

## Burlington Accessibility Advisory Committee 2021 Work Plan

Item	Details	Budget
Continuing/ongoing initiatives	<ul style="list-style-type: none"> <li>• Provide advice to staff and council on accessibility in City of Burlington by-laws, policies, programs, services, and facilities</li> <li>• Review and provide comments on site plans</li> <li>• Liaise and participate with other citizen advisory committees</li> </ul>	\$0
Participate in public education opportunities	<ul style="list-style-type: none"> <li>• Burlington Farmer's Market booth – themes could include accessible parking/#respectthespace, invisible disabilities, accessibility and seniors, accessible Halloween</li> <li>• Accessible Halloween signage project (dependant on COVID restrictions)</li> <li>• National Accessibility Week (NAAW) – deliver an event</li> <li>• International Day of Persons with Disabilities (IDPD) – deliver an event</li> <li>• Participate in virtual trade shows, resource fairs, conferences</li> </ul>	\$500  \$100  \$250  \$250  \$500
Resource list	<ul style="list-style-type: none"> <li>• Continue to maintain and promote the resource list developed for IDPD.</li> </ul>	\$0
Spotlight	<ul style="list-style-type: none"> <li>• Spotlight – find a way to shine the spotlight on a business/individual/organization that has contributed to accessibility in a positive way. This would be on social media, blogpost on the BAAC webpage. This would be in place of Burlington's Best.</li> </ul>	\$250
Anti-isolation initiative	<ul style="list-style-type: none"> <li>• Anti-isolation initiative - engaging with those that are isolated – how do we do this? Can this be looked at in 2 parts – adults and children?</li> </ul>	\$250
<b>Total Budget</b>		<b>\$2,100</b>

# BURLINGTON AGRICULTURAL & RURAL AFFAIRS COMMITTEE 2021 WORK PLAN

## BARAAC Draft Terms of Reference

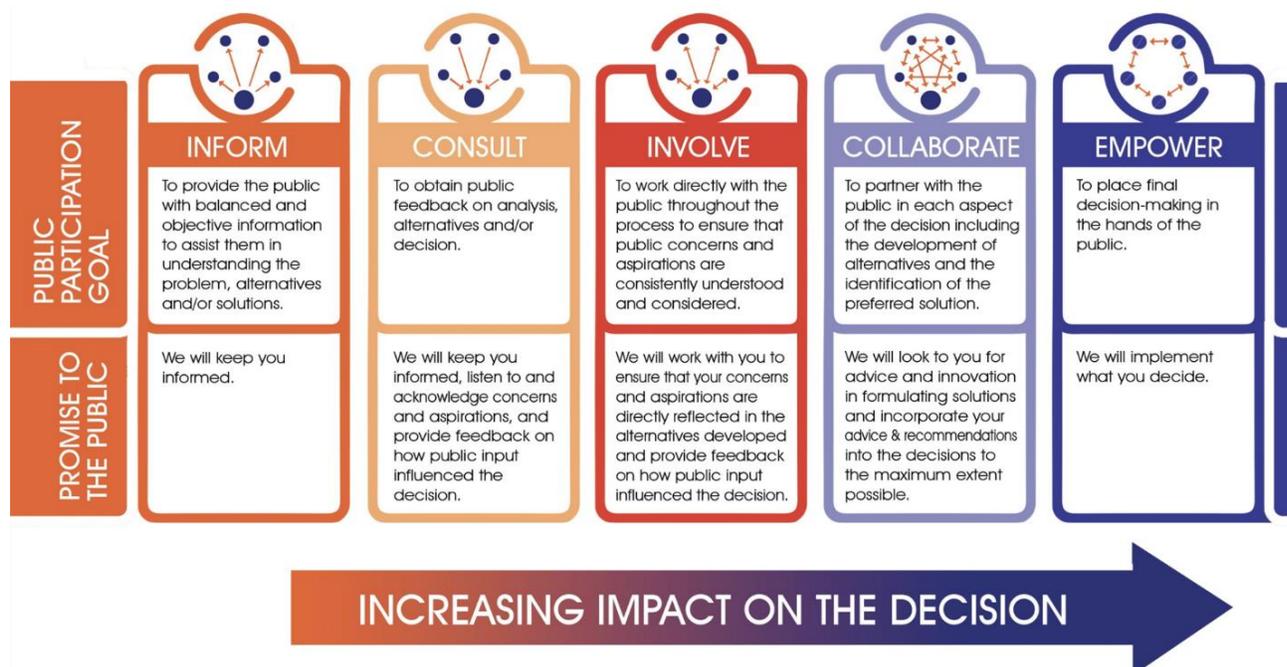
- [https://www.burlington.ca/en/your-city/resources/Citizen Committees and Boards/Burlington Agricultural and Rural Affairs Committee/2019-Draft-BARAAC-Terms-of-Reference.pdf](https://www.burlington.ca/en/your-city/resources/Citizen_Committees_and_Boards/Burlington_Agricultural_and_Rural_Affairs_Committee/2019-Draft-BARAAC-Terms-of-Reference.pdf)

