



COUNCIL MEETING AGENDA

*Tuesday, December 3, 2019
7:00 P.M.*

COUNCIL CHAMBERS – CIVIC SQUARE

1. OPEN COUNCIL MEETING (7:00 p.m.)

1.1 NATIONAL ANTHEM

1.2 OPENING REMARKS

1.3 ADDITIONS/DELETIONS TO AGENDA

1.4 ADOPTION OF MINUTES

Regular Council Meeting of November 19, 2019 and Special Council Meeting of November 25, 2019 (*Previously Distributed*).

1.5 CALL UPON THE CITY CLERK TO REVIEW COMMITTEE-OF-THE-WHOLE ITEMS (IN-CAMERA) TO BE ADDED TO BLOCK

1.6 DISCLOSURES OF INTEREST

1.7 COUNCILLORS TO DETERMINE AGENDA ITEMS AND BY-LAWS TO BE REMOVED FROM BLOCK FOR DISCUSSION IN COMMITTEE-OF-THE-WHOLE (OPEN) (See pink tab)

2. ORAL REPORTS AND DELEGATIONS

2.1 PRESENTATION(S) - Nil

2.2 DELEGATION(S) (maximum 5/10/5 policy)

10-108 Frank DeChellis, Representative, Welland Soccer Club re: Youngs Sportsplex.

10-108 Suzanne DeKay, Representative, Welland Tennis Club re: Youngs Sportsplex.

2.3 AGENCIES, BOARDS, COMMISSIONS AND COMMITTEES REPORT(S)

19-4 Councillor McLeod, Chair, Budget Review Committee - meetings of November 18 and 25, 2019.



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2.4 LEGISLATED PUBLIC HEARINGS PURSUANT TO THE *PLANNING ACT*

19-123 The City of Welland is initiating an application for Zoning By-law Amendment to rezone properties located at 114 and 142 Second Street, 105 First Street, and an unaddressed parcel at the south-east corner of Plymouth Road and First Street to Institutional (INS1) in City By-law 2017-117 as the lands are currently identified as a 'Deferred Area' in this By-law. The lands are currently zoned IN-1 in the former City Zoning By-law 2667.
(See Report P&B-2019-59 pages 12 to 16)

19-124 Complete applications have been for Official Plan Amendment (OPA 23) and Zoning By-law Amendment submitted by QUARTEK GROUP on behalf of THE STUDENT RESIDENCE INCOME FUND GP INC for lands legally described as PT TWP LT 233, former City of Thorold, now in the City of Welland, municipally known as 585 First Avenue. The lands are located on the west side of First Avenue, north of College Park Drive, and south of Woodland Drive. Request has been made to rezone the lands from Residential Low Density 2 (RL2) to Residential High Density (RH) with a site specific amendment to allow for a reduced lot size of 36 metres, whereas 40 metres is required and to permit a parking ratio of 0.85 spaces per unit, whereas 1 space per unit is required. A total of 18 parking spaces will be provided. The purpose of the application is to permit the construction of a five (5) storey residential apartment building with 21 units.
(See Report P&B-2019-60 pages 17 to 26)

13-86 A Complete Application for Official Plan Amendment (OPA 24) has been submitted by THE CORPORATION OF THE CITY OF WELLAND for lands identified as the North-West Expansion Area, to expand the Urban Area Boundary of the City of Welland to include the lands identified on the key map provided, as well as to incorporate textual changes to the City's Official Plan to be in compliance with Provincial Policy with respect to Urban Area Expansions.
(See Report P&B-2019-61 pages 27 to 51)

- 3. COMMITTEE-OF-THE-WHOLE (OPEN)**
(to discuss items removed from Agenda Block)
- 4. BY-LAWS (SEE AGENDA INDEX)**
- 5. NOTICES OF MOTION**
 - 5.1 Councillor matters discussed with staff for reporting purposes**



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5.2 Notices of Motion (previously submitted for discussion)

(Councillor DiMarco)

10-108 WHEREAS that prior to construction Council and the General Public were informed that the build of what is now known as Youngs Sportsplex on River Rd would not cost the taxpayer anything; and
WHEREAS since such time, and as per a Council decision, funding from the soon to end Atlas Remediation Funding that totaled over \$10 million was used to fund the yearly deficits; and
WHEREAS yet another deficit is predicted for the year 2020 and will no doubt be a yearly concern; and
WHEREAS other sources of potential funding from the proposed sale of city owned lands on Rice Road and also the recent creation of a Youngs Sports Complex Reserve Fund will be allocated to this complex annual yearly losses; and further
WHEREAS the above mentioned dollars could and should be used to ease the financial burden of the taxpayer for city wide infrastructure, namely but not limited to Roads, Sidewalks, Water & Sewer.
THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CITY OF WELLAND directs staff to place the Youngs Sportsplex facility on the Real Estate Market with the intentions of securing a potential interested party that would not disturb the current programs offered at this location.

(Councillor Spinosa)

19-122 THAT THE COUNCIL OF THE CITY OF WELLAND directs staff to prepare a by-law that deals with short term accommodation rentals and all associated licensing and administration; and further
THAT staff host a public meeting prior to final council consideration.

5.3 Call for Notices of Motion (for introduction at the next scheduled Council meeting)

6. CORPORATION REPORTS

6.1 Mayor's Report

6.2 Chief Administrative Officer's Report

7. CONFIRMATORY BY-LAW

A By-law to adopt, ratify and confirm proceedings of the Council of the Corporation of the City of Welland at its meeting held on the 3rd day of December, 2019. Ref. No. 19-1

8. ADJOURNMENT



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AGENDA BLOCK

- 1. BUSINESS ARISING FROM MINUTES, PREVIOUS MEETINGS AND OTHER ITEMS REFERRED FROM COUNCIL FOR DISCUSSION - Nil**

- 2. COMMITTEE AND STAFF REPORTS**
 - 1. Business Arising from Committee-of-the-Whole (closed)**

 - 1 - 8 2. Budget Review Committee Reports to Council - October 28, 2019 and November 4, 11, 18, 25, 2019.**

 - 9 3. General Committee Report to Council - November 26, 2019**

 - 4. Staff Reports**

 - 10 - 11 CAO-2019-15 Chief Administrative Officer, G. Long - Municipal Modernization Program. Ref. No. 19-48**

 - 12 - 16 P&B-2019-59 Gen. Mgr., Infrastructure and Development Services, T. Fitzpatrick - Application for Zoning By-law Amendment (File No. 2019-03) - City of Welland - for lands on the east side of Plymouth Road, south of First Street and north of Second Street, known municipally as 114 & 142 Second Street, 115 First Street, and an unaddressed parcel on the south-east corner of Plymouth Road and First Street. Ref. No. 19-123**
Remove From Block

 - 17 - 26 P&B-2019-60 Gen. Mgr., Infrastructure and Development Services, T. Fitzpatrick - Application for Official Plan Amendment (OPA 23) and Zoning By-law amendment (File No. 2019-04) - Quartek Group - for lands on the west side of first Avenue, north of college Park Drive, and east of Rollins Drive - municipally known as 585 First Avenue. Ref. No. 19-124**
Remove From Block

 - 27 - 51 P&B-2019-61 Gen. Mgr., Infrastructure and Development Services, T. Fitzpatrick - Northwest Welland Urban Area Boundary Expansion. Ref. No. 13-86**
Remove From Block



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- | | | |
|----------------|-------------------------------|--|
| 52 - 54 | <u>P&B-2019-62</u> | Gen. Mgr., Infrastructure and Development Services, T. Fitzpatrick - Request of Niagara Regional Council to reconsider its deferral decision regarding Regional Official Plan Amendment 7 (ROPA 7). Ref. No. 13-86 |
| 55 - 61 | <u>P&B-2019-63</u> | Gen. Mgr., Infrastructure and Development Services, T. Fitzpatrick - City of Welland Grants and Incentives Progress Update. Ref. No. 19-5 |
| 62 - 84 | <u>FIN-2019-26</u> | Gen. Mgr., Corporate Services, Chief Financial Officer/Treasurer - S. Zorbas - 2020 Operating and Capital Budgets & 2021-2029 Capital Budget Forecast. Ref. No. 19-4 (See By-law 2 and 3) |
| 85 - 99 | <u>FIN-2019-27</u> | Gen. Mgr., Corporate Services, Chief Financial Officer/Treasurer - S. Zorbas - 2020 Water/Wastewater Operating and Capital Budgets with resulting rate structure & 2021-2029 Water & Wastewater Capital Budget Forecast. Ref. No. 19-37 (See By-law 4) |

3. NEW BUSINESS

- 100 - 111** 1. Ann-Marie Norio, Regional Clerk, Region of Niagara re: Report PW 60-2019: On-Demand Transit - Pilot Authorization (Simulation Results). Ref. No. 19-13

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Region of Niagara dated November 15, 2019 regarding Report PW 60-2019: On-Demand Transit - Pilot Authorization (Simulation Results).

- 112 - 122** 2. Ann-Marie Norio, Regional Clerk, Region of Niagara re: Report ED 12-2019: Analysis of Niagara Region's Role in Tourism. Ref. No. 19-125

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Region of Niagara dated November 18, 2019 regarding Report ED 12-2019: Analysis of Niagara Region's Role in Tourism.

- 123 - 141** 3. Donna Woiceshyn, Chief Executive Officer, Niagara Regional Housing (NRH) re: NRH 2019 3rd Quarter Report to Board of Directors. Ref. No. 10-130

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from Niagara Regional Housing (NRH) dated November 15, 2019 regarding the NRH 2019 3rd Quarter Report.



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4. Steve Zorbas, General Manager, Corporate Services/Chief Financial Officer/Treasurer re: repayment of note from Welland Hydro-Electric System Corporation.

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND approves the \$13.5 million dollar repayment of note receivable from Welland Hydro-Electric System Corporation to the City of Welland.

5. **BY-LAWS**

MAY BE VIEWED IN THE CLERK'S DIVISION PRIOR TO THE MEETING IF DESIRED.

1. A By-law to amend By-laws 2018-48, 2018-49 and 2018-50; and to repeal By-law 2019-96. Ref. No. 19-22/19-23
(Housekeeping By-law for appointment of officers)
2. A By-law to adopt the 2020 Operating and Capital Budgets. Ref. No. 19-4
(See Report FIN-2019-26)
3. A By-law to provide an Interim Tax Levy for Year 2020. Ref. No. 19-4
(See Report FIN-2019-26)
4. A By-law to adopt the 2020 Water/Wasterwater Operating and Capital Budgets.
Ref. No. 19-37
(See Report FIN-2019-27)



BUDGET REVIEW COMMITTEE MEETING MOTIONS REQUIRING COUNCIL APPROVAL

Monday, October 28, 2019
5:01 p.m.
Council Chambers

Councillor D. McLeod in the Chair

Members in Attendance: Mayor Campion, Councillors J. Chiocchio, B. Fokkens, B. Green, M. Grimaldi, J. Larouche, A. Moote, C. Richard, G. Speck, and L. Spinosa.

The following is a Summary of Motions and Recommendations from the Budget Review Committee requiring Council approval:

1. PROPOSED 2020 TAX SUPPORTED DECISION UNITS

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 1, Advisory Committee Activities, in the amount of \$5,000.

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 2, Senior Citizens Advisory Committee Funding Increase, in the amount of \$1,500.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 3, Family Day Enhancement, in the amount of \$1,000.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 4, Wibits at Pools, Summer Programs, in the amount of \$4,150.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 5, St. George Family Day Enhancement, in the amount of \$2,000.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 6, Enhancement of Farmers Market Events, in the amount of \$2,000.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 7, Canada Day Event Enhancement, in the amount of \$5,000.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 8, Statutory Holiday Transit Service, in the amount of \$40,000.

THAT THE BUDGET REVIEW COMMITTEE recommends that the Staff Engagement Survey be funded from the 2019 Contingency Fund in the amount of \$30,000.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 12, Art on Bell Boxes, in the amount of \$13,200.

As recommended by the Budget Review Committee at its meeting of October 28, 2019.

Date Submitted: December 3, 2019

Submitted by Steve Zorbas, General Manager, Corporate Services, Chief Financial Officer/Treasurer, on behalf of the Budget Review Committee.

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke extending to the right. The signature is written over a horizontal line.

(Signature)



BUDGET REVIEW COMMITTEE MEETING MOTIONS REQUIRING COUNCIL APPROVAL

Monday, November 4, 2019
5:03 p.m.
Council Chambers

Councillor D. McLeod in the Chair

Members in Attendance: Councillors J. Chiochio, T. DiMarco, B. Fokkens, B. Green, M. Grimaldi, J. Larouche, A. Moote, C. Richard, G. Speck, L. Spinosa, and L. Van Vliet.

The following is a Summary of Motions and Recommendations from the Budget Review Committee requiring Council approval:

1. PROPOSED 2020 TAX SUPPORTED DECISION UNITS

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 11, Increase Service – Winter Control Roads, in the amount of \$80,000.

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 12a, Transit Office Clerk, in the amount of net \$0.

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 12b, WIFC Development Officer, in the amount of \$83,969.

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 12e, By-law Clerk, in the amount of \$78,185.

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 12f, Construction Services Coordinator, in the amount of \$110,062.

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 12g, Infrastructure Technician, in the amount of \$87,943.

THAT THE BUDGET REVIEW COMMITTEE approves the Decision Unit 13a, Welland Historical Museum, in the amount of net \$48,500.

As recommended by the Budget Review Committee at its meeting of November 4, 2019.

Date Submitted: December 3, 2019

Submitted by Steve Zorbas, General Manager, Corporate Services, Chief Financial Officer/Treasurer, on behalf of the Budget Review Committee.



(Signature)



BUDGET REVIEW COMMITTEE MEETING MOTIONS REQUIRING COUNCIL APPROVAL

Monday, November 11, 2019

5:02 p.m.

Council Chambers

Councillor D. McLeod in the Chair

Members in Attendance: Mayor Champion, Councillors J. Chiochio, T. DiMarco, B. Fokkens, B. Green, J. Larouche, C. Richard, G. Speck, L. Spinosa, and L. Van Vliet.

The following is a Summary of Motions and Recommendations from the Budget Review Committee requiring Council approval:

1. BOARD PRESENTATIONS AND APPROVAL

THAT THE BUDGET REVIEW COMMITTEE approve that the Welland Public Library be given a 2020 grant in the amount of \$2,167,475 for 2020; and further

THAT the Budget Review Committee requests that the Welland Public Library 2021 Budget be presented broken down by branch.

THAT THE BUDGET REVIEW COMMITTEE approve that the Welland Historical Museum be given a 2020 grant in the amount of \$228,731 for 2020.

THAT THE BUDGET REVIEW COMMITTEE approves the 2020 Operating Budget for the Youngs Sportsplex.


2. PROPOSED 2020 TAX SUPPORTED CAPITAL BUDGET

THAT THE BUDGET REVIEW COMMITTEE approves the 2020 Tax Supported Capital Budget as referenced on green pages 53-57 and 70-160 of the Budget Review Committee meeting agenda of October 16, 2019.

As recommended by the Budget Review Committee at its meeting of November 11, 2019.

Date Submitted: December 3, 2019

Submitted by Steve Zorbas, General Manager, Corporate Services, Chief Financial Officer/Treasurer, on behalf of the Budget Review Committee.


(Signature)



BUDGET REVIEW COMMITTEE MEETING MOTIONS REQUIRING COUNCIL APPROVAL

Monday, November 18, 2019

5:02 p.m.

Council Chambers

Councillor D. McLeod in the Chair

Members in Attendance: Mayor Champion, Councillors J. Chiocchio, T. DiMarco, B. Fokkens, B. Green, J. Larouche, A. Moote, C. Richard, G. Speck, L. Spinosa, and L. Van Vliet.

The following is a Summary of Motions and Recommendations from the Budget Review Committee requiring Council approval:

1. 2020 FEES AND CHARGES

THAT THE BUDGET REVIEW COMMITTEE approves to amend the Volleyball Court Private/Commercial Rate – Hourly fee in Appendix 2 from \$63.00 to \$37.00 for 2020, and from \$64.00 to \$37.50 for 2021.

THAT THE BUDGET REVIEW COMMITTEE approves Appendix 2, as revised, of Staff Report LEG-2019-02 – Annual Review of Fees and Charges for Various Services and Use of Municipal Facilities/Amendment to By-Law 2006-193.

THAT THE BUDGET REVIEW COMMITTEE approves Appendix 1 of Staff Report LEG-2019-02 – Annual Review of Fees and Charges for Various Services and Use of Municipal Facilities/Amendment to By-Law 2006-193.

2. PROPOSED 2021-2029 TAX SUPPORTED 9-YEAR FORECAST

THAT THE BUDGET REVIEW COMMITTEE approves the proposed 2021-2029 Tax Supported 9-year forecast as referenced on green pages 58-69 of the October 16, 2019 Budget Review Committee agenda package.

3. PROPOSED 2020 WATER/WASTEWATER CAPITAL BUDGET

THAT THE BUDGET REVIEW COMMITTEE approves the proposed 2020 Water/Wastewater Capital Budget as referenced on pages 177-178 and 186-205 of the October 16, 2019 Budget Review Committee agenda package.

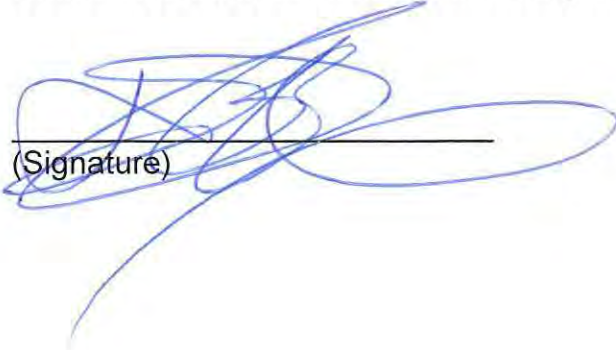
4. PROPOSED 2021-2029 WATER/WASTEWATER CAPITAL BUDGET FORECAST

THAT THE BUDGET REVIEW COMMITTEE approves the proposed 2021-2029 Water/Wastewater Capital Budget Forecast as referenced on pages 179-185 of October 16, 2019 Budget Review Committee agenda package.

As recommended by the Budget Review Committee at its meeting of November 18, 2019.

Date Submitted: December 3, 2019

Submitted by Steve Zorbas, General Manager, Corporate Services, Chief Financial Officer/Treasurer, on behalf of the Budget Review Committee.



(Signature)



BUDGET REVIEW COMMITTEE MEETING MOTIONS REQUIRING COUNCIL APPROVAL

Monday, November 25, 2019

5:02 p.m.

Council Chambers

Councillor D. McLeod in the Chair

Members in Attendance: Mayor Champion, Councillors J. Chiochio, T. DiMarco, B. Fokkens, B. Green, M. Grimaldi, J. Larouche, C. Richard, G. Speck, L. Spinosa, and L. Van Vliet.

The following is a Summary of Motions and Recommendations from the Budget Review Committee requiring Council approval:

1. 2020 WATER/WASTEWATER BUDGET – REVISED

THAT THE BUDGET REVIEW COMMITTEE approves Option #1, as amended, to maintain the fixed cost of Water/Wastewater bills at 27% as referenced on pages 166-172 of the October 16, 2019 Budget Review Committee agenda package.

2. F&ES-2019-04 – A NALOXONE READY COMMUNITY

THAT THE BUDGET REVIEW COMMITTEE receives for information Report F&ES-2019 on the City of Welland becoming a Naloxone Ready Community; and further

THAT that Budget Review Committee directs staff to take no further action at this time.

3. ENG-2019-46 – INVESTING IN CANADA INFRASTRUCTURE PROGRAM: GREEN STREAM

THAT THE BUDGET REVIEW COMMITTEE approves the Investing in Canada Infrastructure Program (ICIP) application; and further

THAT the Budget Review Committee approves the Broadway ICIP project for inclusion in the 2020 Water/Wastewater Capital Budget in the amount of \$1,431,210.

4. PROPOSED 2020 TAX SUPPORTED DECISION UNITS

THAT THE BUDGET REVIEW COMMITTEE amend the Minor Baseball – Hourly, Field Only rates in Appendix 2 of Staff Report LGL-2019-02 – Annual Rates and Fees, to \$11.25/hr in 2020, and \$11.50/hr in 2021.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 13, Increase Service – Snow Removal (pages pg 28A and 28B), as amended, in the amount of \$42,000.

THAT THE BUDGET REVIEW COMMITTEE approves Decision Unit 14, McMaster Medical Group – additional funding for 5 years (currently \$25,000 in 2020 base budget), in the amount of \$56,000.

5. PROPOSED 2020 TAX SUPPORTED BUDGET

THAT THE BUDGET REVIEW COMMITTEE that the Budget Review Committee approves the 2020 Tax Supported Operating Budget, as referenced on green pages 9-46 and white pages 1-63 of the Budget Review Committee meeting agenda of October 16, 2019.

As recommended by the Budget Review Committee at its meeting of November 25, 2019.

Date Submitted: December 3, 2019

Submitted by Steve Zorbas, General Manager, Corporate Services, Chief Financial Officer/Treasurer, on behalf of the Budget Review Committee.



(Signature)

9
GENERAL COMMITTEE REPORT TO COUNCIL

On Tuesday, November 26, 2019, the General Committee met with the following members in attendance: Chair, L. Van Vliet, F. Campion, J. Chiochio, B. Fokkens, M.A. Grimaldi (7:05 p.m.), J. Larouche, C. Richard, G. Speck, and L. Spinosa.

The General Committee recommends Council approval on the following matters:

DELEGATIONS

19-28

THAT GENERAL COMMITTEE receives for information the presentation by Sonya Wierenga, Executive Director and Bryanna Gleason, Junior Volunteer from Rose City Kids regarding Current Programs and Services at Rose City Kids.

19-28

THAT GENERAL COMMITTEE receives for information the presentation by Steven Soos, Resident regarding Restoring Community Watch Groups.

19-28



THAT GENERAL COMMITTEE receives for information the presentation by Tammy Maroudas, Territory Manager, Donor Relations regarding Canadian Blood Services – Boxing Day Blood Donor Clinic at Youngs Sportsplex.

