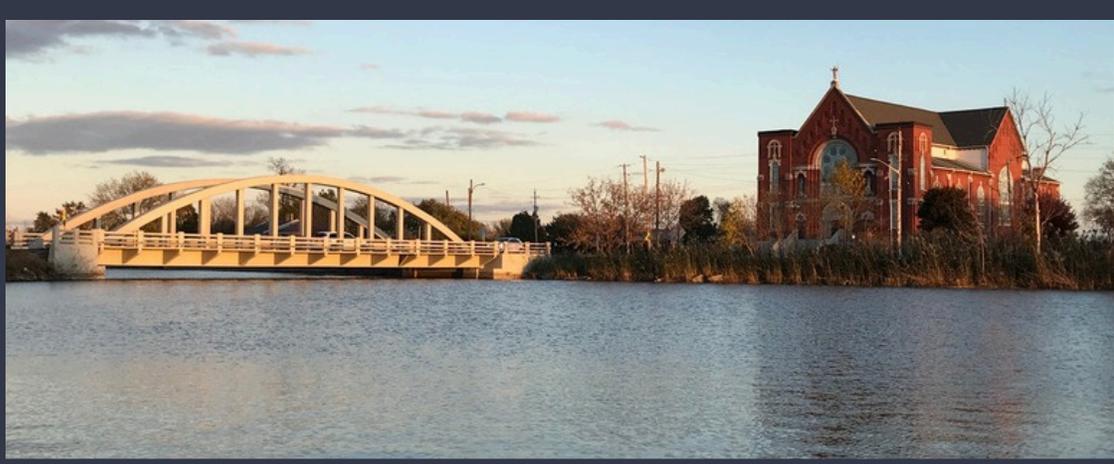
● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 3: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Complete the Official Plan and Zoning By-law Reviews	<ul style="list-style-type: none"> The Official Plan (OP) review is ongoing but has been delayed due to June 2025 legislative changes and the Ministry of Municipal Affairs and Housing’s comments on the County OP update. The new target for completion is Q1 2026. Zoning By-law review is in progress, delayed as OP is delayed, however working in parallel so that it is possible to complete for Q1 or Q2 in 2026.
●	Encourage development of in-fill lots in the Town	OP and Zoning amendments will reflect the provincial planning policy changes with include reduced setbacks and permitted use of Additional Residential Units resulting in opportunities for additional in-fill.
●	Encourage the development of attainable housing	Municipalities are awaiting a provincial definition of attainable housing and discussions to encourage the building of attainable housing have taken place.


PILLAR 4
 Shape Growth
 Aligned with
 Local Identity



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

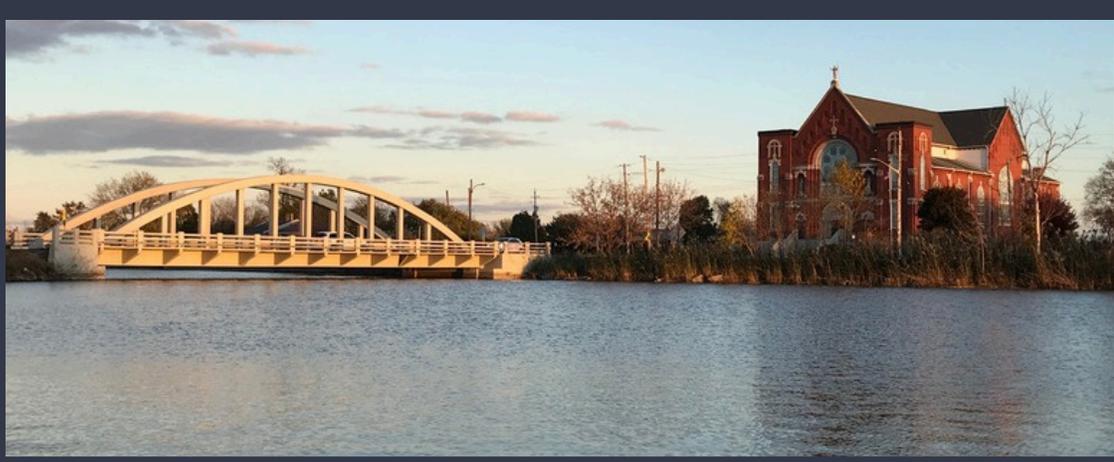
● Completed/ Actively Implemented
 ● Proceeding as Planned
 ● Being Monitored



GOAL 4: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Complete the Heritage Conservation District (HCD) Study and Plan	The Heritage Conservation District was presented and approved by Council on June 24th, 2025.
	Develop a plan to review current "properties of interest" on the Heritage Register	<ul style="list-style-type: none"> • Properties of interest have been reviewed and added to the Town’s new Heritage Microsite. • The Interactive Heritage Property Guide is now available on the site, providing property-specific policies and guidelines.
	Develop a CIP targeted to historic properties	Informed by the approved Heritage Conservation District and is currently in progress.


PILLAR 4
 Shape Growth
 Aligned with
 Local Identity



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

 Completed/ Actively Implemented
  Proceeding as Planned
  Being Monitored



GOAL 5: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
	Complete a Biodiversity Plan for the Municipality	With the Parks Master Plan approved by Council on November 24, 2025, the municipality is now positioned to explore development of a comprehensive Biodiversity Plan. This work is identified as a future initiative and will require dedicated funding to proceed.
	Advocate to the Provincial Government for the protection of these lands through provincial planning policy	Recent provincial legislative changes, and additional anticipated changes, will influence what the Town is able to undertake at the local level. The Planning Department continues to monitor the Environmental Registry of Ontario for opportunities to provide input on provincial planning policy proposals that support the preservation of the Town’s greenspaces, agricultural lands, and natural environment.