## Guiding Documents & Initiatives

- [Burlington Official Plan](#)
- [Burlington's Strategic Plan 2015 - 2040](#)
- [Burlington Red Tape Red Carpet Task Force](#)
- [Halton Region Official Plan](#)
- [Halton Region Rural Agricultural Strategy](#)
- [Halton Region Agritourism Action Plan](#)
- [Golden Horseshoe Food and Farming Alliance Action Plan 2021 - 2026](#)
- [New Horizons: Ontario's Agricultural Soil Health and Conservation Strategy](#)

## Relevant Peer Groups

- [Halton Agricultural Advisory Committee](#)
- [Conservation Halton Agricultural Advisory Panel](#)
- [Golden Horseshoe Food and Farming Alliance](#)
- [Peel Agricultural Advisory Working Group](#)
- [Hamilton Agriculture and Rural Affairs Advisory Committee](#)
- [Durham Agricultural Advisory Committee](#)
- [York Region Agriculture and Agri-Food Advisory Committee](#)
- [Agriculture Economic Development and Planning Community of Practice](#)



## BURLINGTON AGRICULTURAL & RURAL AFFAIRS COMMITTEE 2021 WORK PLAN

Item	Details	Budget
Regional Official Plan Review  <div style="background-color: #666699; color: white; padding: 5px; text-align: center; font-weight: bold;">COLLABORATE</div>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Participate in Agricultural Working Group, develop case studies, provide feedback on mapping approaches, draft rural policies, and implementation issues</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Written submission to the Region endorsed by BARAAC/Council; delegation to Regional Council?</li> </ul>	
Rural Economic Development  <div style="background-color: #666699; color: white; padding: 5px; text-align: center; font-weight: bold;">COLLABORATE</div>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Invite Burlington Economic Development/ Halton Ec Dev to discuss available supports</li> <li>Gather business start-up/expansion case studies &amp; document inter-agency approvals process; include consideration of agricultural, agriculture-related and on-farm diversified uses</li> <li>Explore available data &amp; metrics for measuring progress</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Description of “Business Support Rural Point-of-Contact” role</li> <li>3 Burlington examples &amp; 3 peer examples; approvals process map</li> <li>Identify 5 priority metrics; possibly supported by a post-Census of Agriculture workshop for Burlington farmers</li> <li>Build committee knowledge base to support further discussion in 2022</li> </ul>	<p>\$500 for learning &amp; development opportunities (i.e. conferences or workshops)</p> <p>\$1000 (to be confirmed) for specialist/facilitator for possible post-Census of Agriculture workshop</p>
Burlington Private Tree By-Law  <div style="background-color: #993333; color: white; padding: 5px; text-align: center; font-weight: bold;">INVOLVE</div>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Continue engaging with Roads, Parks &amp; Forestry staff to develop rural-specific recommendations</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Written or verbal feedback on proposed draft materials</li> <li>BARAAC delegation to City Council?</li> </ul>	