Respectfully submitted,



TARA STEPHENS
City Clerk

COUNCIL
OFFICE OF THE CAO

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

REPORT CAO-2019-15
DECEMBER 3, 2019

19-48

SUBJECT: MUNICIPAL MODERNIZATION PROGRAM

AUTHOR: GARY LONG, CAO

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND approves that the Municipal Modernization Program application for Intake One be submitted to the provincial government.

ORIGIN AND BACKGROUND:

On October 25th 2019, the Municipal Affairs and Housing Minister, Steve Clark, announced that the province would not be pursuing a "top down" approach regarding the regional government review and that there would be no forced amalgamations. He also announced that the province is interested in partnering with municipalities on service delivery reviews and process improvements in the delivery of public services and will provide \$125 million over 4 years to 405 small and rural municipalities through its Municipal Modernization Program.

COMMENTS AND ANALYSIS:

The Corporate Leadership Team (CLT) have reviewed the Municipal Modernization Program guidelines and eligibility criteria and discussed potential projects. An Expression of Interest and supporting documentation will be submitted to Intake One which closes on December 6th 2019.

The City's proposed service delivery review project is focused on the modernization of payroll processing for the Public Works and Engineering departments. The current business process model has not been reviewed in many years and there are opportunities to reduce costs, improve efficiencies, reduce duplication and have the payroll system interface directly with the City's new Work Order system and financial system.

This project is a follow up to an independent review that was conducted earlier this year that focused on accounting processes, improving work flows and integration in Accounts Payable, Procurement, and Inventory as well as strengthening internal control functions for increased financial oversight. Also, the City of Welland received \$81,000 from the Municipal Modernization Program in March 2019 and this is being used for a Level of Service review of Public Works.

It is our intention to submit project proposals to future Intakes of the Municipal Modernization Program as CLT are focused on continuous improvement and reviewing our current business processes to find efficiencies and achieve cost savings, as well as reviewing our levels of service as Welland's population continues to grow and is projected to reach close to 72,540 residents by 2041.

The project will commence in early 2020 with a final report expected by May 2020.

OTHER DEPARTMENT IMPLICATIONS:

Staff from Finance, Engineering, Public Works, and Payroll will be working together with a project consultant.

FINANCIAL CONSIDERATION:

The estimated project cost is \$75,000.

SUMMARY AND CONCLUSION:

The province has announced an additional \$125 million for Municipal Modernization Program over 4 years for 405 small and rural municipalities. City staff have prepared an Expression of Interest to be submitted to Intake One that focused on the modernization of payroll processing for the Public Works and Engineering departments. This project supports other business process and service delivery reviews currently underway.

ATTACHMENT:

N/A.

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

COUNCILINFRASTRUCTURE AND DEVELOPMENT SERVICES

19-123

REPORT P&B-2019-59
DECEMBER 3, 2019

**SUBJECT: APPLICATION FOR ZONING BY-LAW AMENDMENT
(FILE NO. 2019-03) – CITY OF WELLAND – FOR LANDS
ON THE EAST SIDE OF PLYMOUTH ROAD, SOUTH OF
FIRST STREET AND NORTH OF SECOND STREET,
KNOWN MUNICIPALLY AS 114 & 142 SECOND STREET,
115 FIRST STREET, AND AN UNADDRESSED PARCEL
ON THE SOUTH-EAST CORNER OF PLYMOUTH ROAD
AND FIRST STREET**

**AUTHOR: RACHELLE LAROCQUE, BES, M.Sc., MCIP, RPP
PLANNING SUPERVISOR**

**APPROVING SUPERVISOR: GRANT MUNDAY, B.A.A., MCIP, RPP
MANAGER OF DEVELOPMENT APPROVALS**

**APPROVING G.M.: TRAVERS FITZPATRICK
GENERAL MANAGER,
INFRASTRUCTURE AND DEVELOPMENT SERVICES**

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information purposes Report P&B-2019-59 regarding application for Zoning By-law Amendment for lands on the east side of Plymouth Road, south of First Street, and north of Second Street, more specifically described as 114 & 142 Second Street, 115 First Street, and an unaddressed parcel on the south-east corner of First Street.

ORIGIN AND BACKGROUND:

An application for Zoning By-law Amendment was made by the City of Welland on October 11, 2019, and were deemed complete on October 11, 2019.

The purpose of the application for Zoning By-law Amendment is to bring the zoning of these properties into the City's Zoning By-law 2017-117. These properties are currently identified as "Deferred Area" in By-law 2017-117, and the regulations in City Zoning By-law 2667 continue to apply. The lands are currently zoned Institutional (IN-1) in Zoning By-law 2667 and the proposal is to zone the lands as Institutional (INS1) in Zoning By-law 2017-117. The lands are currently designated as Institutional in the City's Official Plan.

A Public Open House was held on September 26, 2019 to gain public input regarding the proposed changes to the Zoning on the property. Approximately seven (7) people were in attendance at the Open House. Based on the comments were provided as a result of this Open House, staff are proceeding forward with the rezoning of these properties with the INS1 Zone that was originally recommended. Staff received one letter of support and one letter of objection, as well as verbal comments of support from two of the residents that attended the meeting.

An additional Public Information Meeting was held on November 14, 2019 once the formal applications were made by the City to rezone these properties. One (1) person was in attendance at the meeting. The following comments and concerns were raised at the Public Information Meeting:

- The proposed amendments would negatively impact the use of their property;
- They were not in support of the proposed changes and wanted only the uses in By-law 2667.

At the time of writing this report, 1 (one) letter and one petition have been submitted by members of the public regarding the application. The letter received was in opposition to the proposed application. The petition included four (4) names of residents who are in support of the proposed amendment.

The Statutory Public Meeting under the Planning Act is being held on December 3, 2019. The Public Meeting provides an opportunity for the Applicant to make a presentation regarding the Applications and proposal, for interested parties to make comment and/or raise concerns, and for Council Members to inquire about the Applications.

The report is intended to provide Council with background information on the Applications. Staff will bring a Recommendation Report for Council's consideration at a future meeting.

FINANCIAL CONSIDERATION:

There are no financial implications associated with this application.

OTHER DEPARTMENT IMPLICATIONS:

Other City Departments have been circulated the application for review and comment. Any comments, requirements, and/or recommendations received will be incorporated into the final Recommendation Report.

SUMMARY AND CONCLUSION:

The Planning Act requires a Statutory Public Meeting to be held to provide an opportunity for public input and discussion regarding the Application. This report is intended to provide background information for the Public Meeting.

ATTACHMENTS:

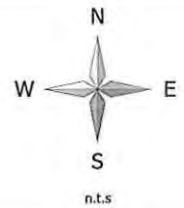
Appendix I - Key Map

Appendix II - Aerial Photo of Subject Lands

2019-03



KEY MAP



SUBJECT LANDS



*Infrastructure and
Development Services*
Planning Division



AERIAL PHOTO OF THE SUBJECT LANDS



SUBJECT LANDS



*Infrastructure and
Development Services
Planning Division*

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

19-124

COUNCIL**INFRASTRUCTURE AND DEVELOPMENT SERVICES**

**REPORT P&B-2019-60
DECEMBER 3, 2019**

SUBJECT: APPLICATION FOR OFFICIAL PLAN AMENDMENT (OPA 23) AND ZONING BY-LAW AMENDMENT (FILE NO. 2019-04) – QUARTEK GROUP – FOR LANDS ON THE WEST SIDE OF FIRST AVENUE, NORTH OF COLLEGE PARK DRIVE, AND EAST OF ROLLINS DRIVE – MUNICIPALLY KNOWN AS 585 FIRST AVENUE

**AUTHOR: RACHELLE LAROCQUE, BES, M.Sc., MCIP, RPP
PLANNING SUPERVISOR**

**APPROVING SUPERVISOR: GRANT MUNDAY, B.A.A., MCIP, RPP
MANAGER OF DEVELOPMENT APPROVALS**

**APPROVING G.M.: TRAVERS FITZPATRICK
GENERAL MANAGER,
INFRASTRUCTURE AND DEVELOPMENT SERVICES**

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information purposes Report No. P&B-2019-60 regarding applications for Official Plan Amendment (OPA 23) and Zoning By-law Amendment (File No. 2019-04) for lands on the west side of First Avenue, north of College Park Drive, and east of Rollins Drive and municipally known as 585 First Avenue.

ORIGIN AND BACKGROUND:

Applications for Official Plan Amendment and Zoning By-law Amendment were submitted by Quartek Group on behalf of TSRIF GP Inc. on September 26, 2019. The applications were deemed complete on October 11, 2019.

The purpose of the Official Plan Amendment is to redesignate the lands from the existing Low Density Residential to High Density Residential. The purpose of the application for Zoning By-law Amendment is to rezone the property from Residential Low Density 2 (RL2) to a Site Specific Residential High Density (RH) Zone. The site specific amendments requested are to recognize a reduced lot frontage of 36 metres, whereas 40 metres is required, and to allow for a parking ratio of 0.85 spaces per unit, whereas 1 space per unit is required.

The applications for Official Plan Amendment and Zoning By-law Amendment have been made to allow for the construction of a five-storey apartment building with 21 residential units.

A Public Information Meeting was held on November 14, 2019 to gain public input regarding the proposed applications. Five (5) people were in attendance at the meeting. The following comments and concerns were raised at the Public Information Meeting:

- The proposed five storey building is too high;
- Proposal is out of character with the surrounding neighbourhood;
- Not enough parking on site for residents and visitors;
- Concern with noise, garbage, parties, etc. as a result of the student residence;
- The property will need to be fenced;
- Missing sidewalk connection in this area to connect proposed building to Niagara College;
- Too many students in one building; and,
- Concerns with traffic along First Avenue.

At the time of writing this report, four (4) letters have been submitted by members of the public and one petition in opposition to the proposal with 29 signatures regarding the application. In addition to the comments and questions raised at the Open House, the additional comments were made:

- Traffic congestion;
- Loss of privacy;
- Loss of trees; and,
- Will result in other properties being redeveloped for other high density developments.

The Statutory Public Meeting under the Planning Act is being held on December 3, 2019. The Public Meeting provides an opportunity for the Applicant to make a presentation regarding the Applications and proposal, for interested parties to make comment and/or raise concerns, and for Council Members to inquire about the Applications.

The report is intended to provide Council with background information on the Applications. Staff will bring a Recommendation Report for Council's consideration at a future meeting.

FINANCIAL CONSIDERATION:

All costs associated with the development of this site will be the responsibility of the property owner.

OTHER DEPARTMENT IMPLICATIONS:

Other City Departments have been circulated the application for review and comment. Any comments, requirements, and/or recommendations received will be incorporated into the final Recommendation Report.

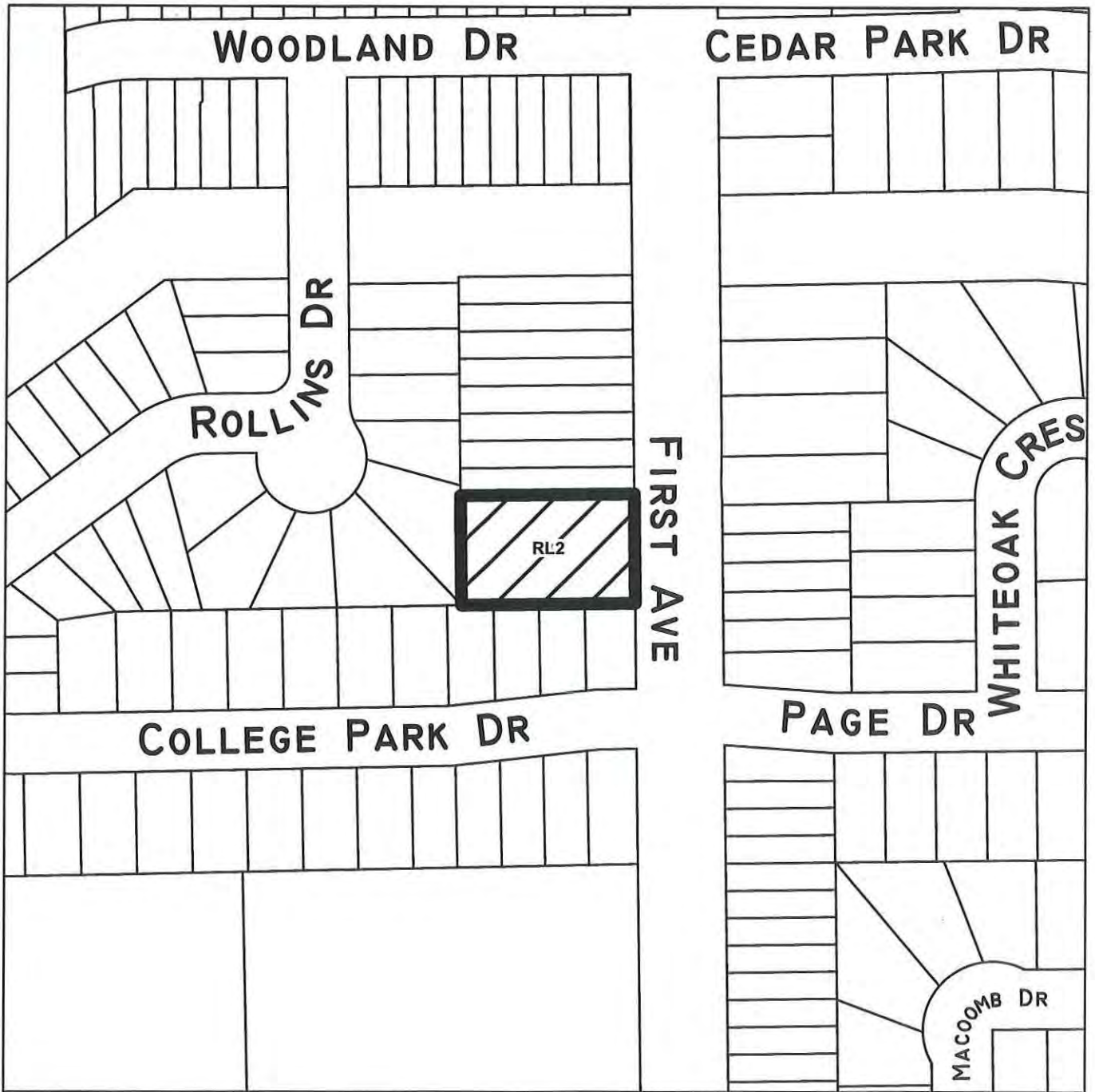
SUMMARY AND CONCLUSION:

The Planning Act requires a Statutory Public Meeting to be held to provide an opportunity for public input and discussion regarding the Applications. This report is intended to provide background information for the Public Meeting.

ATTACHMENTS:

- Appendix I - Key Map
- Appendix II - Aerial Photo of Subject Lands
- Appendix III - Draft Official Plan Amendment

2019-04 & OPA 23



KEY MAP



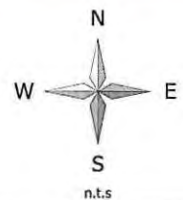
SUBJECT LANDS



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Planning Division



**AERIAL PHOTO OF
THE SUBJECT LANDS**
2019-04 & OPA 23



SUBJECT LANDS



*Infrastructure and
Development Services
Planning Division*

Amendment No. _____

To the

OFFICIAL PLAN

Of the

CORPORATION OF THE CITY OF WELLAND

_____ 2019

THE CORPORATION OF THE CITY OF WELLAND

BY-LAW NUMBER 2019-_____

A BY-LAW TO AUTHORIZE THE ADOPTION

OF OFFICIAL PLAN AMENDMENT NO. _____

WHEREAS the Official Plan of the Corporation of the City of Welland was adopted by the City of Welland on May 4, 2010.

AND WHEREAS the Regional Municipality of Niagara gave partial approval to the Official Plan on October 21, 2011.

AND WHEREAS the Ontario Municipal Board gave partial approval to the Official Plan on June 24, 2014.

AND WHEREAS the Council of the Corporation of the City of Welland deems it expedient to amend the Official Plan.

AND WHEREAS the Regional Municipality of Niagara is the approval authority for Amendments to the Official Plan of the Corporation of the City of Welland.

AND WHEREAS the Regional Municipality of Niagara has exempted Official Plan Amendment No. ___ to the Official Plan of the Corporation of the City of Welland from approval in accordance with the Memorandum of Understanding between the Regional Municipality of Niagara and the Corporation of the City of Welland.

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE CITY OF WELLAND ENACTS AS FOLLOWS:

1. That the Corporation of the City of Welland hereby adopts and approves Official Plan Amendment No. ___ for Corporation of the City of Welland.
2. That Staff is hereby authorized and directed to give Notice of Council's adoption of Amendment No. ___ to the Official Plan of the Corporation of the City of Welland in accordance with Section 17(23) of the Planning Act.

READ A FIRST, SECOND AND THIRD TIME AND PASSED BY COUNCIL THIS ____ DAY OF _____, 2019.

**AMENDMENT NO. _____ TO THE OFFICIAL PLAN OF THE
CORPORATION OF THE CITY OF WELLAND**

PART A – THE PREAMBLE (This does not constitute part of the Amendment)
TITLE AND COMPONENTS
PURPOSE OF THE AMENDMENT
LOCATION
BASIS

PART B - THE AMENDMENT
MAP CHANGES
TEXT CHANGES

PART A – THE PREAMBLE (This does not constitute part of the Amendment)**TITLE AND COMPONENTS**

This document, when approved in accordance with the Planning Act, shall be known as Amendment No. _____ to the Official Plan of the Corporation of the City of Welland.

Part “A”, the Preamble, does not constitute part of this Amendment.

Part “B”, the Amendment, consists of the map and text changes.

Part “C”, the Appendices, which does not constitute part of this Amendment, contains the background data, planning considerations and public involvement associated with this Amendment.

PURPOSE OF THE AMENDMENT

The purpose of Official Plan Amendment No. _____ is to re-designate the lands shown on the attached Schedule “A”. The purpose of the Amendment is to permit the construction of a five (5) storey student residence apartment building. The lands are also subject to an application for Zoning By-law Amendment – File 2019-_____.

LOCATION

The lands subject to this Amendment are located on the west side of First Avenue, north of College Park drive and south of Quaker Road more specifically described as Part of Lot 233, Plan 59M-139, Geographic Township of Thorold, not in the City of Welland, Regional Municipality of Niagara, known as 585 First Avenue. The subject lands have an approximate lot area of 2,117.94 m².

BASIS

The subject lands are within the urban boundary for the City of Welland and currently designated as Low Density Residential. A proposal has been put forth to increase the density to accommodate a five (5) storey apartment style building with 21 units, being a density of 100 units per net hectare.

PART B – THE AMENDMENT


All of the Amendment entitled PART B – THE AMENDMENT, consisting of the following Policies and the map referred to as Schedule “A” – land Use Plan and Policies, constitutes Amendment No. _____ to the Official Plan of the Corporation of the City of Welland.

MAP CHANGES

1. Schedule B, Land Use Map, is hereby amended by re-designating the lands identified from being Low Density Residential to High Density Residential as shown on Schedule “A”, attached hereto.

TEXT CHANGES

No text changes required.

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

COUNCIL**INFRASTRUCTURE AND DEVELOPMENT SERVICES**

13-86

**REPORT P&B-2019-61
DECEMBER 3, 2019**

**SUBJECT: NORTHWEST WELLAND URBAN AREA BOUNDARY
EXPANSION**

**AUTHOR: ROSE DI FELICE, M.PI., M.Sc., MCIP, RPP
MANAGER OF POLICY PLANNING**

**APPROVING G.M.: TRAVERS FITZPATRICK
GENERAL MANAGER,
INFRASTRUCTURE AND DEVELOPMENT SERVICES**

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information purposes Report P&B-2019-61 regarding the Application for Official Plan Amendment for the Northwest Welland Urban Area Boundary Expansion.

ORIGIN AND BACKGROUND:

On October 28, 2019 the City put forward a complete Application for Official Plan Amendment, the purpose of which is to include the City's Northwest Area to within its Urban Area Boundary. A Location Map identifying the lands subject to the Official Plan Amendment Application is attached as Appendix I. Attached as Appendix II, are historical details regarding the City's Urban Area Expansion request for inclusion of its Northwest Area to within the City's Urban Area Boundary.

In order for the subject lands in the northwest portion of the City to be included within the City's Urban Area Boundary and therefore be developed for urban purposes, a local Official Plan Amendment, a Regional Official Plan Amendment (also submitted) and a Secondary Plan (near completion) must be undertaken and approved. This Report deals with the local Official Plan Amendment component of the planning process.

As part of the planning process, an Open House was held by Staff on November 21, 2019. Attached, in Appendix III, is the information provided by Staff at the November 21st Open House. Approximately 33 interested parties representing 23 households from both within and outside the subject lands attended throughout the course of the evening. Comment forms were made available for those wishing to provide written comments. Staff was in attendance to answer any questions and/or provide information to attendees as well as note input from interested parties regarding the proposal. Generally, the issues raised by interested parties included: drainage impacts on surrounding lands, impacts on wildlife, preservation of existing agricultural lands within the area, low water pressure, increased traffic, removal of green space. Four (4) Open House attendees provided written comments supporting the proposal to expand the City's urban boundary

to its municipal boundary. In total as of the writing of this Report, eight (8) letters in support and six (6) letters expressing concerns have been received by the City.

COMMENTS AND ANALYSIS:

Details concerning the proposed expansion and the Official Plan Amendment process were circulated to property Owners within 120 metres of the subject area as well as legislative and required agencies for input. In addition, Notice outlining Application details was published in the Niagara This Week on two (2) separate occasions (November 7th and 14th, 2019) and advertised on the City's website.

The purpose of the Public component of the process (including the Open House) was to provide interested parties with an opportunity to obtain information, ask questions and provide input on the proposed extension to the City's Urban Area Boundary to include those lands in northwest Welland currently outside the City's Urban Area Boundary. This Report provides an overview of the Public component of the planning process as of the date of the writing of this Report.