Goal #5:

Preserve the Town’s greenspaces, agricultural lands and natural environment

● Completed/ Actively Implemented

● Proceeding as Planned

● Being Monitored



GOAL 5: PERFORMANCE SUMMARY

Status	Initiative	Actions and Milestones
●	Position Amherstburg as a center of Ecotourism	There are potential opportunities for Ecotourism within selected park areas in the Town of Amherstburg that could promote activities such as bird watching, butterfly way stations, protection of significant flora and fauna, educational classes, etc. within the following parks: Warren Mickle Eco Park, Golfview Trails and Naturalized Area, River Canard Park and Canard Valley Estates. Parks Master Plan approved we can now plan for these initiatives within designated parks.



Performance Dashboard

- Environmental Sustainability
- Housing Diversification
- Heritage Preservation



PILLAR 4

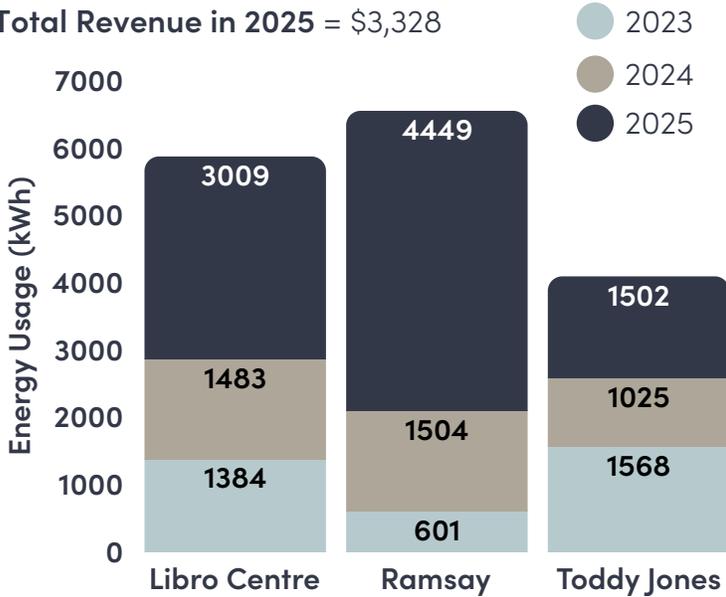
Shape Growth
Aligned with
Local Identity





EV STATION USAGE BY LOCATION

Total Number of Uses in 2025 = 747
Total Revenue in 2025 = \$3,328



ACTIVE TRANSPORTATION

3.6 KM active infrastructure completed in 2025

Includes:

- New sidewalks
- Refurbished sidewalks
- Paved Shoulders



PUBLIC TRANSIT

13,599 riders in 2023
16,482 riders in 2024
14,710 riders in 2025

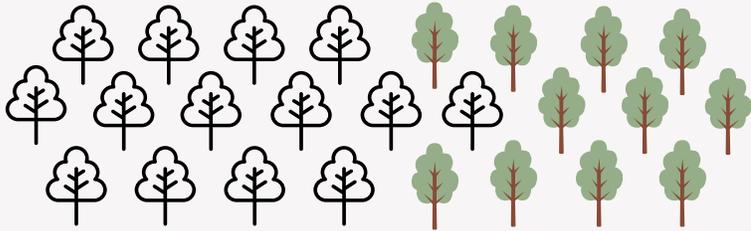
10%

DECREASE IN RIDERSHIP IN 2025



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

238 TREES PLANTED IN 2025



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

1,393 tonnes of yard waste diverted from landfills in 2025



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



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

5 Urban Infill Housing Developments in 2025

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.



NOTE: Categories with no units constructed were excluded.

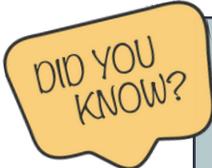
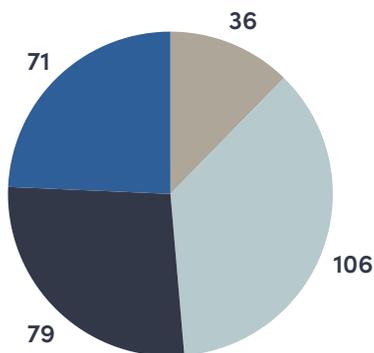


HERITAGE PRESERVATION

HERITAGE CONSERVATION DISTRICT IMPLEMENTATION

In 2025, Council approved Amherstburg’s first Heritage Conservation District (HCD), greatly strengthening the protection of historic buildings and streetscapes in the core of the community.

The HCD includes 464 properties, and through the study process, 291 were identified as Contributing Properties. The chart below shows how these contributing properties are distributed across the Town’s heritage categories



- Nearly **two-thirds** of all POI’s are within the HCD, ensuring legal and long-term preservation of their heritage character.
- At the end of 2026, remaining Properties of Interest outside the HCD will be reviewed and presented to Council for potential Designation.
- About **71%** of the Town’s Designated Properties are located within the HCD, ensuring strong protection of the Town’s key heritage assets.

Visit <https://www.talktheburg.ca/heritage> for more information.





AMHERSTBURG

ONTARIO, CANADA

EST. 1796

**271 Sandwich Street S.
Amherstburg, ON
N9Y 2A5**

PHONE: 519-736-0012

FAX: 519-736-5403

TTY: 519-736-9860