## BURLINGTON AGRICULTURAL & RURAL AFFAIRS COMMITTEE 2021 WORK PLAN

<p>Burlington Integrated Mobility Plan</p> <p style="text-align: center;"><b>INVOLVE</b></p>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Engage with Transportation staff to develop rural-specific recommendations</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Written or verbal feedback on proposed draft materials</li> </ul>	
<p>Burlington Climate Adaptation Plan</p> <p style="text-align: center;"><b>INVOLVE</b></p>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Engage with Capital Works staff to develop rural-specific recommendations</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Written or verbal feedback on proposed draft materials</li> </ul>	
<p>Provincial Advocacy</p> <p style="text-align: center;"><b>CONSULT</b></p>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Support City advocacy efforts regarding near-urban rural &amp; agricultural issues</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Shortlist of priorities for Government Relations 2021 advocacy priorities report</li> </ul>	
<p>Sustainability &amp; Stewardship</p> <p style="text-align: center;"><b>INFORM</b></p>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>Learn about opportunities to support community-driven stewardship</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Build committee knowledge base to support further discussion in 2022</li> </ul>	
<p><b>Total Budget</b></p>		<p><b>\$1,500</b></p>

Cycling Advisory Committee 2021 Work Plan

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**Strategy:**

- Celebrate cycling in the community
- Promote and encourage cycling with all ages
- Raise awareness about cycling in community and with city officials and staff
- Provide fun focused events that will draw more people year after year

Item	Details	Budget
Provide feedback into city plans/studies	<ul style="list-style-type: none"> <li>• Cycling Infrastructure projects</li> <li>• North Burlington Active Transportation Strategy</li> <li>• Integrated Mobility Plan</li> </ul>	\$0
Library Seminars	<ul style="list-style-type: none"> <li>• To promote and encourage cycling with all ages. Could be done virtually.</li> <li>• Ex. How to tune up your bike programs, partnerships with local cycling shops for bike maintenance 101, road safety.</li> <li>• This would be a long-term goal as virtually might not be the best option.</li> <li>• Focus on webcasted seminars during bike month for 2021-brand new ones will be out for 2021 and 2020 webinars are still up.</li> </ul>	\$50 for any communication materials
Social Media Promotion	<ul style="list-style-type: none"> <li>• Create standard messaging that can be used on the city's Facebook and Twitter accounts semi-monthly. Create specific messaging for: Bike to School Week and Bike Month in June.</li> <li>• Promote Council riding their bikes during bike week</li> <li>• Post social media links to bike safety information</li> <li>• Online giveaways during COVID</li> <li>• Promote service request page on city website to report potholes</li> </ul>	\$0
Cycling Giveaways	<ul style="list-style-type: none"> <li>• Work with members of ITAC to promote cycling. Have bells and lights available at city facilities that are currently open to the public.</li> <li>• Bike lights and bells. A lot is left over from 2019 and 2020, so no need to worry about the costs for 2021.</li> <li>• Keep an eye out for new products that could be available for future giveaways.</li> <li>• Brainstorm ideas on how to give the items away for 2021</li> <li>• Work with social media promotion team on new ideas/giveaways</li> </ul>	\$0