FINANCIAL CONSIDERATION:

There are no financial implications as a result of the content of this Report.

OTHER DEPARTMENT IMPLICATIONS:

There are no implications to other departments/divisions as a result of the content of this Report.

SUMMARY AND CONCLUSION:

The purpose of this Report is two-fold 1. to provide Council with an overview of the processing of the Official Plan Amendment Application initiated by the City to bring lands in northwest Welland not currently within the City's Urban Area Boundary to within it so as to permit urban type uses; and, 2. to advise Council of comments in support of, and in opposition to, the Urban Area Boundary Expansion. Any recommendations emerging from the circulation of the details of this proposal and the Public component of the planning process will be incorporated in the final Recommendation Report which is to be prepared for Council's consideration subsequent to tonight's Statutory Public Meeting.

ATTACHMENTS:

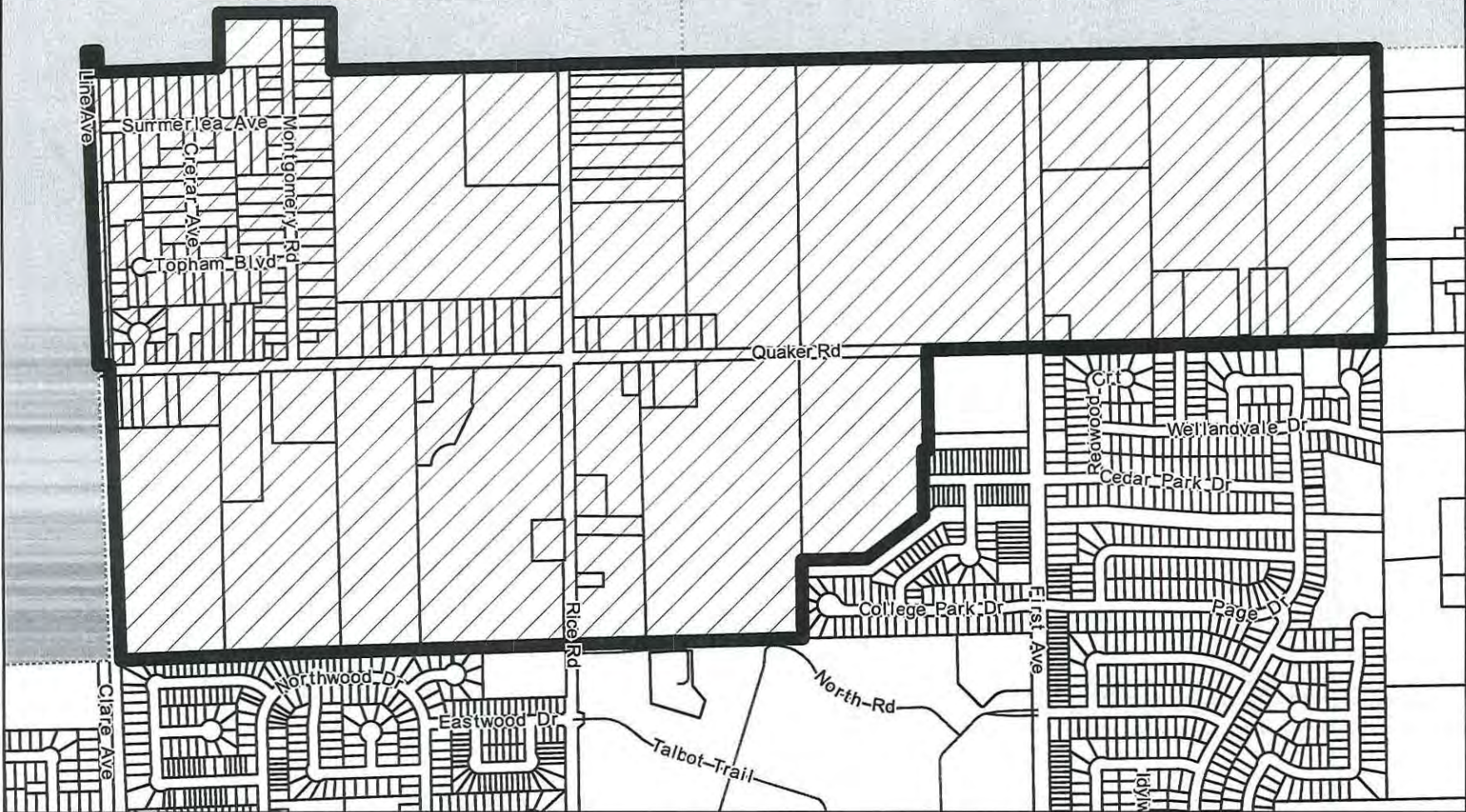
Appendix I – Location Map

Appendix II – Historical Perspective of City's Request for Northwest Welland Urban Area Expansion

Appendix III – Open House Display Panels

TOWN OF PELHAM

CITY OF THOROLD



Appendix I

LOCATION MAP

Northwest Area



SUBJECT LANDS



Infrastructure and
Development Services
Planning Division

Historical Perspective of Urban Area Expansion Request North West Area City of Welland

Background information detailing the City of Welland's request for a Regional Policy Plan Amendment to permit an Urban Area expansion to the Northwest Area of the City follows.

The intent of the City to request an urban area expansion for the subject lands has been long-established. In 1988, the City of Welland initiated Official Plan Amendment #68 for the Northwest Area of the City. This also involved an Amendment to the Regional Policy Plan to incorporate an urban area expansion. These expansions were generally located in three areas: 1. on the south side of Quaker Road, east and west of First Avenue; 2. north and south of Quaker Road, east of Niagara Street; and 3. those lands along the Welland Recreational Waterway, on the north side of Woodlawn Road south of the Welland River and lands west of the Welland Canal By-pass.

At the time, the Region requested additional justification for the expansion. This was undertaken in March, 1988 based upon an agricultural land evaluation, the need for additional land for anticipated residential development and demand trends for new residential development. This analysis determined that the soil characteristics in the subject area had poor drainage capabilities. This was further supported by the *Regional Niagara Pelham/Thorold/Welland Development Study* produced in January, 1997. OPA #68 was approved which expanded the City's urban area in 3 locations.

In 1996, the Region commissioned Acres & Associated Environmental Limited to prepare a servicing plan for south Thorold, north Welland and the eastern portion of the Town of Pelham. The impetus of the Study was to prepare for the development of the Niagara Centre and Daimler properties in Welland (lands north of Woodlawn Road between the Welland River and Highway 406 and lands east of Highway 406, south of the Welland River); the E.S. Fox lands in the Port Robinson area of south Thorold; and the servicing requirements for the proposed easterly expansion of the Fonthill Urban Area. The eventual servicing Plan was designed to service the entire Study Area. In December, 1996, the Region entered into an Agreement with Welland, Niagara Centre, Daimler Properties and E. S. Fox for the cost sharing of a trunk sanitary sewer and watermain along River Road and Woodlawn Road to Highway 406. This was the first phase of the Servicing Plan.

In 1997, the City received Applications to amend the Official Plan and to extend the Urban Area Boundary for lands on the south and north sides of Quaker Road, west of First Avenue. It was felt at this time that the applications were premature in that time lines for the expansion of services (Regional Trunk Sanitary Sewer) along Quaker Road had not been set. Regional Niagara published the Pelham/Thorold/Welland Development Study in January. Its purpose was to identify and discuss the range of development opportunities and constraints in the Study Area; to provide for a Regional and Provincial Policy overview; and to provide an inventory of policy related information. This Study Area was essentially the same as for the Acres Study.

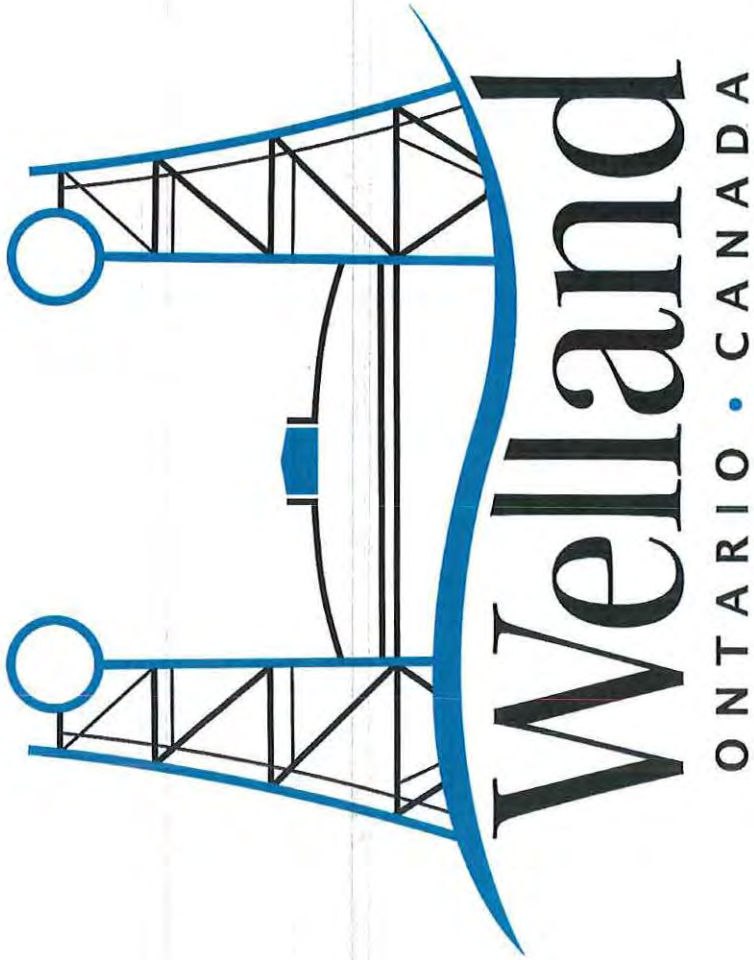
In 1999, the City undertook a general amendment of Zoning By-law 2667. Most of the Study Area was covered by former Township of Thorold Zoning By-law 442. Those lands designated Agricultural were Zoned Agricultural while those lands

designate Rural were provided with a new Holding Rural Zone which restricted development. This Rezoning exercise was considered short term pending the expansion of the Urban Area Boundary.

In early 2000, the Region passed an Official Plan Amendment which permitted the City of Thorold an urban area expansion, including urban industrial and residential development in the southern portion of the City of Thorold immediately adjacent to its municipal boundary with the City of Welland. This expansion to the City of Thorold's urban area boundary included some deferred urban area to indicate broad phasing of development within the overall urban area boundary.

In 2001, Regional Niagara published an *Update of Household and Population Forecasts by Municipality from 1996 – 2026*. Two approaches were taken, the first was based on demographic trends while the second was based on economic trends. New households were distributed throughout the Region based upon several factors including existing trends, capacity for additional housing within urban areas, mix of housing types, "new urban areas", and the Regional Strategy of Development and Conservation.

In 2003, the Region provided a timeframe for the installation of the trunk sewer along Quaker Road (as proposed in the Acres Study) in Welland and north along Rice Road to the Town of Pelham. This sewer runs through the middle of the Study area. The City commissioned EarthTech to undertake a Planning and Servicing Study Class Environmental Assessment for the Northwest area of the City. A public meeting was held in November, 2004 and the Draft Report was prepared in the middle of 2005. This Study was envisioned as a major background review for the City's application for an Urban Area Boundary Expansion.



Bridging the past, present and future



Welcome To The Public Information
Meeting
For Official Plan Amendment #24
North-West Welland Urban Expansion

Thursday, November 21, 2019 7pm-9pm
Welland City Hall, Council Chambers

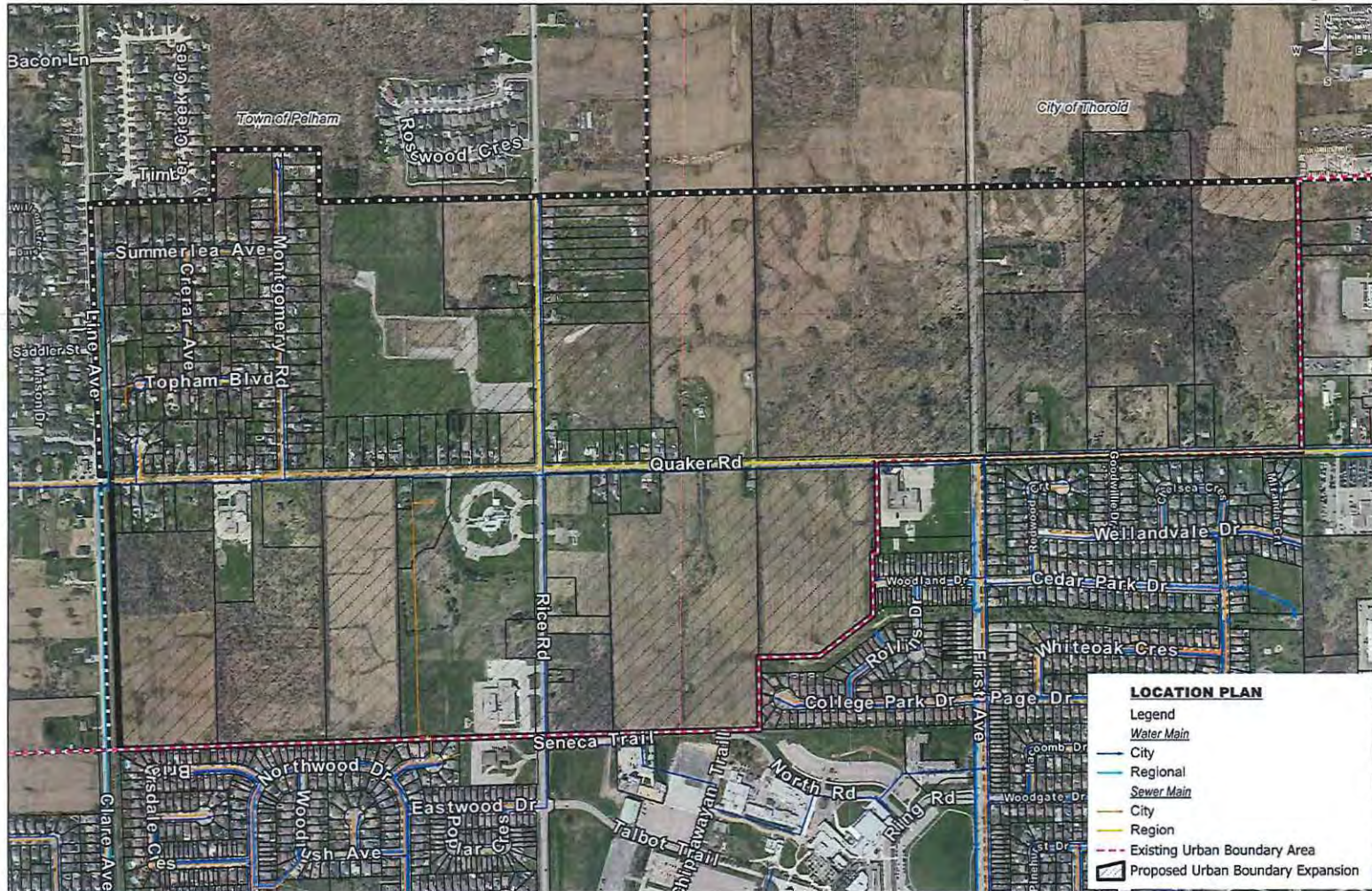
Public Information Meeting - Purpose

- The purpose of this Public Meeting is to provide information respecting the proposed Planning Application and is required by the Planning Act.
- Public input is an important component of the Planning Process and we want to hear from you.
- If you have concerns regarding the subject Application you must provide written comments on or prior the Statutory Public Meeting or oral comments at the Statutory Public Meeting.
- If you do not provide written or oral comments you may lose your right to Appeal the decision of Welland City Council to the Land Planning Appeal Tribunal (LPAT).
- Please feel free to ask City Staff any questions you may have regarding the proposal.

Key Dates

- **November 22, 2019** – Written comments must be received by this date, to be included in the Staff Report. You may also request a copy of the Report in the same letter.
- **December 3, 2019** – Statutory Public Meeting
- **December 17, 2019** – City Staff Final Recommendation Report

Location of North-West Urban Expansion Area (OPA #24)



The subject lands are approximately 190 Hectares (470 acres) in size. They are bordered by the City of Welland northern municipal boundary with the City of Thorold and the Town of Pelham, Niagara Street to the east, the existing City urban boundary to the south and Clare Avenue to the west.

Purpose of the Official Plan Amendment #24

- A Complete Application for Official Plan Amendment #24 has been submitted by THE CORPORATION OF THE CITY OF WELLAND for lands identified as the North-West Expansion Area, to expand the Urban Area Boundary of the City of Welland to include the lands identified on the key map provided, as well as to incorporate textual changes to the City's Official Plan to be in compliance with Provincial Policy with respect to Urban Area Expansions.

Studies and Reports Completed to Date

1987

- North Welland Development Concept Plan

1988

- A Justification for an Urban Boundary Expansion in the Official Plan Amendment No. 68 Area City of Welland

1996/1997 Studies

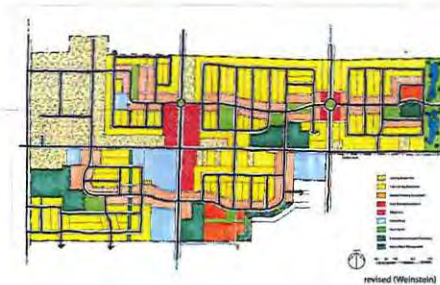
- Servicing Plan for South Thorold, north Welland and the eastern portion of the Town of Pelham
- Regional Niagara Pelham/Thorold/Welland Development Study
- North Welland Urban Boundary Expansion Planning Framework for An Official Plan Amendment
- North Welland Development Concept Plan

1998

- Planning and Justification Report for Official Plan Amendment – Expansion of the City of Welland Urban Boundary

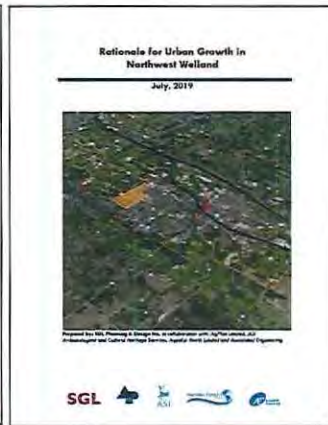
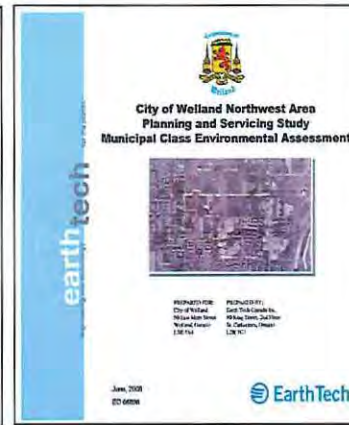
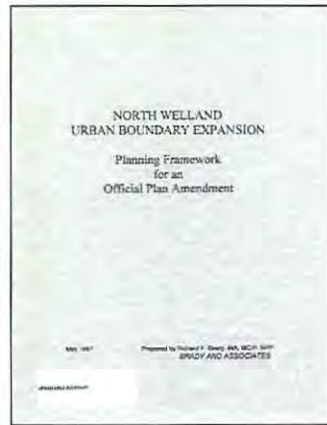
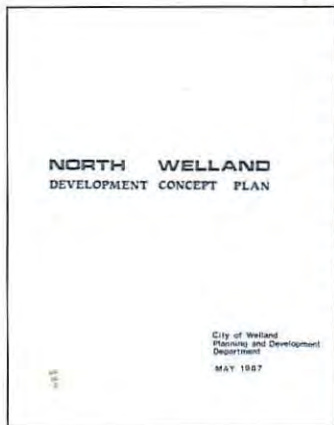
2008

- City of Welland Northwest Planning and Servicing Study Municipal Class Environmental Assessment

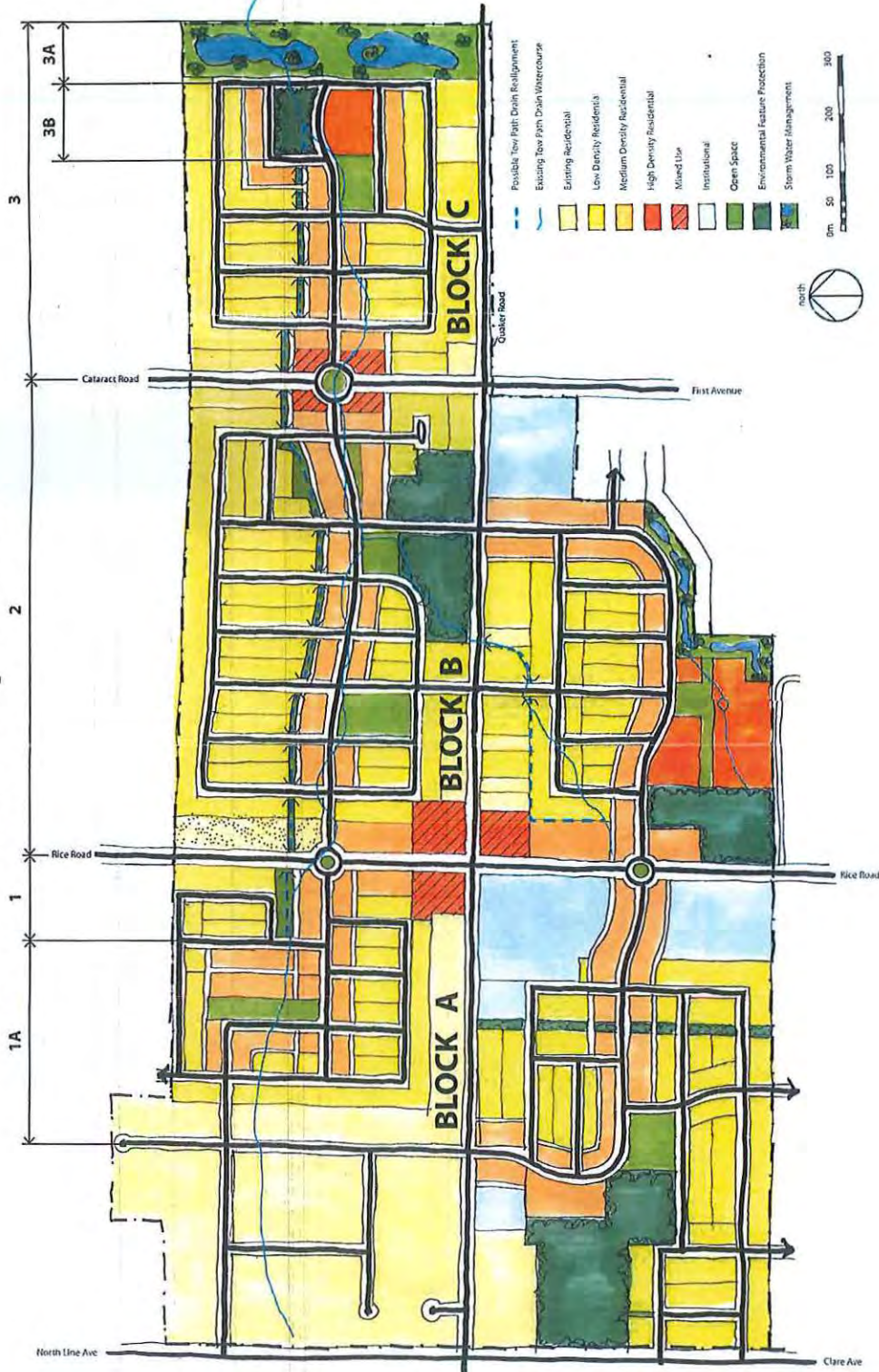


2019

- Planning Rationale For Urban Growth in North West Welland
- Agricultural Impact Assessment Study
- Archaeological Resource Assessment
- Cultural Resource Assessment
- Municipal Servicing Study
- Transportation Study
- Natural Heritage



2007 Concept Plan



- 1 Niagara Restoration Canal Works**
 - This plan is a conceptual plan for the project.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
- 1A**
 - This plan is a conceptual plan for the project.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
- 2**
 - This plan is a conceptual plan for the project.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
 - It is not intended to be used for any other purpose.
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- 3**
 - This plan is a conceptual plan for the project.
 - It is not intended to be used for any other purpose.
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- 3A**
 - This plan is a conceptual plan for the project.
 - It is not intended to be used for any other purpose.
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- 3B**
 - This plan is a conceptual plan for the project.
 - It is not intended to be used for any other purpose.
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FIGURE B-1: PRELIMINARY CONCEPT PLAN

Why are we making this application now?

- Changes in A Place To Grow: Growth Plan for Greater Golden Horseshoe 2019 now permit an Urban Expansion outside of Municipal Comprehensive Review.
- Amendment will Implement Province of Ontario More Homes, More Choice: Ontario Housing Supply Action Plan.
- The lands have been studied extensively for urban development purposes. It is time to move forward with adding the subject lands to the Welland urban area.
- The subject lands are a logical extension of the existing urban area.
- The City is experiencing growth pressures for development in the area.
- Is readily serviceable as no major extension or upgrading of water and sewer infrastructure is required (750 mm Regional water main on Clare Avenue, 600 mm Regional sanitary main on Rice Road, 750 mm Regional sanitary main on Quaker Road, east of Rice Road, existing City water and sewer services in some areas).
- The subject area contains an elementary school and the NCDSB Headquarters, and abuts two other elementary schools and the Welland Niagara College Campus.
- 55 ha of land is already designated Built Boundary under the Growth Plan.
- Pending City owned land sale of the Former Welland Soccer Club lands.
- Abuts the Urban Boundaries of the Town of Pelham and City of Thorold

www.welland.ca

More Homes, More Choice: Ontario's Housing Action Plan



- OPA #24 helps implement Ontario's five-point Plan for housing supply as follows:
 - ✓ Addresses speed by expediting the process to add these lands to the urban area for Welland.
 - ✓ Addresses cost by bringing more land supply closer to a shovel ready state. Also recognizes the costs of reports, studies and infrastructure works completed over the last 30+ years to justify and accommodate the subject lands.
 - ✓ Will address the mix of housing types in the development of the final Secondary Plan for the area.

Housing Supply: Ontario's Five-Point Plan

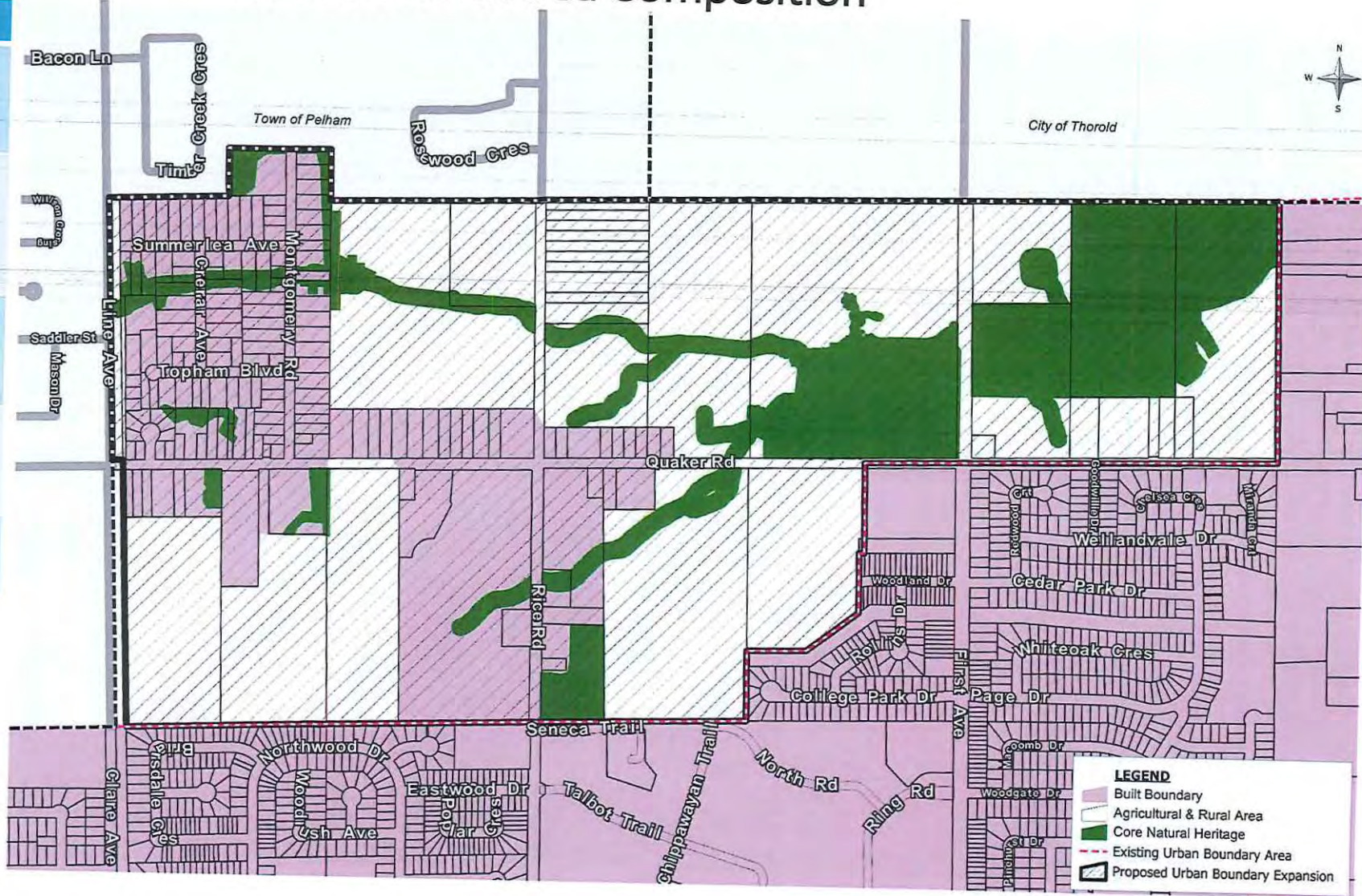
1. **Speed:** Red tape and paperwork can add years to a construction project. We will maintain Ontario's strong environmental protections, while making the development approvals process faster.
2. **Cost:** Layers of permits, government approvals and charges by municipalities add to the cost of building new homes. We will make costs more predictable, to encourage developers to build more housing.
3. **Mix:** We'll make it easier to build different types of housing – from detached houses and townhomes to mid-rise rental apartments, second units and family-sized condos. We need a variety.
4. **Rent:** There are more people looking for homes than there are places to rent. We will protect tenants and make it easier to build rental housing.
5. **Innovation:** This means everything from new housing designs and materials to creative approaches to home-ownership and more. We'll encourage more innovation and creativity in Ontario's housing sector and make sure government isn't standing in the way.

Criteria for Settlement Expansion (Urban Expansion) under Growth Plan Section 2.2.8.3

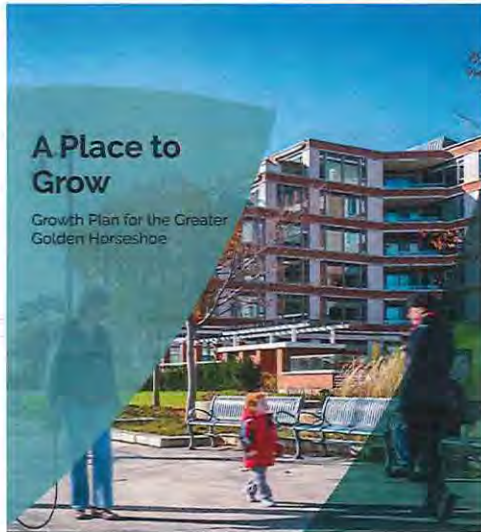
Policy Number	Policy Description	Policy Conformity	Reason
2.2.8.3 a)	Sufficient capacity in existing or planned infrastructure and public service facilities;	✓	The subject lands have existing local and regional water and sanitary services. There are also a number of planned upgrades and development that are scheduled over the next tens years including three pump upgrade projects (Towpath Sewage Pumping Station & Shoalt's Drive Low Lift & High Water Pumping Stations)
2.2.8.3 b)	Infrastructure and public service facilities needed would be financially viable over the full life cycle of these assets;	✓	The subject lands have existing local and regional water and sanitary services that can easily be extended and is well serviced by both the local and regional road network. A Financial Impact analysis is currently being finalized.
2.2.8.3 c)	Expansion is informed by applicable water and wastewater master plans or equivalent and stormwater master plans or equivalent, as appropriate;	✓	A Planning and Servicing Study Municipal Class EA was completed in 2008 and an up to date Municipal Servicing Study & Transportation Study were completed.
2.2.8.3 d)	Avoid, or if avoidance is not possible, minimize and mitigate any potential negative impacts on watershed conditions and the water resource system;	✓	The City is committed to avoid and if not possible minimize and mitigate any potential negative impacts on watershed condition and water resource.
2.2.8.3 e)	Key hydrologic areas and the Natural Heritage System for the Growth Plan should be avoided where possible;	✓	A natural heritage assessment has identified the Natural Heritage System and key hydraulic areas that are to be protected and studied further in the next stages of the planning process.
2.2.8.3 f)	Prime agricultural area should avoided where possible;	✓	The subject lands do not meet the requirements for Specialty Crop Areas as defined in the Provincial Policy Statement. They are relatively poorer agriculturally and are isolated from other agricultural uses.
2.2.8.3 g)	Settlement Area to be expanded is in compliance with the minimum distance separation formula;	✓	There are no intervening livestock facilities within or abutting the subject lands.
2.2.8.3 h)	Any adverse impacts on the agri-food network, including agricultural operations, would be avoided, or if avoidance is not possible, minimized and mitigated as determined through agricultural impact assessment;	✓	There are no impacts to the agri-food network.
2.2.8.3 i)	The policies of Sections 2 (Wise Use and Management of Resources) and 3 (Protecting Public Health and Safety) of the PPS are applied;	✓	These Sections have been applied in considering the Urban Expansion
2.2.8.3 j)	The proposed expansion would meet any applicable requirements of the Greenbelt, Oak Ridges Moraine Conservation, Niagara Escarpment, and Lake Simcoe Protection Plans and any applicable source protection plans; and	✓	These Policies/Plans are not applicable to the subject lands.
2.2.8.3 k)	Criteria for settlement expansion within the Protected Countryside in the Greenbelt Area	✓	The City of Welland and the subject lands are outside the Greenbelt Area

Current Land Area Composition

Type	Area
Built Boundary Designated	55 Ha (138 Ac)
Core Natural Heritage System	37 Ha (93 Ac)
Rural Residential/Agricultural	101 Ha (250 Ac)
Road Allowances	10 Ha (25 Ac)
Total Land Area	189 Ha (468 Ac)



A Place to Grow - Growth Plan for the Greater Golden Horseshoe 2019 (Growth Plan)



- New changes to Growth Plan allow for a settlement area boundary expansion (urban expansion) outside of a municipal comprehensive review for the following situations:
 - Where there would be no net increase in land within the settlement area; and/or
 - Expansions of 40 Ha or less at a time (multiple 40 Ha requests can be made and was confirmed by the Minister of Municipal Affairs on November 12, 2019.

Ministry of
Municipal Affairs
and Housing
Office of the Minister
777 Bay Street, 17th Floor
Toronto, ON M5G 2E3
Tel: 416 325-7661
Fax: 416 325-6473

Ministère des
Affaires municipales
et de l'équipement
Bureau du ministre
777, rue Bay, 17^e étage
Toronto, ON M5G 2E3
Tél. : 416 325-7661
Téléc. : 416 325-6473

19-204273

November 12, 2019

Dear Head of Council:

Earlier this year, our government introduced *A Place to Grow: Growth Plan for the Greater Golden Horseshoe* as part of the *More Homes, More Choices: Ontario's Housing Supply Action Plan* to increase housing supply, create more jobs, attract business investments and better align our infrastructure. Today, I am writing to provide further clarity on two specific provisions in *A Place to Grow* as your municipality undertakes its work to meet conformity with the growth plan by July 1, 2022. This clarity is with respect to the government's position on the municipal comprehensive review process and the policy permitting settlement area boundary expansions of up to 40-hectares outside of the municipal comprehensive review.

As you will recall, *A Place to Grow* provides municipalities with greater flexibility in local planning decision-making. Notably, *A Place to Grow* helps ensure intensification and density targets better reflect growth rates, local realities and market conditions; allows municipalities to make changes to their settlement area boundaries more quickly and easily, while continuing to provide protection for employment and agricultural lands as well as natural areas; and provides policies that direct intensification around transit to increase the supply of housing and jobs near transit hubs.

To ensure that we continue to meet our commitment to build more homes faster, our government has taken the position that municipalities may choose to take a phased approach to their municipal comprehensive review through multiple official plan amendments. We recognize that one size does not fit all and that the current and potential changes in provincial and regional planning frameworks can make it challenging to do planning in a timely, efficient, and effective manner. As such, providing municipalities with the choice of phasing their municipal comprehensive review or achieving conformity as part of one single new official plan or plan amendment is responsive to the needs of local communities.

In addition to the flexibility provided in the approach to the municipal comprehensive review, our government has also taken the position that, so long as they meet applicable policies in *A Place to Grow*, there is no limit to how often a municipality can undertake the settlement boundary expansions of up to 40-hectares that take place outside of the municipal comprehensive review. The up to 40-hectare expansion, which can either be municipally or privately initiated, supports our government's growth management objectives of allowing communities to develop in ways that expand housing and economic

opportunities while maintaining protections for our environmentally sensitive areas, including the Greenbelt, cultural heritage assets, and key employment and agricultural lands.

While there are several other requirements in *A Place to Grow* that support our increased housing supply objectives, I wanted to bring clarity to these two specific planning provisions given their immediate impact on getting supply online faster. These policies, along with policies that allow for employment area conversions that facilitate the introduction of residential uses, provide opportunities for local decision makers to put forward plans that address housing supply goals in a timely manner. By ensuring that municipalities do not have to wait until the next municipal comprehensive review to implement planning changes, our government aims to get shovels in the ground quicker and to have development happen sooner.

It is anticipated that additional information on the implementation of *A Place to Grow* will be forthcoming. In the interim, if you have any questions and/or concerns, please feel free to contact Cordelia Clarke-Julien, Assistant Deputy Minister, Ontario Growth Secretariat at cordelia.clarkejulien@ontario.ca. Thank you for your time.

Sincerely,

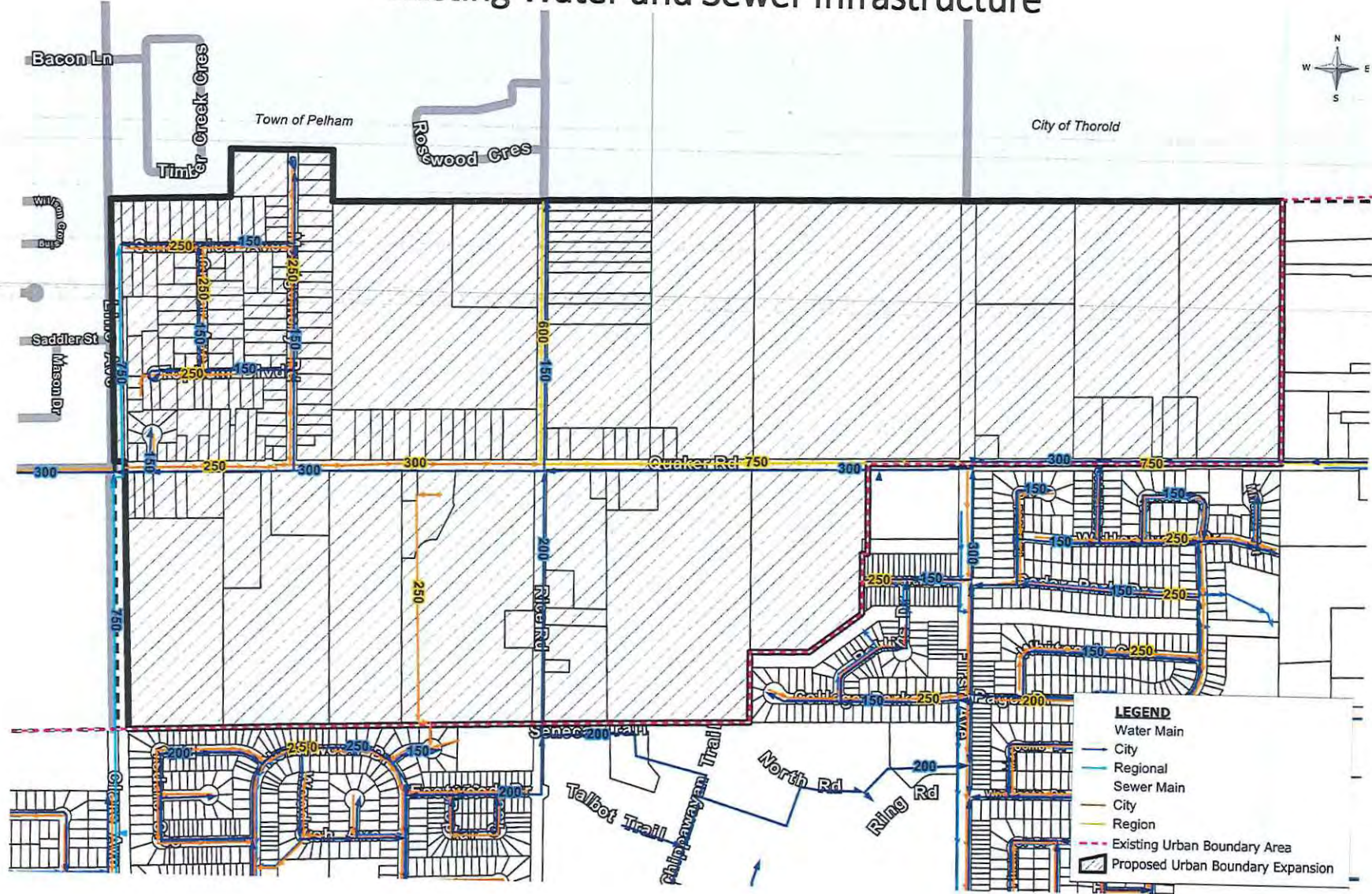
Steve Clark
Minister

c Stephen Hamilton, Senior Policy Advisor, Office of the Honourable Steve Clark,
Ministry of Municipal Affairs and Housing