Cycling Advisory Committee 2021 Work Plan

Update city cycling webpage burlington.ca/cycling	<ul style="list-style-type: none"> <li>Review content and recommend updates</li> <li>Update 2017 Cycling Map-potential for distribution</li> </ul>	\$0
Review websites: Tourism Burlington, Burlington Downtown Business Association, Aldershot BIA, etc.	<ul style="list-style-type: none"> <li>Look for cycling information; update existing information or add new information</li> </ul>	\$0
Attend 2021 Ontario Bike Summit (www.sharetheroad.ca)	<ul style="list-style-type: none"> <li>Q3 or Q4 of 2021</li> </ul>	~\$400 Past summits have had a fee, but there are no current fees listed on the website for 2021.
Attend Events	<ul style="list-style-type: none"> <li>If in-person events return in 2021, attend and promote cycling. Cycling Committee has a banner and tent for events.</li> <li>Community Rides</li> </ul>	\$50 for any communication materials
Partner with schools	<ul style="list-style-type: none"> <li>Promote cycling and cycling safety in schools. Ex. Bike Rodeos in Schools</li> <li>Potential for virtual events in individual schools. Webinars were promoted last year through the school board and were doing school hours so it could be a part of the lesson for the day.</li> </ul>	\$50 for any communication materials
<b>Total Budget</b>		<b>\$550</b>

Heritage Burlington Advisory Committee 2021 Work Plan

Item	Details	Budget
Municipal Register	<ul style="list-style-type: none"> <li>• Establish a new Heritage Evaluation Process specifically for adding non-designated properties to the Heritage Register.                             <ul style="list-style-type: none"> <li>○ Through the establishment of a working group made up of Heritage Burlington Committee members, evaluate all B, C &amp; D properties on the former inventory and properties over 100 years old.</li> <li>○ Recommend properties to be added to the Register</li> <li>○ Work with City staff on the City's Communication Plan to homeowners regarding new properties added to the Register.</li> </ul> </li> <li>• Establish a one-year pilot project to provide financial assistance to homeowners wishing to designate their properties.</li> </ul>	<p>\$200 for miscellaneous expenses during evaluations (i.e. parking)</p> <p>\$500 for printing and mailing out letters to property owners</p> <p>\$20,000 (from Reserve fund)**</p>
Plaques/Markers Guidelines & List of Monuments	<ul style="list-style-type: none"> <li>• Review Plaques &amp; Markers Guidelines including design specs (requires Council approval).</li> <li>• Identification of monuments located on City-owned land for on-going maintenance.</li> </ul>	
Heritage Trees	<ul style="list-style-type: none"> <li>• Provide comments to Forestry staff to determine potential ways to identify and protect trees of significant heritage value in the city.</li> </ul>	
Public Engagement	<ul style="list-style-type: none"> <li>• Ongoing communication with heritage homeowners as required.</li> <li>• Collect and provide content to the City to support public engagement through social and other media.</li> <li>• Work collaboratively with other local and regional stakeholders, and</li> </ul>	<p>\$1,500 for maintenance of HB website (hosting, domain, updates)</p>

Heritage Burlington Advisory Committee 2021 Work Plan

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	<p>organizations such as the Burlington Historical Society, Burlington Museums, Burlington Public Library, Tourism Burlington and the Burlington Performing Arts Centre, etc., on the common goals of preserving, showcasing, and promoting Burlington's heritage. (i.e. Heritage Week celebrations)</p> <ul style="list-style-type: none"> <li>• Provide financial assistance on initiatives that inform and stimulate interest of the public in historical, architectural, archaeological and other cultural heritage matters.</li> </ul>	<p>\$2,000 for Heritage Week events (printing, prizes, videos, honorariums, etc.)</p> <p>\$7,500 for videos, interpretive panels, signage, heritage tours)</p>
Other Initiatives	<ul style="list-style-type: none"> <li>• Address any outstanding 2012 New Approach recommendations not mentioned in the foregoing.</li> </ul>	
<b>Total Budget</b>	<b>From Advisory Committee Budget</b>	<b>\$11,700</b>
	<b>From Reserve Fund</b>	<b>\$20,000</b>

\*\*Reserve Fund - previously allocated funding approved through business cases in 2013, 2014 and 2015 to educate, inform and engage the community on all things "heritage".