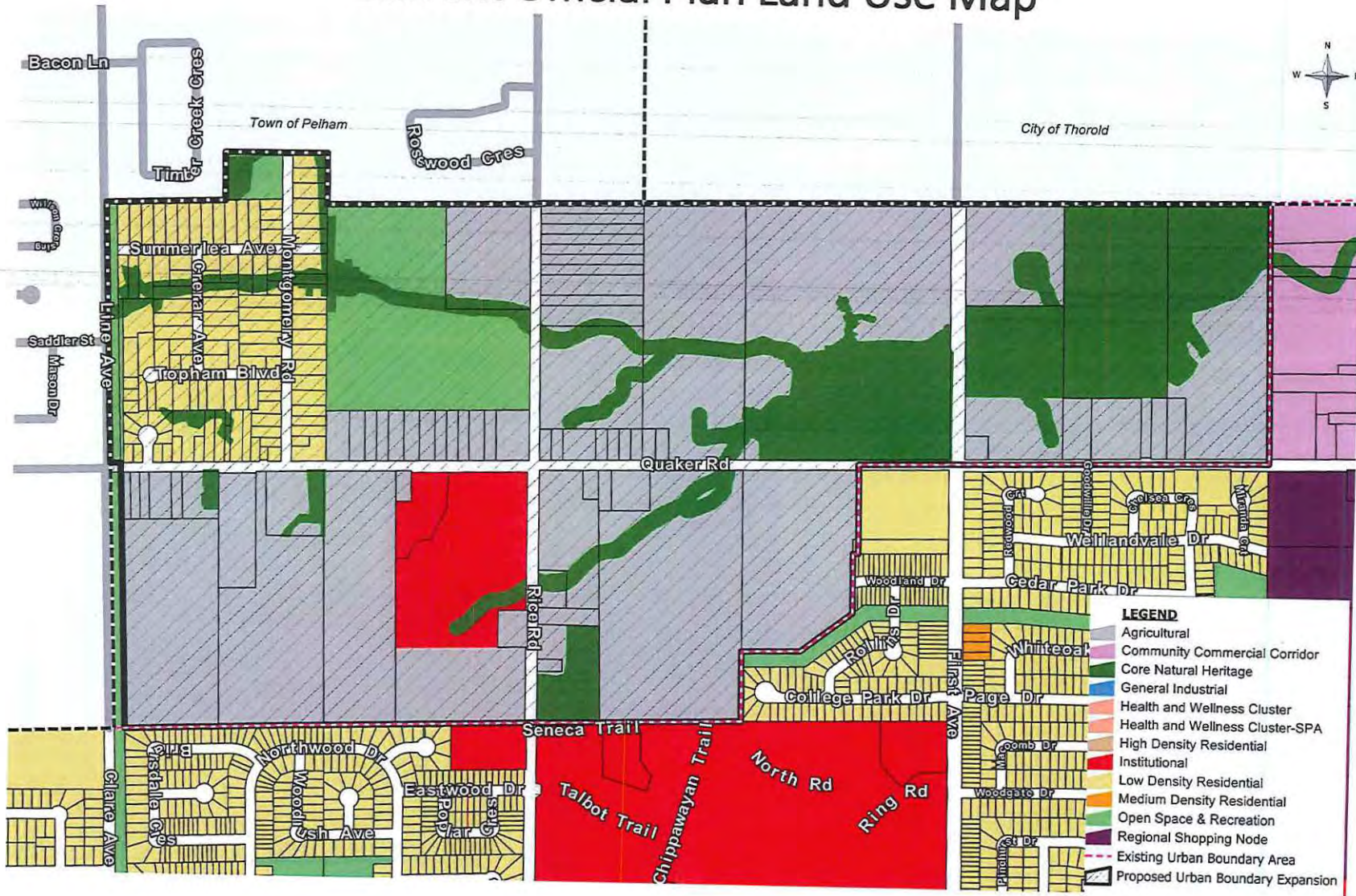
Cordelia Clarke-Julien, Assistant Deputy Minister, Ontario Growth Secretariat,
Ministry of Municipal Affairs and Housing

Marcia Wallace, Assistant Deputy Minister, Municipal Services Division,
Ministry of Municipal Affairs and Housing

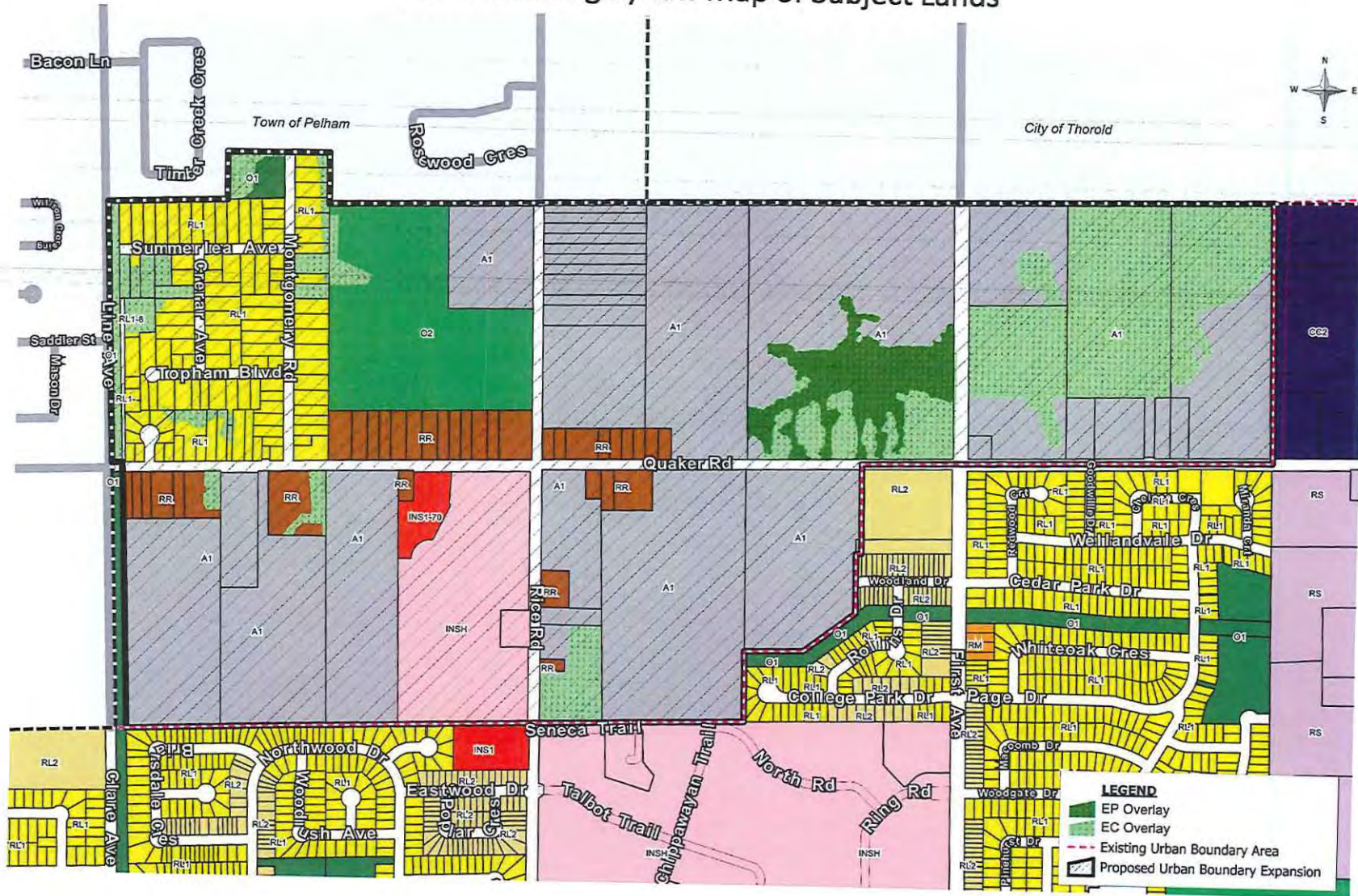
Existing Water and Sewer Infrastructure



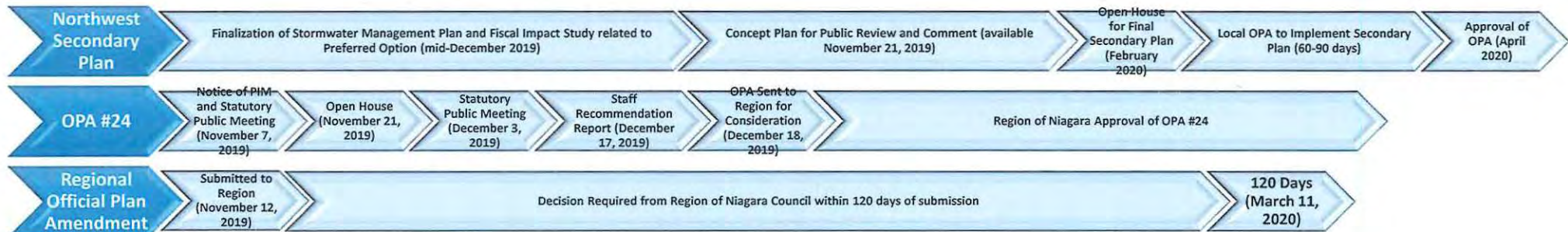
Current Official Plan Land Use Map



Current Zoning By-law Map of Subject Lands



Process & Timeline Moving Forward



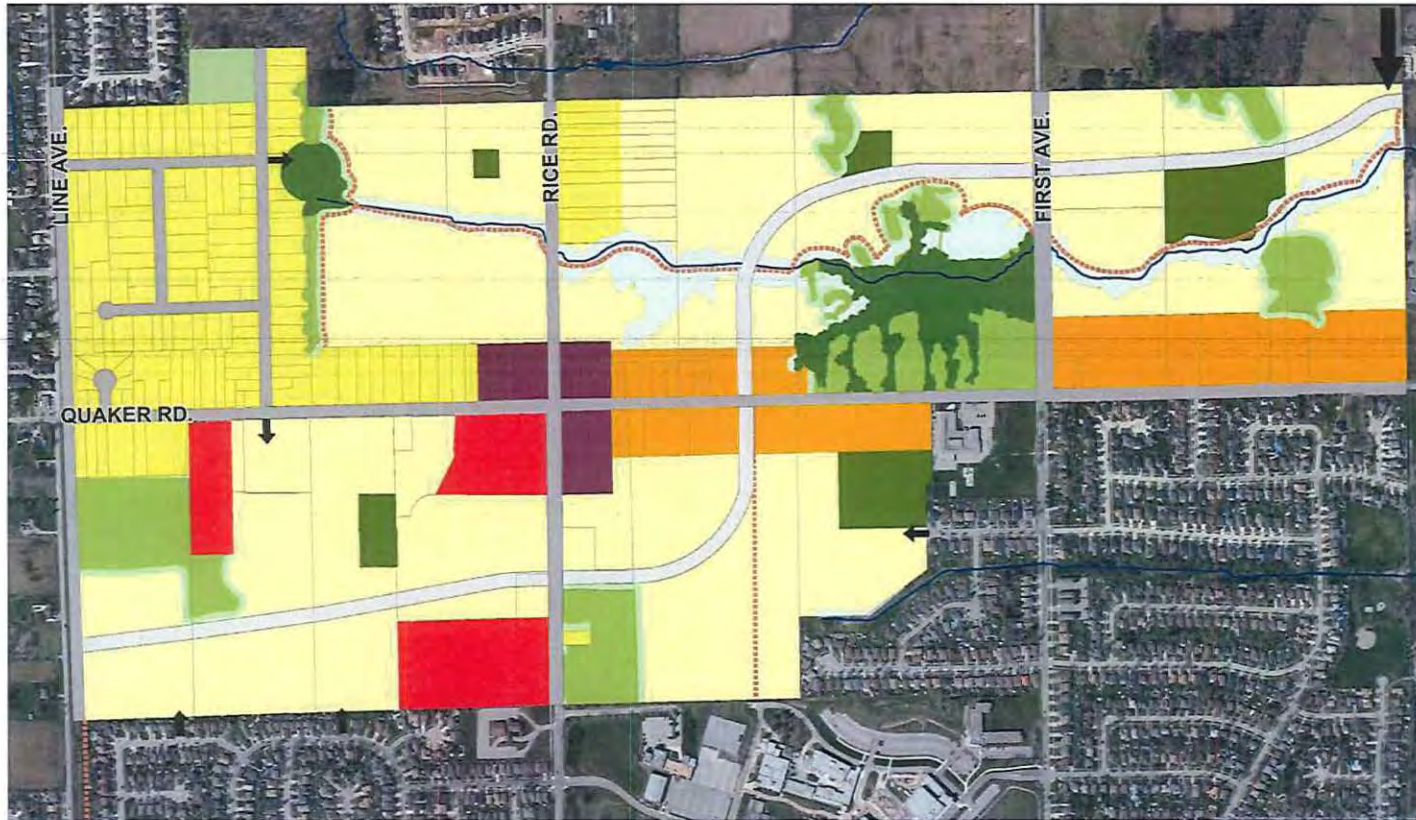
Population & Employment Growth In Welland

- The population is forecasted to grow by 18,630 people between 2016-2041. This would bring the estimated total population of Welland to 72,520 by 2041.
- The number of jobs are forecasted grow by 11,020 for an estimated total of 28,760 jobs.
- Building Permit Data Supports the estimated increase in population or higher:

TABLE 1.2: Number of New Dwelling Units

Year	Number of Dwelling Units
2016	132
2017	197
2018	399
2019 (as of November 18, 2019)	453 (forecasting 500 by year end)

2019 PROPOSED SECONDARY PLAN



NW Welland Preliminary Preferred Land Use Plan



- Study Area
- Proposed Roads
- Existing Parks
- Proposed Parks
- Existing Mixed Use
- Existing Community Institutional
- Existing Residential
- Environmental Contribution Area
- Environmental Risk Buffer
- Environmental Protection Area
- Stream and Floodplain Area
- Proposed Medium Density Residential
- Proposed Low Density Residential
- Urban Open
- Proposed Road Connections



Questions/Comments

- Public input is an important component of the Planning Process and we want to hear from you.
- Please feel free to use the comment sheets provided to submit your comments or you can email comments to: devserv@welland.ca

or mail or drop-off at:

Corporation of the City of Welland
Infrastructure and Development Services
Planning Division
60 East Main Street, Welland, Ontario L3B 3X4



APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

COUNCILINFRASTRUCTURE AND DEVELOPMENT SERVICES

13-86

REPORT P&B-2019-62
DECEMBER 3, 2019

**SUBJECT: REQUEST OF NIAGARA REGIONAL COUNCIL TO
RECONSIDER ITS DEFERRAL DECISION REGARDING
REGIONAL OFFICIAL PLAN AMENDMENT 7 (ROPA 7)**

**AUTHOR: ROSE DI FELICE, M.Pl., M.Sc., MCIP, RPP
MANAGER OF POLICY PLANNING**

**APPROVING G.M.: TRAVERS FITZPATRICK
GENERAL MANAGER,
INFRASTRUCTURE AND DEVELOPMENT SERVICES**

RECOMMENDATION:

1. THAT THE COUNCIL OF THE CITY OF WELLAND authorizes and directs Staff to request Niagara Region to reconsider its decision to defer Regional Official Plan Amendment 7; and further,
2. That Welland City Council directs Staff to distribute copies of Report P&B-2019-62 to all interested parties, including property owners within the Deferred Area.

ORIGIN AND BACKGROUND:

Regional Official Plan Amendment 7 (ROPA 7) was initiated to permit a reduction to Niagara Region's Urban Area Boundary for the City. This Amendment would ensure alignment of the Regional Official Plan with the City's "new" Official Plan with respect to urban area boundaries.

The City's Official Plan was adopted by Council on May 4, 2010 and approved by Regional Council on September 15, 2011 with new policies and mapping. The City, through our 2010 process conducted a municipal comprehensive review (i.e., preparation of our new Official Plan) that rationalized our urban land supply. At that time, Staff recommended (and Council of the day agreed to) the removal of approximately 110 hectares (272 acres) of land from the urban area and to re-designate these lands to a rural designation. The attached Location Map (Appendix I) identifies the subject lands being located north of Forks Road and east of Highway 58 in the southwest area of the City.

Over the course of many meetings and presentations before the Region's Planning Committee and Council, over the years since the City's initial request (2010) for removal of the subject lands from within our urban area boundary, the Region has continued to direct that a solution be arrived at between the Region, City and Owners of the subject

lands. Currently this matter is before the Local Planning Appeal Tribunal (LPAT) in an attempt to mediate the matter

COMMENTS AND ANALYSIS:

The City has made attempts to mediate this matter however it continues to be unsuccessful in coming to a mutually agreeable solution.

As a result, Staff is seeking Council authorization and direction to formally request Regional Council to reconsider its decision to defer ROPA 7 to amend the City's urban area boundary to exclude lands in the southwest portion of the City.

FINANCIAL CONSIDERATION:

There are no financial implications as a result of the content of this Report.

OTHER DEPARTMENT IMPLICATIONS:

There are no implications to other departments as a result of the content of this Report.

SUMMARY AND CONCLUSION:

The purpose of this Report is to obtain Council support, authorization and direction to Staff to request the Region reconsider its decision to defer ROPA 7 thereby giving positive consideration to its approval to exclude lands in the southwest portion of the City from within its urban area boundary.

ATTACHMENTS:

Appendix I – Location Map



LOCATION MAP

Deferred Area



SUBJECT LANDS



*Infrastructure and
Development Services*
Planning Division

APPROVALS	
GENERAL MANAGER	(Signature)
CFO	(Signature)
CAO	(Signature)

COUNCILINFRASTRUCTURE AND DEVELOPMENT SERVICES

19-5

REPORT P&B-2019-63
DECEMBER 3, 2019

SUBJECT: CITY OF WELLAND GRANTS AND INCENTIVES
PROGRESS UPDATE

AUTHOR: GRANT MUNDAY, B.A.A., MCIP, R.P.P.
MANAGER OF DEVELOPMENT APPROVALS

APPROVING G.M.: TRAVERS FITZPATRICK
GENERAL MANAGER,
INFRASTRUCTURE AND DEVELOPMENT SERVICES

RECOMMENDATIONS:

- 1) THAT THE COUNCIL OF THE CITY OF WELLAND receives for information Report P&B-2019-63; and further
- 2) THAT Welland City Council recognizes the economic, social and environmental benefits of its three Community Improvement Plans; and further
- 3) THAT Welland City Council requests the City Clerk forward a copy of this Report to the Minister of Municipal Affairs and Housing, Niagara Region for distribution to Regional Council members, all municipalities within the Niagara Region, and KPMG LLP.

ORIGIN AND BACKGROUND:

On November 5, 2019, City Council approved the following recommendations in Report P&B-2019-58:

- 1) THAT THE COUNCIL OF THE CITY OF WELLAND receives for information Report P&B-2019-58;
- 2) THAT Welland City Council is supportive of adding additional financial incentives for affordable/rental housing;
- 3) THAT Welland City Council requests the City Clerk forward a copy of this Report to the Niagara Region, and all municipalities within the Niagara Region for information and support.

This was in response to a letter and staff report received by the City from the Niagara Region concerning the review of various Incentives and Programs.

On November 7, 2019, the Niagara Region Committee of the Whole was presented with a report concerning the Niagara Region Sustainability Review – Opportunities analysis completed by KPMG LLP. City Staff have not been able to obtain a copy of the report as it was largely dealt with "in camera". However, Staff have reviewed a presentation that was given in the public portion of these proceedings.

The presentation and the presenter concludes that reducing or eliminating private sector grants (SNIP, Gateway, Cultural, Waterfront etc.) will financially benefit the Region of Niagara and that these programs have not resulted in an increase in property assessment. The purpose of this report is to provide a response to this statement and to show that this is not the case.

COMMENTS AND ANALYSIS:

The CIPs and Incentives currently in place in Welland are as follows:

- City of Welland Niagara Gateway Economic Zone and Centre CIP (Gateway CIP);
- Downtown Health and Wellness Cluster Area CIP (Downtown CIP); and
- Brownfield CIP.

Staff are of the opinion that the data shows that these programs have been and continue to result in an increase in property assessment for the City and Region. With respect to each of our CIPs staff can offer the following with respect to financial impact:

Gateway CIP

With reference to Appendix I, the Gateway CIP is having a significant impact economically for the City and Region. The program will generate approximately 926,285 square feet of new Industrial/Commercial space within the CIP area. This will include approximately \$143,434,243.00 in building permit construction value and \$361,698,033.00 in total private sector investment (years 1 through 5). The program will have created/retained almost 600 jobs. It is estimated that the currently approved applications under this program will generate approximately \$141 million in new MPAC Property Assessment. Once all projects have received their total Tax Increment Grant (TIG), the approved projects will be generating approximately \$2.8 million in City taxes and \$2.4 million in Regional taxes per year.

Of the five (5) projects currently receiving a TIG, there has been an increase of \$16,745,726.00 in MPAC property assessment. The City has received \$828,028.72 in property taxes, provided tax grants equal to \$402,706.67 for a total of \$425,322.05 in net property taxes. The Region has received \$702,754.38 in property taxes, provided tax grants equal to \$332,982.29 for a total of \$369,772.09 in net property taxes. Three (3) of these projects occurred on previous City owned lands where no taxes were collected.

Downtown CIP

With reference to Appendix II, the Downtown CIP is having a significant impact economically for the City and Region. The program will generate over \$31 million in new construction value and increase MPAC property assessment based on current approved

projects. Once all current projects are completed they would result in a total estimated TIG of \$1,955,763.61 for the City and \$1,638,311.62 for the Region. The City would receive net property taxes of \$619,920.37 over ten (10) years and the Region would receive net taxes of \$520,190.16 after factoring in the tax increment grants. Once all projects have received their TIG's, they generate approximately \$257,568.00 in City taxes and \$215,850.00 in Regional taxes per year.

Of the one (1) project currently receiving a TIG, there has been an increase of \$312,000.00 in MPAC property assessment. This was much higher than the estimated \$127,575.00 increase. The City has received \$9,221.49 in property taxes, provided tax grants equal to \$5,387.67 for a total of \$3,833.82 in net property taxes. The Region has received \$7,899.74 in property taxes, provided tax grants equal to \$4,447.95 for a total of \$3,451.79 in net property taxes.

Between 2015 and 2019 the City approved 64 applications for various non-TIG grants such as Façade Improvement, Urban Design Studies, Building Improvement etc. These have an estimated construction value of over \$33 million. The City is committed to providing a total of \$481,949.33 in grants. The Region is committed to providing \$406,221.17 in grants. Some of these projects have also received approval for TIG. Nonetheless, it shows that they are leveraging significant investment. Not all projects approved will receive a new MPAC assessment outside of the normal five-year MPAC assessment cycle.

Brownfield CIP

With reference to Appendix III, the Brownfield CIP is having and will continue to have a significant impact economically for the City and Region. Based on current approved projects, this program is estimated to generate over \$59 million in new construction value and forecasted to increase MPAC property assessment by just over \$58 million. The program, once all current projects are complete, would result in a total estimated TIG of \$1,826,436.54 for the City and \$913,407.82 for the Region.

The City would net property taxes of \$2,697,008.00 and the Region would net property taxes of \$2,872,219.33 after factoring in the TIGs over the 10 years of each approved project. The projects would generate in excess of \$455,880.00 of taxes for the City and \$381,785.26 for the Region each year after the TIG's are complete.

The City has also provided a number of grant approvals for an Environmental Site Assessments (ESA) for specific projects. The total value of ESA's approved since 2015 is \$497,012.70. The City's portion of the rebate is estimated to \$126,325.22 and the Region's portion is \$84,640.74.