2021 Work Plan and Budget

Item	Details	Budget
Theme	Support the City of Burlington Council to grow and maintain the city's diversity; nurture and sustain an inclusive culture and create an authentic welcoming and safe environment where differences are celebrated, innovation is fostered and where there is zero tolerance for hate, racism or discrimination in all its forms.	
Purpose	To promote and encourage inclusivity in all aspects of our city and to identify systemic racism in city policies, practices, programs and decisions in order to eliminate it.	
Action Items:	Seek out learning opportunities for BIAC by inviting members from local agencies, outreach groups and community organizations who can share their experiences so that BIAC can make recommendations from a place of knowledge and understanding	
	<p>Develop an equity, diversity, inclusion and anti-racism resource page on the BIAC webpage where people can:</p> <ul style="list-style-type: none"> <li>• Look for current information and resources related to the Theme above (e.g. eLearning tool from the OHRC),</li> <li>• Connect with existing local community groups (libraries, Halton Equity &amp; Diversity Round Table etc.)</li> <li>• Links to webinars, live events</li> <li>• Post the 2021 Diversity Calendar - Multicultural Religious Holidays, Ethnic Inclusion (diversityresources.com)</li> </ul> <p>Communicate BIAC webpage through the City's social media platforms</p>	<p>300.00 use of social media, (ads)</p> <p>200.00 for printing and supplies</p>
<b>Total Budget</b>		<b>\$500.00</b>

Integrated Transportation Advisory Committee 2021 Work Plan

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Item	Details	Budget
Provide feedback on corporate city policies	<ul style="list-style-type: none"> <li>● road closures (TBD)</li> <li>● traffic calming (July/Aug)</li> </ul>	
Input into policies for on-demand transit		
Review and comment on transit marketing initiatives for return to transit after COVID		
Integrated Mobility Plan project feedback and participation in engagement initiatives		
Work with Cycling Advisory Committee on active transportation initiatives	<ul style="list-style-type: none"> <li>● public outreach - Bike Month, Bike Week, active travel to schools</li> <li>● cycling giveaways (bells, whistles, bike racks)</li> </ul>	
Provide input into city plans, projects and initiatives that have a transportation component		
Provide feedback on larger development files		
Review and comment on information from transportation organizations	<ul style="list-style-type: none"> <li>● Metrolinx</li> <li>● Canadian Urban Transit Assoc.</li> <li>● MTO</li> <li>● Ontario Public Transit Assoc.</li> </ul>	
Community outreach Community feedback collection	<ul style="list-style-type: none"> <li>● social media</li> <li>● attendance at events</li> </ul>	\$500
Develop relationship with BFAST (Burlington for Accessible Sustainable Transport)		
<b>Total Budget</b>		<b>\$500</b>

Burlington Mundialization Committee 2021 Work Plan

Item	Details	Budget
Continuing/ongoing initiatives	<ul style="list-style-type: none"> <li>• Maintain the City's twinning relationships</li> <li>• Continue to develop twinning criteria for potential new partnership/relationship</li> <li>• Evaluate and update Mund webpage on the City of Burlington website</li> <li>• Investigate and create new ways to engage with the community during COVID 19, including but not limited to virtual events, engagements, and online tools</li> </ul>	
Apeldoorn Subcommittee initiatives	<ul style="list-style-type: none"> <li>• High School students' exchanges – on hold due to COVID 19</li> <li>• Elementary School penpal and art exchange</li> <li>• Canada Netherlands Friendship Day – Virtual celebration</li> <li>• Dinner and silent auction – on hold due to COVID 19</li> <li>• Citizen exchange from Burlington to Apeldoorn and Apeldoorn to Burlington – cancelled due to COVID 19</li> </ul>	<p>\$200</p> <p>\$1,000</p>
Itabashi Subcommittee initiatives	<ul style="list-style-type: none"> <li>• Sakura Festival – virtual</li> <li>• Live feed of Sakura trees in Spencer Smith Park</li> <li>• Cultural events – on hold due to COVID 19</li> <li>• Student art exchange</li> <li>• High School penpal program</li> </ul>	<p>\$1,000</p> <p>\$2,000</p> <p>\$200</p>
United Nations Subcommittee initiatives	<ul style="list-style-type: none"> <li>• Community Outreach – booth at community events – participate virtually if possible</li> <li>• High School Model United Nations 101 Conference</li> <li>• Elementary Model United Nations event</li> </ul>	<p>\$500</p>
<b>Total Budget</b>		<b>\$4,900</b>