While the economic impact of the Brownfield program is significant, there are a number of other important benefits including the transition to a more socially and environmentally sustainable City in line with the Principles of Smart Growth. This program is helping to properly remediate contaminated lands while also providing for new housing supply opportunities including affordable housing, transit friendly development and are utilizing existing roads and services.

MPAC Property Assessment Analysis

It is clear that approved TIG's under the three City CIP's are generating an increase in property assessment and increasing tax revenue for the City, Region and Province. Staff do not see how KPMG could have come to an alternate conclusion. It is not expected that a property seeking a non-TIG incentive would see a direct increase in their MPAC property assessment unless the works required a building permit. An analysis could be done with respect to the change in property assessment in 2017 and 2021 in the respective CIP areas. It appears the KPMG LLP analyzed the entire Region when in fact at least one local municipality (Township of Wainfleet) does not have any CIPs and also a significant amount of land within each municipality is not covered by any CIPs.

In theory, as the CIP areas improve overall, the value of the lands in the CIP area were increase as property is bought and sold. Most of the applications have been approved within this time range and most are not complete or reassessed. It is impossible to do analysis without the 2021 MPAC Assessment. City Staff can say with confidence that a number of projects under the respective CIP programs are creating a significant increase in property assessment and will continue to do so.

SUMMARY AND CONCLUSION:

On November 7, 2019, the Niagara Region Committee of the Whole was presented with a report concerning the Niagara Region Sustainability Review – Opportunities analysis completed by KPMG LLP. City Staff could not obtain a copy of the report. City Staff was able to review a presentation where the presenter concludes that reducing or eliminating private sectors grants (SNIP, Gateway, Cultural, Waterfront etc.) will financially benefit the Region of Niagara and that these programs have not resulted in an increase in property assessment. The purpose of this report is to provide a response to this statement and to show that this is not the case.

Staff have shown the three CIP programs in place within the City of Welland have had and are continuing to have a significant economic impact on the City and Region including assessment growth. In particular, they are estimated to generate over \$450 million in new construction value and private sector investment. They are helping to increase the tax base of the City by generating an estimated \$250 million in new MPAC property assessment.

The City has experienced significant redevelopment and investment as a result of the implementation of the various Community Improvement Plans (CIP) and Development Charge Incentives in place. They are helping the City transition to a more socially, environmentally and economically sustainable community in line with the Principles of Smart Growth. Staff note that these Incentives and Grants offered by both the City and Region are part of the toolbox of planning and economic development tools we have available to create sustainable planning outcomes.

ATTACHMENTS:

- Appendix I - Welland Gateway CIP TIG Summary
- Appendix II - Downtown CIP TIG Summary
- Appendix III - Brownfield CIP TAP & TIG Summary

WELLAND GATEWAY CIP SUMMARY															
File #	Address	Company Name	Size of Building/Addition (FT ²)	Building Permit Construction Value	Total Private Sector Investment (Including building)	Number of Jobs Created	Number of Jobs Retained	Duration of Grant Payment (years)	TIG %	Pre-Construction MPAC Assessment	Estimated MPAC Assessment	Estimated MPAC Assessment Increase	Estimated City Taxes	Estimated Regional Taxes	Estimated Total Tax Grant
2015-01	316 Enterprise Drive	Northern Gold Foods	91,201	\$7,500,000.00	\$23,740,000.00	55	0	10	75	\$85,861.00	\$8,000,000.00	\$7,914,139.00	\$149,393.00	\$144,428.00	\$2,188,483.00
2015-02	14 Federal Road	Hydac	13,067	\$1,500,000.00	\$1,825,000.00	5	43	5	70	\$1,696,750.00	\$3,196,750.00	\$1,500,000.00	\$60,970.00	\$57,364.00	\$194,338.99
2016-01	1003 Niagara Street	Bertie & Clinton Insurance	21,736	\$7,566,000.00	\$20,000,000.00	43	0	5	75	\$1,183,250.00	\$6,822,000.00	\$5,638,750.00	\$87,002.26	\$81,856.56	\$500,300.00
2016-02	200 Buchner Road	GE Canada	490,000	\$100,000,000.00	\$240,000,000.00	250	0	10	100	\$699,900.00	\$100,699,000.00	\$99,999,100.00	\$1,988,158.76	\$1,768,290.55	\$37,414,681.61
2016-03	412 Enterprise Drive	Devron Sales Ltd.	11,523	\$1,123,585.00	\$1,875,769.00	10	0	10	65	\$49,250.00	\$1,172,835.00	\$1,123,585.00	\$23,155.96	\$20,595.17	\$276,620.15
2017-01	316 Enterprise Drive	Northern Gold Foods	74,715	\$5,000,000.00	\$21,120,000.00	25	56	10	80	\$6,890,250.00	\$11,805,300.00	\$4,915,050.00	\$91,334.66	\$60,318.52	\$1,491,452.00
2018-01	90 Centre Street	Salit Steel	174,000	\$4,000,000.00	\$9,500,000.00	0	60	10	55	\$2,853,500.00	\$6,601,450.00	\$3,747,950.00	\$134,613.40	\$114,492.97	\$782,568.05
2018-02	60 Dart Drive	Gillor Holdings Limited	8,095	\$310,000.00	\$984,000.00	4	0	5	55	\$32,250.00	\$348,500.00	\$316,250.00	\$7,106.43	\$6,044.25	\$33,821.75
2018-03	381 Enterprise Drive	Athena Donair	22,398	\$5,000,000.00	\$18,895,000.00	15	0	10	65	\$35,500.00	\$5,035,500.00	\$5,000,000.00	\$102,568.50	\$85,367.13	\$1,215,555.83
2018-04	392 Enterprise Drive	Niagara Medical Structures Inc.	19,550	\$1,434,658.00	\$9,203,264.00	18	0	10	60	\$52,000.00	\$1,486,658.00	\$1,434,658.00	\$30,342.99	\$25,254.26	\$324,760.57
2019-01	224 Power Drive	JBT Hospitality Inc.	51,753	\$10,000,000.00	\$14,555,000.00	15	0	10	65	\$613,922.00	\$10,677,000.00	\$10,063,078.00	\$147,620.20	\$118,825.83	\$1,662,190.90
	Total		926,285	\$143,434,243.00	\$361,698,033.00	440	159			\$13,492,650.00	\$155,844,993.00	\$141,652,560.00	\$2,822,266.16	\$2,482,837.24	\$44,422,581.95


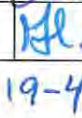

DOWNTOWN AND HEALTH WELLNESS COMMUNITY IMPROVEMENT PLAN TIG REPORT

File No.	Date of Approval	Address	Duration of Grant Payment (years)	TIG %	Total Eligible Costs	Pre-Construction MPAC Assessment	Estimated MPAC Assessment	Estimated MPAC Assessment Increase	Estimated City Taxes Per Year	Estimated City Taxes Over 10 Years	Estimated Total City Tax Grant	Net City Taxes Over 10 Years	Estimated Regional Taxes Per Year	Estimated Regional Taxes Over 10 Years	Estimated Total Regional Tax Grant	Net Regional Taxes Over 10 Years
	23-Jun-15	73 Ontario Road	10	80	\$127,575.00	\$106,250.00	\$233,825.00	\$127,575.00	\$1,695.68	\$16,956.80	\$6,933.68	\$10,023.12	\$1,595.39	\$15,953.90	\$6,523.60	\$9,430.30
	21-Jul-15	383 King Street	10	80	\$819,621.00	\$111,000.00	\$924,000.00	\$813,000.00	\$11,783.95	\$117,839.50	\$82,946.72	\$34,892.78	\$11,086.99	\$110,869.90	\$78,040.88	\$32,829.02
	25-Jul-17	574 King Street	10	80	\$5,969,940.00	\$107,000.00	\$4,700,000.00	\$4,593,000.00	\$36,441.07	\$364,410.74	\$283,358.41	\$81,052.33	\$30,994.29	\$309,942.91	\$241,005.32	\$68,937.59
DHWC 2018-03	10-May-18	57 Ontario Road	10	80	\$151,825.00	\$58,000.00	\$209,825.00	\$151,825.00	\$1,625.08	\$16,250.76	\$9,406.97	\$6,843.79	\$1,352.54	\$13,525.38	\$7,829.35	\$5,696.03
DHWC 2018-07	19-Jun-19	439 King Street	10	80	\$22,329,530.00	\$250,000.00	\$22,579,530.00	\$22,329,530.00	\$174,875.43	\$1,748,764.28	\$1,380,200.12	\$368,564.16	\$145,548.33	\$1,455,483.28	\$1,148,730.12	\$306,753.16
DHWC 2018-12	4-Dec-18	591-597 King Street	10	80	\$294,671.77	\$274,500.00	\$569,171.77	\$294,671.77	\$4,408.18	\$44,081.84	\$12,165.22	\$31,916.62	\$3,668.90	\$36,688.98	\$10,125.03	\$26,563.95
DHWC 2019-03	18-Jun-19	37 Niagara Street	10	80	\$178,350.00	\$42,500.00	\$220,850.00	\$178,350.00	\$2,967.48	\$29,674.82	\$20,541.93	\$9,132.88	\$2,469.81	\$24,698.12	\$17,096.89	\$7,601.23
DHWC 2019-07	6-Aug-19	5, 25 & 49 Denistoun St	10	80	\$2,395,600.00	\$204,458.50	\$2,600,058.50	\$2,395,600.00	\$20,720.72	\$207,207.24	\$152,730.62	\$54,476.62	\$16,679.01	\$166,790.11	\$122,939.51	\$43,850.60
DHWC 2019-11	3-Sep-19	139 East Main St	10	80	\$165,382.00	\$152,395.00	\$323,295.00	\$170,900.00	\$3,049.80	\$30,498.00	\$7,479.93	\$23,018.07	\$2,454.92	\$24,549.20	\$6,020.92	\$18,528.28
TOTAL					\$32,432,494.77	\$1,306,103.50	\$32,360,555.27	\$31,054,451.77	\$257,568.40	\$2,575,683.98	\$1,955,763.61	\$619,920.37	\$215,850.18	\$2,158,501.79	\$1,638,311.62	\$520,190.16

BROWNFIELD COMMUNITY IMPROVEMENT PLAN TAP & TIG REPORT

File No.	Date of Approval	Address	Grant Type	Duration of Grant Payment (years)	TIG %	Construction Value	Pre-Construction MPAC Assessment	Estimated MPAC Assessment	Estimated MPAC Assessment Increase	Estimated City Taxes Per Year	Estimated City Taxes for TAP	Estimated City Taxes Over 10 Years	Estimated Total City Tax Grant	Net City Taxes Over 10 Years	Estimated Regional Taxes Per Year	Estimated Regional Taxes for TAP	Estimated Regional Taxes Over 10 Years	Estimated Total Regional Tax Grant	Net Regional Taxes Over 10 Years
	11-Aug-14	381 Clare Avenue	TAP	3	NO TAX INCREASE	\$112,137.00	\$848,702.00	\$848,702.00	\$0.00	\$10,823.66	\$34,458.50	N/A	\$1,987.52	N/A	\$10,183.50	\$32,420.47	N/A	\$1,889.97	N/A
	11-Aug-14	381 Clare Avenue	TIG	10	80	\$34,200,000.00	\$848,702.00	\$33,197,000.00	\$32,348,298.00	\$257,390.28	N/A	\$2,573,902.84	\$265,823.39	\$2,308,279.45	\$218,918.61	N/A	\$2,189,186.12	\$221,044.81	\$1,968,141.51
BROWN 2017-03	20-Jun-17	175 Southworth Street	TAP	5	80	\$393,250.00	\$393,250.00	\$393,250.00	\$0.00	\$3,237.67	\$24,894.90	N/A	\$3,736.17	N/A	\$2,753.74	\$21,173.51	N/A	\$3,177.73	N/A
BROWN 2017-03	20-Jun-17	175 Southworth Street	TIG	10	80	\$8,350,000.00	\$393,250.00	\$8,350,000.00	\$7,956,750.00	\$64,748.57	N/A	\$647,485.72	\$268,620.49	\$376,665.23	\$55,064.33	N/A	\$550,643.28	\$223,538.70	\$327,104.55
BROWN 2019-02	22-Oct-19	240 Derlistoun Street	TAP	3	80	\$101,850.00	\$123,766.00	\$123,766.00	\$0.00	\$986.33	\$3,140.11	N/A	\$3,140.11	N/A	\$783.94	\$2,527.81	N/A	\$73.62	N/A
BROWN 2019-02	22-Oct-19	240 Derlistoun Street	TIG	10	80	\$18,028,435.00	\$123,766.00	\$18,252,052.58	\$16,128,286.58	\$129,517.97	N/A	\$1,295,179.70	\$1,285,316.38	\$9,863.32	\$104,254.64	N/A	\$1,042,546.42	\$465,573.15	\$576,973.27
TOTAL						\$59,071,536.00	\$1,882,734.00	\$58,316,068.58	\$56,433,334.58	\$455,860.83	\$28,035.01	\$4,516,568.26	\$1,826,436.54	\$2,697,008.00	\$381,785.26	\$56,121.58	\$3,782,375.80	\$913,407.82	\$2,872,219.33

COUNCIL
CORPORATE SERVICES
FINANCE DIVISION

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

19-4

REPORT FIN-2019-26
DECEMBER 3, 2019

**SUBJECT: 2020 OPERATING AND CAPITAL BUDGETS & 2021-2029
CAPITAL BUDGET FORECAST**

**AUTHOR &
APPROVING G.M.: STEVE ZORBAS, CMA, CPA, B.Comm, DPA,
GENERAL MANAGER, CORPORATE SERVICES, CHIEF FINANCIAL
OFFICER/TREASURER**

RECOMMENDATIONS:

THAT THE COUNCIL OF THE CITY OF WELLAND approves, as recommended by the Budget Review Committee, the following:

- The 2020 Operating Budget, attached to Report FIN-2019-26 as Appendix I, resulting in an approximate **tax levy** increase 5.91% (before assessment growth) from \$41,997,713 in 2019 to \$44,469,842 in 2020 with assessment growth of approximately 6.66% reducing the **net tax levy** impact to -0.75%; and
- The 2020 Capital Budget estimates attached as Appendix II; and further

THAT Welland City Council receives for information the 2021-2029 Capital Budget Forecast attached as Appendix III; and further

THAT Welland City Council directs staff to prepare the By-law to establish tax ratios, tax rates and to levy taxes for 2020 based on the 2020 Operating Budget as adopted by Council.

ORIGIN AND BACKGROUND:

The *Municipal Act, 2001*, in accordance with Section 290 (1), requires a municipality each year to adopt a budget including estimates of all sums required during the year.

COMMENTS AND ANALYSIS:

October 16, 2019, marked the initial Budget Review Committee (BRC) meeting for the 2020 budget year. At this meeting, staff outlined the financial challenges, opportunities, and pressures that the City will be impacted by in 2020.

2020 Tax Supported Operating Budget (Appendix I)

Non-Tax Revenue	\$22,406,452
Expenditures	<u>\$68,874,007</u>
Tax Revenue	<u>\$44,467,555</u>

2020 Capital Budget & 2021-2029 Capital Budget Forecast - Appendix II & III

The 2020 Tax Supported Capital Budget, attached as Appendix II represents capital projects that are listed in priority order under each asset category, for example, number one is the first priority and number two is the second priority and so on.

The City of Welland's 2020 Proposed Tax Supported Capital Budget is funded by the following funding sources:

<u>Total 2020 Capital Budget proposed:</u>	
1. New Debt	\$ 5,732,049
2. Contribution from Operating Budget	\$ 4,944,630
3. Grants – FGT	\$ 2,460,135
4. Grants – OCIF	
• Formula Base	\$ 955,000
• Application Base	\$ 94,084
5. Development Charges/Subdivider Contribution	\$ 1,806,100
6. Grants – PGT	\$ 679,771
7. Reserves	\$ 8,401,120
8. Cost Sharing	\$ 103,650
9. Grants – SCF	\$ 372,666
10. Grants – Federal/Provincial ICIP	\$ 14,111,880
11. Grants – Federal/Provincial Transit/Parks	\$ 11,500,000
12. Other Funding – Land Sales	\$ 2,496,183
Total	<u>\$ 53,657,268</u>

<u>Capital Spending by Asset Category 2020:</u>	
1. General	\$ 437,000
2. Fire	\$ 4,292,650
3. Fleet	\$ 927,649
4. Roads	\$ 6,363,898
5. Storm Sewers	\$ 1,220,000
6. Sidewalks	\$ 1,134,000
7. Traffic	\$ 210,000
8. Parks	\$ 3,850,000
9. Facilities	\$ 15,367,300
10. Canal Lands	\$ 320,000
11. Transit	\$ 14,359,771
12. Bridges & Culverts	\$ 5,175,000
Total	<u>\$ 53,657,268</u>

The City of Welland 2020 and 9-Year Proposed Tax Supported Capital Budget Forecast is funded by the following funding sources (refer to Appendix III):

<u>2020 and 9-Year Capital Budget Forecast</u>	
1. Contribution from Operating	\$ 67,046,300
2. New Debt	\$ 35,161,885
3. Reserves	\$ 9,322,120
4. Cost Sharing	\$ 1,003,650
5. Grants – FGT	\$ 7,353,546
6. Grants – OCIF	\$ 10,049,084
7. Grants – SCF	\$ 372,666
8. Grants – PGT	\$ 7,429,771
9. Grants – Federal/Provincial	\$ 25,611,880
10. Other Funding – Land Sales	\$ 2,496,183
11. Payments – HRP	\$ 2,578,797
12. Development Charges/Developer	\$ 5,206,100
Total	<u>\$ 173,631,982</u>

<u>Capital spending by Asset Category for 2020 and 9-year Forecast:</u>	
1. General	\$ 3,052,000
2. Fire	\$ 19,931,650
3. Fleet	\$ 9,148,946
4. Roads	\$ 48,294,618
5. Bridges & Culverts	\$ 5,475,000
6. Storm Sewers	\$ 19,666,183
7. Sidewalks	\$ 12,761,314
8. Traffic	\$ 1,306,000
9. Parks	\$ 11,400,000
10. Facilities	\$ 18,372,300
11. Canal Lands	\$ 1,175,000
12. Transit	\$ 23,048,971
Total	<u>\$173,631,982</u>

FINANCIAL CONSIDERATION:

All pertinent financial considerations are referenced throughout the report and associated appendices.

In addition, staff has included the 2020 Tax Supported Decision Units which were approved by the Committee.

OTHER DEPARTMENT IMPLICATIONS:

All municipal departments contributed in the preparation of this budget and were consulted throughout the process. Corporate Services assumes responsibility for related reports and budget preparation.

SUMMARY AND CONCLUSION:

Both staff and the Budget Review Committee recommend that Council accepts the 2020 Operating and Capital Budgets as presented.

ATTACHMENTS:

Appendix I – Proposed 2020 Operating Budget Summary
Appendix II – Proposed 2020 Capital Budget
Appendix III – Proposed 2021-2029 Capital Budget Forecast
Appendix IV – Approved 2020 Tax Supported Decision Units

City of Welland

2020 Tax Supported Operating Budget Summary

	Budget
Revenues:	
DIVIDEND INCOME	650,000
FEES AND SERVICE CHARGES	8,006,719
GAIN ON ASSET DISPOSAL	58,000
GOVERNMENT GRANTS	7,832,027
INTEREST INCOME	10,000
INVESTMENT INCOME	996,750
LICENSES AND PERMITS	854,800
OTHER REVENUE	1,449,397
PARKING REVENUE	136,000
RENTS & LEASES	677,016
RESERVES & RESERVE FUNDS	250,000
REV-PILS	931,500
TAXATION REVENUE	
310010 - TAXES	44,467,555
310100 - LOCAL IMPROVEMENTS	19
310130 - BUS IMPROVEMENT AREAS	154,224
310210 - TAXES - SUPPLEMENTAL	400,000
Total Revenues	66,874,007
Expenses:	
ADMINISTRATIVE EXPENSE	7,766,907
DEBENTURE INTEREST EXPENSE	1,662,346
DEBENTURE PRINCIPAL PAYMENT	5,292,803
EMPLOYEE BENEFITS EXPENSE	7,924,892
Expense Accounts	(933,000)
EXP-INTER-FUND TRANSFERS	3,506,993
INSURANCE	1,030,854
MATERIALS	1,776,206
OTHER EXPENSES	3,252,021
OUTSIDE CONSULTANTS	161,000
OUTSIDE CONTRACTS	3,222,536
REPAIRS AND MAINTENANCE	298,442
SALARIES EXPENSE	26,141,548
STAFF DEVELOPMENT	366,672
TRANSFERS TO RESERVES	3,631,959
Uncategorized Expenses	10,000
UTILITIES	1,761,828
Total Expenses	66,874,007
Net Total	0

2020 DRAFT CAPITAL BUDGET
AS AT November 20, 2019

FUNCTION	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES
CANAL LANDS	320,000			220,000			100,000	D	
FACILITIES	15,367,300	5,425,000	F	601,150	3,617,120	ED	63,650	CS	1,140,000
		4,520,380	P						
FIRE	4,292,650			722,467	1,074,000	F	2,496,183	LAN	
FLEET	927,649				100,000	FL			827,649
GENERAL	437,000			55,000	35,000	ED			247,000
PARKS	3,850,000	500,000	F	225,000	2,050,000	HS&W	100,000	DC	
ROADWAYS	6,363,898	2,160,135	FGT	1,246,346	450,000	HS&W	237,600	DC	837,400
		133,333	SCF		1,050,000	CP	275,000	DC	
		1,049,064	OCIF						
SIDEWALKS	1,134,000	39,333	SCF	794,667					
		300,000	FGT						
STORM SEWERS	1,220,000	200,000	SCF	720,000			260,000	DC	
TRAFFIC	210,000			185,000	25,000	PR	40,000	CS	
TRANSIT	14,359,771	6,000,000	F						2,680,000
		5,679,771	P/PGT						
		4,166,500	ICIP	175,000					
BRIDGES & CULVERTS	5,175,000						833,500	D	
TOTAL 2020 CAPITAL BUDGET	53,657,268	30,173,536		4,944,630	8,401,120		4,405,933		5,732,049
2019 CAPITAL BUDGET	24,191,679	4,044,084		4,144,630	5,736,010		1,978,955		8,286,000

FOOTNOTE:

D DEVELOPER
 FGT FEDERAL GAS TAX
 GR GENERAL RESERVE
 OCIF-A Ontario Community Infrastructure Funding Application
 PGT PROVINCIAL GAS TAX
 PY PRIOR YEAR DOLLARS
 WR WATER/WASTEWATER RESERVE
 HS&W RESERVE FUND - HEALTH, SAFETY & WELLNESS
 F-FEDERAL FUNDING
 LAN LAND SALES

CP CAPITAL SURPLUS
 DC DEVELOPMENT CHARGES
 FGT-PY FEDERAL GAS TAX - PRIOR YEAR
 HD HYDRO DIVIDEND
 OCIF-F Ontario Community Infrastructure Funding Formula
 PM POOL MAINTENANCE
 R REGION
 DB DEBENTURE
 CWWF CLEAN WATER AND WASTEWATER FUND
 P PROVINCIAL FUNDING

CS COST SHARING
 F FIRE RESERVE
 FL FLEET RESERVE FUND
 IRR RESURFACER RESERVE
 OR OPERATING SURPLUS RESERVE
 PR PARKING RESERVE
 SC SPORTS & CULTURE INFRASTRUCTURE RESERVE
 CC CAPITAL CONTRIBUTION FROM OPERATING BUDGET
 SCF SMALL COMMUNITIES FUNDING
 ICIP INVESTING IN CANADA INFRASTRUCTURE PROGRAM

2020 DRAFT CAPITAL BUDGET
AS AT November 20, 2019

Project Title	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
CANAL LANDS									
UPDATED CONCEPT PLAN FOR RECREATIONAL CANAL AND WATERWAY	200,000			100,000			100,000	D	
WELLAND BOAT RENTAL EQUIPMENT	45,000			45,000					
CANAL TRAIL IMPROVEMENTS	75,000			75,000					
TOTAL CANAL LANDS	320,000			220,000			100,000		
FACILITIES									
MSC ROOF REPLACEMENT PHASE 3 OF 3	690,000								690,000
MAPLE PARK POOL ACCESSIBILITY IMPROVEMENT	50,000								50,000
ASSET MANAGEMENT/BUILDING CONDITION ASSESSMENTS	25,000			25,000					
FLOORING REPLACEMENTS	115,000			115,000					
CAPITAL PAINTING CONTRACT	50,000			50,000					
CLERKS GAZEBO PHASE 2 OF 2	20,000			20,000					
ASBESTOS AUDITS	25,000			25,000					
ARC FLASH ENGINEERING	25,000			25,000					
EMERGENCY GENERATOR CITY HALL	30,000			30,000					400,000
PRE-APPROVED ARENA BOILER REPLACEMENT	400,000								
WCWC UPS REPLACEMENT	35,000			35,000					
COUNCIL CHAMBERS PHASE 3 OF 3	25,000			25,000					
PW SALT DOME ENGINEERING	30,000			30,000					
FIRE SYSTEM UPGRADES	17,500			17,500					
COMMUNITY ROOM AV UPGRADE	20,000			20,000					
BASEBALL STADIUM IMPROVEMENTS	127,300			63,650			63,650	CS	
SIGNAGE	20,000			20,000					
AMPHITHEATER CONDITION ASSESSMENT AND REPAIRS	100,000			100,000					
PRE-APPROVED 2020 FLOATING POOL	1,875,000	750,000	F		500,063	ED			
		624,937	P						
PRE-APPROVED 2020 MULTI-PURPOSE COURTS	4,375,000	1,750,000	F		1,166,813	ED			
		1,458,187	P						
PRE-APPROVED 2020 FLOATING STAGE	5,000,000	2,000,000	F		1,333,500	ED			
		1,666,500	P						
PRE-APPROVED 2020 AGE FRIENDLY FITNESS COMPONENT	437,500	175,000	F		116,681	ED			
		145,819	P						

**2020 DRAFT CAPITAL BUDGET
AS AT November 20, 2019**

Project Title	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
PRE-APPROVED 2020 ROWING CENTRE OF EXCELLENCE	1,875,000	750,000	F		500,063	ED			
TOTAL FACILITIES	15,367,300	9,945,380		601,150	3,617,120		63,650		1,140,000
FIRE									
REPLACE 1/2 T LIGHT TRUCK #5	74,000				74,000	F			
CONSTRUCTION FIRE STATIONS #1 & #2 (ADDITIONAL FUNDS)	4,218,650			722,467	1,000,000	F	2,496,183	LAN	
TOTAL FIRE	4,292,650			722,467	1,074,000		2,496,183		
FLEET									
FLEET CAPITAL REPLACEMENT - GENERAL	927,649				100,000	FL			827,649
TOTAL FLEET	927,649				100,000				827,649
GENERAL									
NEW TECHNOLOGY EQUIPMENT/LICENSING	125,000			25,000					100,000
PUBLIC WORKS ASSET MANAGEMENT PHASE 2 OF 3	147,000								147,000
SECURITY CAMERA UPGRADES	30,000			30,000					
APPRAISAL SURVEY COST	35,000				35,000	ED			
OFFICIAL PLAN UPDATE PHASE 2 OF 3	50,000						50,000	DC	
COMMUNITY BENEFITS AND BY-LAW STUDY	50,000						50,000	DC	
TOTAL GENERAL	437,000			55,000	35,000		100,000		247,000
PARKS									
MEMORIAL PARK BALL DIAMOND LIGHTING	700,000							DC	687,400
SPARROWS MEADOWS PARK PH 2	250,000			25,000			12,600	DC	
PRE-APPROVED 2020 GLENWOOD/DAIN CITY PLAYGROUND	250,000						225,000	DC	
PRE-APPROVED 2020 CHIPPAWA PARK/LAUGLIN PLAYGROUND	350,000				250,000	HS&W			
PRE-APPROVED 2020 ELIMWOOD PLAYGROUND	250,000				350,000	HS&W			
PRE-APPROVED 2020 COOKS MILLS PLAYGROUND	250,000				250,000	HS&W			
PRE-APPROVED 2020 MEMORIAL PARK SPLASHPAD	450,000				250,000	HS&W			
PRE-APPROVED 2020 MAPLE PARK SPLASH PAD	450,000				450,000	HS&W			
PRE-APPROVED 2020 OUTFIELD IMPROVEMENTS	50,000				450,000	HS&W			
PRE-APPROVED 2020-LINCOLN ST DOCKS/ROTARY PARK - PHASE 2	500,000	500,000	F		50,000	HS&W			150,000
PLYMOUTH PARK SOCCERFIELD	200,000			200,000					
NEW WATERFRONT PARK DEVELOPMENT	150,000								
TOTAL PARKS	3,850,000	500,000		225,000	2,050,000		237,600		837,400

**2020 DRAFT CAPITAL BUDGET
AS AT November 20, 2019**

Project Title	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
ROADWAYS									
PRE-APPROVED 2020 ROAD RESURFACING	3,000,000	1,500,000	FGT		1,050,000	CS			
GAISER ROAD TOP ASPHALT - SPARROW PH3	100,000			57,500	450,000	HS&W	42,500	DC	
MCCABE/BRADLEY TOP ASPHALT	310,000			77,500			232,500	DC	
EDGAR/ELGIN ROADS(SCF)	200,000	133,333	SCF	66,667					
SOUTHWORTH STREET IMPROVEMENTS	250,000	100,000	OCIF	150,000					
CRACK SEALING	100,000	38,021	OCIF	61,979					
ROAD RESURFACING PROGRAM	2,138,898	660,135	FGT	767,700					
SURFACE TREATMENT PROGRAM	145,000	711,063	OCIF	45,000					
ASSET MANAGEMENT PLAN UPDATE	20,000	100,000	OCIF	20,000					
ASPHALT PATCHING	100,000	100,000	OCIF						
TOTAL ROADWAYS	6,363,898	3,342,552		1,246,346	1,500,000		275,000		
SIDEWALKS									
EDGAR/ELGIN SIDEWALKS (SCF)	59,000	39,333	SCF	19,667					
RIVERSIDE DRIVE	135,000	125,000	FGT	10,000					
MERRITT STREET	95,000			95,000					
SOUTHWORTH STREET IMPROVEMENTS	25,000			25,000					
CONDITION RELATED REPLACEMENTS	570,000	150,000	FGT	420,000					
MISSING SIDEWALK LINKS	250,000	25,000	FGT	225,000					
TOTAL SIDEWALKS	1,134,000	339,333		794,667					
STORM SEWERS									
EDGAR/ELGIN STORM (SCF)	300,000	200,000	SCF	60,000			40,000	CS	
SOUTHWORTH STREET IMPROVEMENTS	60,000			60,000					
COLBECK STORM CULVERT	150,000			150,000					
RIDGE ROAD STORM CULVERT	150,000			150,000					
STORM SEWER MODEL	200,000						200,000	DC	
STORM WATER MANAGEMENT POND CLEANING	300,000			300,000					
CLIMATE CHANGE ADAPTATION PLANNING	60,000						60,000	DC	
TOTAL STORM SEWERS	1,220,000	200,000		720,000			300,000		

**2020 DRAFT CAPITAL BUDGET
AS AT November 20, 2019**

Project Title	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVES & RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
TRAFFIC									
CITY VIEW MOBILE MODULE	30,000			30,000					
PORTABLE TRAFFIC CALMING DEVICES	25,000				25,000	PR			
TRAFFIC CONTROL HARDWARE	90,000			90,000					
STREETLIGHTING - WIRING & POLE REPLACEMENTS	40,000			40,000					
GATEWAY SIGNAGE	25,000			25,000					
TOTAL TRAFFIC	210,000			185,000	25,000				
TRANSIT									
MAINTENANCE EQUIPMENT	65,000	65,000	PGT						
SPECIALIZED BUS	175,000	175,000	PGT						
BUS STOP UPGRADES	104,771	104,771	PGT						
POWERTRAIN & BODYWORK REFURB.	80,000	80,000	PGT						
SHUTTLE CARS	60,000	60,000	PGT						
ITS UPGRADES	195,000	195,000	PGT						
NEW OPERATIONS FACILITY PHASE 1 OF 2	13,680,000	6,000,000	F						*2,680,000
		5,000,000	P						
TOTAL TRANSIT	14,359,771	11,679,771							
BRIDGES & CULVERTS									
FORKS ROAD BRIDGE REPLACEMENT	5,000,000	4,166,500	ICIP				833,500	D	
AQUEDUCT SIPHON CLEANING & INSPECTION	150,000			150,000					
BRIDGE INSPECTION/REPORT (BIENNIAL)	25,000			25,000					
TOTAL BRIDGES & CULVERTS	5,175,000	4,166,500		175,000			833,500		

*Note: Assuming 30 Year Debt to be funded by future Provincial Gas Tax dollars (PGT) and Regional Funding.

City of Welland -2020 Tax Supported Capital Budget and 9 year Forecast

Expenses	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
131 - Information Services										
131 - INFORMATION SERVICES										
10-131-20503 - New Technology Equipment/Licensing	125,000	0	0	0	0	0	0	0	0	0
10-131-20699 - Public Works Asset Management Phase 2 of 4	147,000	0	0	0	0	0	0	0	0	0
10-131-20700 - Security Camera Upgrades	30,000	0	0	0	0	0	0	0	0	0
10-131-21503 - New Technology Equipment/Licensing	0	75,000	0	0	0	0	0	0	0	0
10-131-21668 - Document Management System	0	200,000	0	0	0	0	0	0	0	0
10-131-21699 - Public Works Asset Management Phase 3 of 4	0	200,000	0	0	0	0	0	0	0	0
10-131-22699 - Public Works Asset Management Phase 4 of 4	0	0	200,000	0	0	0	0	0	0	0
10-131-22503 - New Technology Equipment/Licensing	0	0	75,000	0	0	0	0	0	0	0
10-131-23503 - New Technology Equipment/Licensing	0	0	0	75,000	0	0	0	0	0	0
10-131-24503 - New Technology Equipment/Licensing	0	0	0	0	75,000	0	0	0	0	0
10-131-25503 - New Technology Equipment/Licensing	0	0	0	0	0	75,000	0	0	0	0
10-131-26503 - New Technology Equipment/Licensing	0	0	0	0	0	0	75,000	0	0	0
10-131-27503 - New Technology Equipment/Licensing	0	0	0	0	0	0	0	75,000	0	0
10-131-28503 - New Technology Equipment/Licensing	0	0	0	0	0	0	0	0	75,000	0
10-131-29503 - New Technology Equipment/Licensing	0	0	0	0	0	0	0	0	0	75,000
Total: 131 - INFORMATION SERVICES	302,000	475,000	275,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
210 - Fire										
210 - FIRE										
10-210-20001 - CONSTRUCTION FIRE STATIONS #1 & #2 (Additional Funds)	4,218,650	0	0	0	0	0	0	0	0	0
10-210-20002 - Replace 1/2 T Light Truck #5	74,000	0	0	0	0	0	0	0	0	0
10-210-20004 - Training Center	0	2,850,000	0	0	0	0	0	0	0	0
10-210-21003 - Replace Pumper 1990	0	900,000	0	0	0	0	0	0	0	0
10-210-22001 - Replace Fire Prevention Vehicle	0	0	60,000	0	0	0	0	0	0	0
10-210-22002 - Air Monitoring Equipment	0	0	50,000	0	0	0	0	0	0	0
10-210-22003 - Furniture Fixtures & Equipment Stations #1 and #2	0	0	150,000	0	0	0	0	0	0	0
10-210-23001 - Replace Pumper #2	0	0	0	900,000	0	0	0	0	0	0
10-210-23002 - Simulcast Radio Towers	0	0	0	200,000	0	0	0	0	0	0
10-210-23003 - Extrication Tools	0	0	0	115,000	0	0	0	0	0	0
10-210-23004 - New Fire Station - Land Station No. 3	0	0	0	350,000	0	0	0	0	0	0
10-210-23005 - New Fire Station #3 - Project Management	0	0	0	370,000	0	0	0	0	0	0
10-210-24001 - Replace Rescue No. 1 - Heavy Rescue/86	0	0	0	0	700,000	0	0	0	0	0
10-210-24002 - SCBA Upgrade	0	0	0	0	140,000	0	0	0	0	0
10-210-24003 - New Fire Station- Land Station No.3	0	0	0	0	350,000	0	0	0	0	0
10-210-24004 - New Fire Stations - Architectural/Engineering	0	0	0	0	3,000,000	0	0	0	0	0
10-210-24005 - Simulcast Radio Towers	0	0	0	0	200,000	0	0	0	0	0
10-210-25001 - Replace Breathing Air Compressor System	0	0	0	0	0	130,000	0	0	0	0
10-210-25002 - Replace Training Truck (2003 Suburban)	0	0	0	0	0	75,000	0	0	0	0
10-210-25003 - Fire Portable Radio Communications	0	0	0	0	0	150,000	0	0	0	0
Total: 210 - Fire	4,292,650	2,850,000	900,000	1,165,000	3,000,000	1,165,000	1,165,000	1,165,000	1,165,000	1,165,000
Total: 131 - Information Services	302,000	475,000	275,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total: 210 - Fire	4,292,650	2,850,000	900,000	1,165,000	3,000,000	1,165,000	1,165,000	1,165,000	1,165,000	1,165,000

City of Welland -2020 Tax Supported Capital Budget and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-210-25004 - Simulcast Radio Towers	0	0	0	0	0	200,000	0	0	0	0
10-210-26001 - Replace Fire Prevention Vehicle	0	0	0	0	0	0	74,000	0	0	0
10-210-26002 - Rope Rescue Equipment	0	0	0	0	0	0	50,000	0	0	0
10-210-26003 - Expired PPE/Bunker Gear (Volunteer)	0	0	0	0	0	0	295,000	0	0	0
10-210-26004 - New Fire Station - Construction Station No.3	0	0	0	0	0	0	1,500,000	0	0	0
10-210-27001 - Gas Monitoring Equipment	0	0	0	0	0	0	0	65,000	0	0
10-210-27002 - Replace Pumper #5	0	0	0	0	0	0	0	975,000	0	0
10-210-28001 - Replace Aerial Unit	0	0	0	0	0	0	0	0	1,500,000	0
10-210-28002 - Replace Training Pick-up Truck (2018 Ford F250)	0	0	0	0	0	0	0	0	75,000	0
10-210-28003 - Replace Thermal Imaging Cameras	0	0	0	0	0	0	0	0	150,000	0
10-210-29001 - Replace Fire Prevention Van (2019)	0	0	0	0	0	0	0	0	0	65,000
Total: 210 - FIRE	4,292,650	3,750,000	260,000	1,935,000	4,390,000	555,000	1,919,000	1,040,000	1,725,000	65,000
Total: 210 - Fire	4,292,650	3,750,000	260,000	1,935,000	4,390,000	555,000	1,919,000	1,040,000	1,725,000	65,000
316 - SIDEWALKS										
10-316-20201 - Edgarr/Elgin Sidewalks (SCF)	59,000	0	0	0	0	0	0	0	0	0
10-316-20211 - Riverside Drive	135,000	0	0	0	0	0	0	0	0	0
10-316-20241 - Merritt Street	95,000	0	0	0	0	0	0	0	0	0
10-316-20291 - Southworth Street Improvements	25,000	0	0	0	0	0	0	0	0	0
10-316-20605 - Condition Related Replacements	570,000	0	0	0	0	0	0	0	0	0
10-316-20615 - Missing Sidewalk Links	250,000	0	0	0	0	0	0	0	0	0
10-316-21272 - Copy of West Main Area Infrastructure	0	350,000	0	0	0	0	0	0	0	0
10-316-21605 - Capital Works Related Replacements	0	150,000	0	0	0	0	0	0	0	0
10-316-21615 - Condition Related Replacements	0	500,000	0	0	0	0	0	0	0	0
10-316-21625 - Missing Sidewalk Links	0	250,000	0	0	0	0	0	0	0	0
10-316-22272 - West Main (Niagara - PCD) PH3	0	0	100,000	0	0	0	0	0	0	0
10-316-22301 - Patterson Avenue	0	0	70,000	0	0	0	0	0	0	0
10-316-22605 - Capital Works Related Replacements	0	0	340,000	0	0	0	0	0	0	0
10-316-22615 - Condition Related Replacements	0	0	500,000	0	0	0	0	0	0	0
10-316-22625 - Missing Sidewalk Links	0	0	250,000	0	0	0	0	0	0	0
10-316-23605 - Capital Works Related Replacements	0	0	0	520,200	0	0	0	0	0	0
10-316-23615 - Condition Related Replacements	0	0	0	500,000	0	0	0	0	0	0
10-316-23625 - Missing Sidewalk Links	0	0	0	250,000	0	0	0	0	0	0
10-316-24605 - Capital Works Related Replacements	0	0	0	0	530,604	0	0	0	0	0
10-316-24615 - Condition Related Replacements	0	0	0	0	500,000	0	0	0	0	0
10-316-24625 - Missing Sidewalk Links	0	0	0	0	250,000	0	0	0	0	0
10-316-25605 - Capital Works Related Replacements	0	0	0	0	0	541,216	0	0	0	0
10-316-25615 - Condition Related Replacements	0	0	0	0	0	500,000	0	0	0	0
10-316-25625 - Missing Sidewalk Links	0	0	0	0	0	250,000	0	0	0	0
10-316-26605 - Capital Works Related Replacements	0	0	0	0	0	0	552,040	0	0	0
10-316-26615 - Condition Related Replacements	0	0	0	0	0	0	500,000	0	0	0
10-316-26625 - Missing Sidewalk Links	0	0	0	0	0	0	250,000	0	0	0
10-316-27605 - Capital Works Related Replacements	0	0	0	0	0	0	0	563,081	0	0
10-316-27615 - Condition Related Replacements	0	0	0	0	0	0	0	500,000	0	0
10-316-27625 - Missing Sidewalk Links	0	0	0	0	0	0	0	250,000	0	0
10-316-28605 - Capital Works Related Replacements	0	0	0	0	0	0	0	0	574,343	0
10-316-28615 - Condition Related Replacements	0	0	0	0	0	0	0	0	500,000	0