Burlington Seniors Advisory Committee 2021 Work Plan

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<b>Ongoing and Routine Activities</b>		
Item	Details	Budget
Input and Feedback	Receive information about and provide input/feedback into city planning, policies, projects and initiatives. Ex. Integrated Mobility Plan, Housing Strategy	
Information Sharing	Share local seniors-related information out to the community through select events (virtual and/or in-person).	\$1000 for related potential event participation fees, signage, printing materials for distribution and/or other anticipated expenses in alignment with BSAC's mandate
Seniors Month	Promote October 1 <sup>st</sup> National Senior's Day: register for Mayor's proclamation, NSD flag raising, Brant St. pier lights dedication with amplification through city social media platforms.	
<b>City Advisory Commitments and Focussed Work Group Plans</b>		
Item	Details	Budget
Active Aging Plan	Review and provide input/feedback on Burlington Active Aging Plan priority call-to-action items in conjunction with Parks and Recreation planning and initiatives impacting older adults/seniors.	
Housing Strategy	Develop and promote Seniors Advisory Committee positions on city housing strategy via City Council, Regional Council and Halton Older Adult Advisory Committee including co-ops, home sharing, naturally occurring retirement communities and all other forms of non-commercial congregate community development pertaining to older adults/seniors in Burlington.	

Burlington Seniors Advisory Committee 2021 Work Plan

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Long Term Care (LTC)	Encourage and promote Seniors Advisory Committee positions on Long Term Care (an important issue with Burlington having 10 long term care homes and the highest population percentage of seniors in all of Halton Region), through advice to council that supports pursuit via the Canadian Federation of Municipalities, the Big City Mayor's Caucus and other influential agencies.	
<b>Total Budget</b>		<b>\$1,000</b>

Burlington Sustainable Development Advisory Committee 2021 Work Plan

Item	Details	Budget
Committee of the Whole objectives	<ul style="list-style-type: none"> <li>• Effectively engage with our network of contacts including City staff, alumni and other organizations to:               <ul style="list-style-type: none"> <li>✓ Communicate events we undertake;</li> <li>✓ Draw on their expertise and experience;</li> <li>✓ Develop support for initiatives we undertake or ideas we are pursuing such as zero waste, net carbon zero community and improving transportation</li> </ul> </li>   <li>• Actively participate in various external committees and groups, and bring findings back to the committee, staff and Council</li>   <li>• Invite representatives from various external organizations, (e.g. other municipal sustainability committees), to speak about the goals and objectives of their groups. Follow up on recommendations and proposals presented</li>   <li>• Encourage committee members to share information about a topic, issue, book or organization for the purpose of educating other members</li>   <li>• Support the city's efforts to take action on climate change through mitigation and adaptation initiatives and continue to collaborate with other municipalities and organizations to have a collective impact</li>   <li>• Actively participate in sustainable development training opportunities, conferences, trade shows, etc.</li> </ul>	\$1,000
Policy & Development (P&D) subcommittee objectives	<ul style="list-style-type: none"> <li>• Monitor progress on the City's Official Plan review and key supporting documents and provide input as appropriate</li>   <li>• Work with COB planning department to update the P&amp;D protocol for development reviews to assist P&amp;D in becoming more nimble in its review and responses to policy, planning and development items. Provide input on policy, planning and development items sent to the Sub-committee for</li> </ul>	

	<p>comment per the new P&amp;D protocol. Monitor comments from staff on our reviews and dialogue with them when appropriate. Review criteria for preparing detailed comments. Develop a “short form” response template for developments that do not meet the criteria for a full review</p> <ul style="list-style-type: none"> <li>• Promote our Principles &amp; Objectives and guidelines at the pre-consultation stage with a clear message that Burlington is a Sustainable Development community. Work with City staff on applying the principles of sustainable neighbourhood and site design (such as those found in LEED Neighbourhood Development, COB Sustainable Building and Development Guidelines and similar standards) to urban design and other guidelines, secondary plans, and major development applications</li> <li>• Support the Climate Action Plan (CAP) as it moves into the implementation stage. The CAP is currently focused on mitigation and prioritizes deep energy building retrofits, electrification of vehicles and the creation of a new renewable energy cooperative. Support the development of detailed metrics and milestones in the plan. Contribute to the update of the Sustainable Building and Development Guidelines as described in the CAP (to strengthen or make them mandatory). Support the development of the adaptation component of the CAP</li> <li>• Promote our Principles &amp; Objectives and guidelines by providing input and participating in municipal, regional and provincial planning and policy such as: <ul style="list-style-type: none"> <li>✓ Metrolinx Regional Transportation Plan</li> <li>✓ Greater Golden Horseshoe Regional Transportation Plan (including Highway 413)</li> <li>✓ Halton Region OP Review, and, Integrated Growth Management Strategy</li> <li>✓ Integrated Mobility Plan (COB)</li> <li>✓ Cycling Master Plan, and, Rural Active Transportation Strategy (COB)</li> <li>✓ Transit Master Plan (COB)</li> <li>✓ MTSA’s (COB)</li> </ul> </li> </ul>	
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Burlington Sustainable Development Advisory Committee 2021 Work Plan

	<ul style="list-style-type: none"> <li>✓ Parks Master Plan (COB)</li> <li>✓ Urban Forest Master Plan (COB)</li> <li>✓ Waterfront Plan (COB)</li> <li>✓ Housing Strategy (COB)</li> <li>✓ Downtown Urban Design Guidelines (COB)</li>   <li>• Promote our Principles &amp; Objectives and guidelines by participating in public meetings and stakeholder committees</li>   <li>• Provide education and training to SDC members including: <ul style="list-style-type: none"> <li>✓ Invite guest speakers to provide education and information on topics of interest</li> <li>✓ Review P&amp;D material with the Sub-committee</li> <li>✓ Investigate new technologies</li> <li>✓ Provide yearly training on planning knowledge and the Principles &amp; Objectives</li> </ul> </li>   <li>• Set expectations and effectively utilize and recognize the unique talents of Sub-committee members</li>   <li>• Upgrade, maintain and grow the P&amp;D shared directory. Continue to use SharePoint for document sharing for both commenting on development proposals and City and Regional policies</li>   <li>• Promote opportunities to increase the supply of affordable/assisted housing and the adoption of universal design principles in the COB. Engage with local stakeholders on these issues.</li> </ul>	<p>\$1,000</p>
<p>Awareness Subcommittee objectives</p>	<ul style="list-style-type: none"> <li>• Support the City's sustainability initiatives, such as the Climate Action Plan (CAP) as it moves into the implementation stage</li>   <li>• Co-host, with the Burlington Public Library, one event in the spring/summer pertaining to a sustainability issue</li>   <li>• When/if the pandemic restrictions are lifted, participate in relevant community events such as BurlingtonGreen's Clean Up Green Up event, Appleby Line Street Festival, etc</li> </ul>	<p>\$500</p>  <p>\$500</p>

Burlington Sustainable Development Advisory Committee 2021 Work Plan

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	<ul style="list-style-type: none"><li>• Assist the City to engage and educate the community to take action on climate change</li><li>• Employ social media to promote SDC events. Recommend topics for the “Take Action Burlington” blog</li><li>• When/if the pandemic restrictions are lifted, plan an educational field trip for membership.</li></ul>	
<b>Total Budget</b>		<b>\$3,000</b>