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-316-28625 - Missing Sidewalk Links	0	0	0	0	0	0	0	0	250,000	0
10-316-29605 - Capital Works Related Replacements	0	0	0	0	0	0	0	0	0	585,830
10-316-29615 - Condition Related Replacements	0	0	0	0	0	0	0	0	0	500,000
10-316-29625 - Missing Sidewalk Links	0	0	0	0	0	0	0	0	0	250,000
Total: 316 - SIDEWALKS	1,134,000	1,250,000	1,260,000	1,270,200	1,280,604	1,291,216	1,302,040	1,313,081	1,324,343	1,335,830
Total: 316 - SIDEWALKS	1,134,000	1,250,000	1,260,000	1,270,200	1,280,604	1,291,216	1,302,040	1,313,081	1,324,343	1,335,830
320 - Roadways										
320 - ROADS										
10-320-20201 - Edgarr/Elgin Roads (SCF)	200,000	0	0	0	0	0	0	0	0	0
10-320-20271 - Asset Management Plan Update	20,000	0	0	0	0	0	0	0	0	0
10-320-20291 - Southworth Street Improvements	250,000	0	0	0	0	0	0	0	0	0
10-320-20311 - McCabe/Bradley Top Asphalt	310,000	0	0	0	0	0	0	0	0	0
10-320-20405 - Crack Sealing	100,000	0	0	0	0	0	0	0	0	0
10-320-20406 - Gaiser Road Top Asphalt - Sparrow PH3	100,000	0	0	0	0	0	0	0	0	0
10-320-20415 - Road Resurfacing Program	2,138,898	0	0	0	0	0	0	0	0	0
10-320-20425 - Surface Treatment Program	145,000	0	0	0	0	0	0	0	0	0
10-320-20445 - Asphalt Patching	100,000	0	0	0	0	0	0	0	0	0
10-320-20805 - Bridge Inspection/Report (Biennial)	25,000	0	0	0	0	0	0	0	0	0
10-320-20841 - Aqueduct Siphon Cleaning & Inspection	150,000	0	0	0	0	0	0	0	0	0
10-320-20842 - Pre-Approved 2020 Road Resurfacing	3,000,000	0	0	0	0	0	0	0	0	0
10-320-21271 - Asset Management Planning	0	15,000	0	0	0	0	0	0	0	0
10-320-21272 - West Main Area Infrastructure Improvements (PH2)	0	1,310,000	0	0	0	0	0	0	0	0
10-320-21405 - Crack Sealing	0	102,000	0	0	0	0	0	0	0	0
10-320-21415 - Road Resurfacing Program	0	2,285,000	0	0	0	0	0	0	0	0
10-320-21425 - Surface Treatment Program	0	102,000	0	0	0	0	0	0	0	0
10-320-21445 - Asphalt Patching	0	153,000	0	0	0	0	0	0	0	0
10-320-21640 - Colbeck Drive Bridge (Railing)(S002B)	0	70,000	0	0	0	0	0	0	0	0
10-320-21841 - Welland River Siphon - East Portal Vehicular Deck	0	33,000	0	0	0	0	0	0	0	0
10-320-22271 - Asset Management Planning	0	0	15,300	0	0	0	0	0	0	0
10-320-22272 - West Main (Niagara - PCD) PH2	0	0	500,000	0	0	0	0	0	0	0
10-320-22301 - Patterson Avenue	0	0	315,000	0	0	0	0	0	0	0
10-320-22405 - Crack Sealing	0	0	104,040	0	0	0	0	0	0	0
10-320-22415 - Road Resurfacing Program	0	0	2,845,000	0	0	0	0	0	0	0
10-320-22425 - Surface Treatment Program	0	0	104,040	0	0	0	0	0	0	0
10-320-22445 - Asphalt Patching	0	0	156,060	0	0	0	0	0	0	0
10-320-22805 - Bridge Inspection/Report	0	0	25,000	0	0	0	0	0	0	0
10-320-23271 - Asset Management Planning	0	0	0	15,606	0	0	0	0	0	0
10-320-23405 - Crack Sealing	0	0	0	106,121	0	0	0	0	0	0
10-320-23415 - Road Resurfacing Program	0	0	0	3,695,000	0	0	0	0	0	0
10-320-23425 - Surface Treatment Program	0	0	0	106,121	0	0	0	0	0	0
10-320-23445 - Asphalt Patching	0	0	0	159,181	0	0	0	0	0	0
10-320-23455 - Road Condition Study	0	0	0	30,000	0	0	0	0	0	0
10-320-23840 - South Pelham Road Bridge (S001B)	0	0	0	50,000	0	0	0	0	0	0
10-320-24271 - Asset Management Planning	0	0	0	0	15,918	0	0	0	0	0
10-320-24405 - Crack Sealing	0	0	0	0	108,243	0	0	0	0	0
10-320-24415 - Road Resurfacing Program	0	0	0	0	3,765,000	0	0	0	0	0
10-320-24425 - Surface Treatment Program	0	0	0	0	108,243	0	0	0	0	0

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-321-28051 - Traffic Control Hardware	0	0	0	0	0	0	0	0	30,000	0
10-321-28054 - Cycling Infrastructure	0	0	0	0	0	0	0	0	5,000	0
10-321-28055 - Streetlighting - Wiring & Pole Replacements	0	0	0	0	0	0	0	0	20,000	0
10-321-28056 - Portable Traffic Calming Devices	0	0	0	0	0	0	0	0	5,000	0
10-321-28057 - Parking Machine Replacement	0	0	0	0	0	0	0	0	12,000	0
10-321-29050 - Gateway Signage	0	0	0	0	0	0	0	0	0	25,000
10-321-29051 - Traffic Control Hardware	0	0	0	0	0	0	0	0	0	30,000
10-321-29054 - Cycling Infrastructure	0	0	0	0	0	0	0	0	0	5,000
10-321-29055 - Streetlighting - Wiring & Pole Replacements	0	0	0	0	0	0	0	0	0	20,000
10-321-29056 - Portable Traffic Calming Devices	0	0	0	0	0	0	0	0	0	5,000
10-321-29057 - Parking Machine Replacement	0	0	0	0	0	0	0	0	0	12,000
Total: 321 - TRAFFIC	210,000	234,000	135,000	152,000	97,000	90,000	97,000	97,000	97,000	97,000
Total: 321 - TRAFFIC	210,000	234,000	135,000	152,000	97,000	90,000	97,000	97,000	97,000	97,000

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
323 - FLEET										
10-323-20002 - FLEET CAPITAL REPLACEMENT - GENERAL	927,649	0	0	0	0	0	0	0	0	0
10-323-21002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	662,838	0	0	0	0	0	0	0	0
10-323-22002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	1,040,545	0	0	0	0	0	0	0
10-323-23002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	0	1,045,395	0	0	0	0	0	0
10-323-24002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	0	0	654,125	0	0	0	0	0
10-323-25002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	0	0	0	985,557	0	0	0	0
10-323-26002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	0	0	0	0	705,000	0	0	0
10-323-27002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	0	0	0	0	0	1,014,466	0	0
10-323-28002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	0	0	0	0	0	0	1,017,005	0
10-323-29002 - FLEET CAPITAL REPLACEMENT - GENERAL	0	0	0	0	0	0	0	0	0	1,096,366
Total: 323 - FLEET	927,649	662,838	1,040,545	1,045,395	654,125	985,557	705,000	1,014,466	1,017,005	1,096,366
Total: 323 - FLEET	927,649	662,838	1,040,545	1,045,395	654,125	985,557	705,000	1,014,466	1,017,005	1,096,366

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
327 - STORM SEWER										
10-327-20201 - Edgar/Elgin Storm (SCF)	300,000	0	0	0	0	0	0	0	0	0
10-327-20205 - Storm Sewer Model	200,000	0	0	0	0	0	0	0	0	0
10-327-20225 - Storm Water Management Pond Cleaning	300,000	0	0	0	0	0	0	0	0	0
10-327-20291 - Southworth Street Improvements	60,000	0	0	0	0	0	0	0	0	0
10-327-20341 - Climate Change Adaptation Planning	60,000	0	0	0	0	0	0	0	0	0
10-327-21215 - Storm Sewer Infrastructure Improvements	0	1,210,000	0	0	0	0	0	0	0	0
10-327-21225 - Storm Water Management Pond Cleaning	0	200,000	0	0	0	0	0	0	0	0
10-327-21226 - Storm Sewer Master Plan	0	100,000	0	0	0	0	0	0	0	0
10-327-21235 - Asset Management Planning	0	10,000	0	0	0	0	0	0	0	0
10-327-21272 - West Main Area Infrastructure Improvements (PH2)	0	400,000	0	0	0	0	0	0	0	0
10-327-22201 - Storm water Management Plan Update	0	0	50,000	0	0	0	0	0	0	0
10-327-22215 - Storm Sewer Infrastructure Improvements	0	0	1,600,000	0	0	0	0	0	0	0
10-327-22225 - Storm Water Management Pond Cleaning	0	0	204,000	0	0	0	0	0	0	0
10-327-22235 - Asset Management Planning	0	0	10,200	0	0	0	0	0	0	0
10-327-22301 - Patterson Avenue	0	0	100,000	0	0	0	0	0	0	0
10-327-23215 - Storm Sewer Infrastructure Improvements	0	0	0	1,780,000	0	0	0	0	0	0
10-327-23225 - Storm Water Management Pond Cleaning	0	0	0	208,080	0	0	0	0	0	0
10-327-23235 - Asset Management Planning	0	0	0	10,404	0	0	0	0	0	0

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-327-24215 - Storm Sewer Infrastructure Improvements	0	0	0	0	1,815,600	0	0	0	0	0
10-327-24225 - Storm Water Management Pond Cleaning	0	0	0	0	212,242	0	0	0	0	0
10-327-24235 - Asset Management Planning	0	0	0	0	10,612	0	0	0	0	0
10-327-25215 - Storm Sewer Infrastructure Improvements	0	0	0	0	1,851,912	0	0	0	0	0
10-327-25225 - Storm Water Management Pond Cleaning	0	0	0	0	216,486	0	0	0	0	0
10-327-25235 - Asset Management Planning	0	0	0	0	10,824	0	0	0	0	0
10-327-26215 - Storm Sewer Infrastructure Improvements	0	0	0	0	0	1,888,950	0	0	0	0
10-327-26225 - Storm Water Management Pond Cleaning	0	0	0	0	0	220,816	0	0	0	0
10-327-26235 - Asset Management Planning	0	0	0	0	0	11,041	0	0	0	0
10-327-27215 - Storm Sewer Infrastructure Improvements	0	0	0	0	0	0	1,926,729	0	0	0
10-327-27225 - Storm Water Management Pond Cleaning	0	0	0	0	0	0	225,232	0	0	0
10-327-27235 - Asset Management Planning	0	0	0	0	0	0	11,262	0	0	0
10-327-28215 - Storm Sewer Infrastructure Improvements	0	0	0	0	0	0	0	1,965,264	0	0
10-327-28225 - Storm Water Management Pond Cleaning	0	0	0	0	0	0	0	229,737	0	0
10-327-28235 - Asset Management Planning	0	0	0	0	0	0	0	11,487	0	0
10-327-29215 - Storm Sewer Infrastructure Improvements	0	0	0	0	0	0	0	0	2,004,569	0
10-327-29225 - Storm Water Management Pond Cleaning	0	0	0	0	0	0	0	0	239,019	0
10-327-29235 - Asset Management Planning	0	0	0	0	0	0	0	0	0	11,717
Total: 327 - STORM WATER	920,000	1,920,000	1,964,200	1,998,484	2,038,454	2,079,222	2,120,807	2,163,223	2,206,488	2,255,305
Total: 327 - Storm Sewer	920,000	1,920,000	1,964,200	1,998,484	2,038,454	2,079,222	2,120,807	2,163,223	2,206,488	2,255,305

410 - PARKS/OPEN SPACES

410 - PARKS										
10-410-20048 - Memorial Park Ball Diamond Lighting	700,000	0	0	0	0	0	0	0	0	0
10-410-20131 - Sparrows Meadows Park PH 2	250,000	0	0	0	0	0	0	0	0	0
10-410-20132 - Plymouth Park Soccer field	200,000	0	0	0	0	0	0	0	0	0
10-410-20136 - Pre-Approved 2020 Glenwood/Dain City Playground	250,000	0	0	0	0	0	0	0	0	0
10-410-20137 - Pre-Approved 2020 Chippawa Park/Lauglin	350,000	0	0	0	0	0	0	0	0	0
10-410-20138 - Pre-Approved 2020 Elmwood Playground	250,000	0	0	0	0	0	0	0	0	0
10-410-20139 - Pre-Approved 2020 Cooks Mills Playground	250,000	0	0	0	0	0	0	0	0	0
10-410-20140 - Pre-Approved 2020 Memorial Park SplashPad	450,000	0	0	0	0	0	0	0	0	0
10-410-20141 - Pre-Approved 2020 Maple Park Splash Pad	450,000	0	0	0	0	0	0	0	0	0
10-410-20142 - Pre-Approved 2020 Outfield Improvements	50,000	0	0	0	0	0	0	0	0	0
10-410-20143 - Pre-Approved 2020-Lincoln St Docks/Rotary Park -	500,000	0	0	0	0	0	0	0	0	0
10-410-20995 - New Waterfront Park Development	150,000	0	0	0	0	0	0	0	0	0
10-410-21035 - Memorial Slow Pitch Diamond #1	0	250,000	0	0	0	0	0	0	0	0
10-410-21048 - Memorial Park Rejuvenation PH 4	0	700,000	0	0	0	0	0	0	0	0
10-410-21131 - Sparrows Meadows Park PH 3	0	250,000	0	0	0	0	0	0	0	0
10-410-21135 - Chaffey Park Playground & Landscaping	0	250,000	0	0	0	0	0	0	0	0
10-410-21136 - River Rd Dock Access	0	350,000	0	0	0	0	0	0	0	0
10-410-21995 - New Waterfront Park Development	0	150,000	0	0	0	0	0	0	0	0
10-410-22049 - Memorial Park Rejuvenation PH 5	0	0	500,000	0	0	0	0	0	0	0
10-410-22048 - Memorial Park Slow Pitch Diamond #4	0	0	200,000	0	0	0	0	0	0	0
10-410-22995 - New Waterfront Park Development	0	0	150,000	0	0	0	0	0	0	0
10-410-22137 - River Rd Dock Access	0	0	300,000	0	0	0	0	0	0	0
10-410-23048 - Memorial Park Rejuvenation PH 6	0	0	0	500,000	0	0	0	0	0	0
10-410-23137 - St George Park Large Playground	0	0	0	350,000	0	0	0	0	0	0
10-410-23995 - New Waterfront Park Development	0	0	0	150,000	0	0	0	0	0	0

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-410-24048 - Memorial Park Rejuvenation PH 7	0	0	0	0	500,000	0	0	0	0	0
10-410-24138 - Maple Park Large Playground	0	0	0	0	300,000	0	0	0	0	0
10-410-24995 - New Waterfront Park Development	0	0	0	0	150,000	0	0	0	0	0
10-410-25001 - Vista Park	0	0	0	0	0	150,000	0	0	0	0
10-410-25139 - Replace Park Playground & Related Landscaping II	0	0	0	0	0	200,000	0	0	0	0
10-410-25995 - New Waterfront Park Development	0	0	0	0	0	150,000	0	0	0	0
10-410-26001 - Vista Park	0	0	0	0	0	0	150,000	0	0	0
10-410-26140 - Replace Park Playground & Related Landscaping II	0	0	0	0	0	0	200,000	0	0	0
10-410-26995 - New Waterfront Park Development	0	0	0	0	0	0	150,000	0	0	0
10-410-27001 - Vista Park	0	0	0	0	0	0	0	150,000	0	0
10-410-27141 - Replace Park Playground & Related Landscaping	0	0	0	0	0	0	0	200,000	0	0
10-410-27995 - New Waterfront Park Development	0	0	0	0	0	0	0	150,000	0	0
10-410-28001 - Vista Park	0	0	0	0	0	0	0	0	150,000	0
10-410-28142 - Replace Park Playground & Related Landscaping	0	0	0	0	0	0	0	0	200,000	0
10-410-28995 - New Waterfront Park Development	0	0	0	0	0	0	0	0	150,000	0
10-410-29001 - Vista Park	0	0	0	0	0	0	0	0	0	150,000
10-410-29143 - Replace Park Playground & Related Landscaping	0	0	0	0	0	0	0	0	0	200,000
10-410-29995 - New Waterfront Park Development	0	0	0	0	0	0	0	0	0	150,000
Total: 410 - PARKS	3,850,000	1,950,000	1,150,000	1,000,000	950,000	500,000	500,000	500,000	500,000	500,000

429 - FACILITIES - MNTCE/LABOUR

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
430 - FACILITIES - MNTCE/LABOUR										
10-430-20081 - Asset Management/Building Condition Assessments	25,000	0	0	0	0	0	0	0	0	0
10-430-20083 - Flooring Replacements	115,000	0	0	0	0	0	0	0	0	0
10-430-20084 - Capital Painting Contract	50,000	0	0	0	0	0	0	0	0	0
10-430-20085 - Clerks Gazebo Phase 2 of 2	20,000	0	0	0	0	0	0	0	0	0
10-430-20086 - Arc Flash Engineering	25,000	0	0	0	0	0	0	0	0	0
10-430-20088 - Emergency Generator City Hall	30,000	0	0	0	0	0	0	0	0	0
10-430-20089 - W/CWC UPS Replacement	35,000	0	0	0	0	0	0	0	0	0
10-430-20090 - Council Chambers Phase 3 of 3	30,000	0	0	0	0	0	0	0	0	0
10-430-20091 - PW Salt Dome Engineering	17,500	0	0	0	0	0	0	0	0	0
10-430-20092 - Fire System Upgrades	20,000	0	0	0	0	0	0	0	0	0
10-430-20093 - Community Room AV Upgrade	127,300	0	0	0	0	0	0	0	0	0
10-430-20095 - Baseball Stadium Improvements	20,000	0	0	0	0	0	0	0	0	0
10-430-20096 - Signage	100,000	0	0	0	0	0	0	0	0	0
10-430-20097 - Amphitheater Condition Assessment and Repairs	25,000	0	0	0	0	0	0	0	0	0
10-430-20098 - Asbestos Audits	400,000	0	0	0	0	0	0	0	0	0
10-430-20099 - Pre-Approved Arena Boiler Replacement	0	25,000	0	0	0	0	0	0	0	0
10-430-21081 - Asset Management/Building Condition Assessments	0	75,000	0	0	0	0	0	0	0	0
10-430-21083 - Flooring Replacements	0	25,000	0	0	0	0	0	0	0	0
10-430-21084 - Capital Painting Contract	0	30,000	0	0	0	0	0	0	0	0
10-430-21088 - MSC Emergency Generator Design	0	25,000	0	0	0	0	0	0	0	0
10-430-21089 - Public Works Fuel Tank removal	0	125,000	0	0	0	0	0	0	0	0
10-430-21091 - Public Works Salt Dome	0	0	25,000	0	0	0	0	0	0	0
10-430-22081 - Asset Management/Building Condition Assessments	0	0	75,000	0	0	0	0	0	0	0
10-430-22083 - Flooring Replacements	0	0	25,000	0	0	0	0	0	0	0
10-430-22084 - Capital Painting Contract	0	0	0	0	0	0	0	0	0	0

City of Welland -2020 Tax Supported Capital Budget and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-430-22088 - MSC Emergency Generator Replacement	0	0	300,000	0	0	0	0	0	0	0
10-430-22092 - Public Works Automatic gate	0	0	0	75,000	0	0	0	0	0	0
10-430-22093 - Maple Park Pool Roof Replacement	0	0	200,000	0	0	0	0	0	0	0
10-430-22094 - Public Works Truck Entrance	0	0	100,000	0	0	0	0	0	0	0
10-430-23081 - Capital Facility Improvements	0	0	0	200,000	0	0	0	0	0	0
10-430-23082 - Demolition of Buildings	0	0	0	25,000	0	0	0	0	0	0
10-430-23083 - Asset Management/Building Condition Assessments	0	0	0	5,000	0	0	0	0	0	0
10-430-23084 - Flooring Replacements	0	0	0	25,000	0	0	0	0	0	0
10-430-23085 - Capital Painting Contract	0	0	0	25,000	0	0	0	0	0	0
10-430-24081 - Capital Facility Improvements	0	0	0	0	200,000	0	0	0	0	0
10-430-24083 - Asset Management/Building Condition Assessments	0	0	0	0	5,000	0	0	0	0	0
10-430-24084 - Flooring Replacements	0	0	0	0	25,000	0	0	0	0	0
10-430-24085 - Capital Painting Contract	0	0	0	0	25,000	0	0	0	0	0
10-430-25081 - Capital Facility Improvements	0	0	0	0	0	200,000	0	0	0	0
10-430-25083 - Asset Management/Building Condition Assessments	0	0	0	0	0	5,000	0	0	0	0
10-430-25084 - Flooring Replacements	0	0	0	0	0	25,000	0	0	0	0
10-430-25085 - Capital Painting Contract	0	0	0	0	0	25,000	0	0	0	0
10-430-26081 - Capital Facility Improvements	0	0	0	0	0	0	200,000	0	0	0
10-430-26082 - Demolition of Buildings	0	0	0	0	0	0	25,000	0	0	0
10-430-26083 - Asset Management/Building Condition Assessments	0	0	0	0	0	0	15,000	0	0	0
10-430-26084 - Flooring Replacements	0	0	0	0	0	0	25,000	0	0	0
10-430-26085 - Capital Painting Contract	0	0	0	0	0	0	25,000	0	0	0
10-430-27081 - Capital Facility Improvements	0	0	0	0	0	0	0	200,000	0	0
10-430-27083 - Asset Management/Building Condition Assessments	0	0	0	0	0	0	0	15,000	0	0
10-430-27084 - Flooring Replacements	0	0	0	0	0	0	0	25,000	0	0
10-430-27085 - Capital Painting Contract	0	0	0	0	0	0	0	25,000	0	0
10-430-28081 - Capital Facility Improvements	0	0	0	0	0	0	0	0	200,000	0
10-430-28083 - Asset Management/Building Condition Assessments	0	0	0	0	0	0	0	0	15,000	0
10-430-28084 - Flooring Replacements	0	0	0	0	0	0	0	0	25,000	0
10-430-28085 - Capital Painting Contract	0	0	0	0	0	0	0	0	25,000	0
10-430-29081 - Capital Facility Improvements	0	0	0	0	0	0	0	0	0	200,000
10-430-29082 - Demolition of Buildings	0	0	0	0	0	0	0	0	0	25,000
10-430-29083 - Asset Management/Building Condition Assessments	0	0	0	0	0	0	0	0	0	15,000
10-430-29084 - Flooring Replacements	0	0	0	0	0	0	0	0	0	25,000
10-430-29085 - Capital Painting Contract	0	0	0	0	0	0	0	0	0	25,000
Total: 430 - FACILITIES - MNTCE/LABOUR	1,064,800	305,000	725,000	355,000	255,000	255,000	290,000	265,000	265,000	290,000
438 - FACILITIES - SWIMMING POOLS										
10-438-20083 - Maple Park Pool Accessibility Improvement	50,000	0	0	0	0	0	0	0	0	0
Total: 438 - FACILITIES - SWIMMING POOLS	50,000	0	0	0	0	0	0	0	0	0
444 - FACILITIES - SERVICE CENTRE										
10-444-20081 - MSC Roof Replacement Phase 3 of 3	690,000	0	0	0	0	0	0	0	0	0
Total: 444 - FACILITIES - SERVICE CENTRE	690,000	0	0	0	0	0	0	0	0	0
447 - FACILITIES - WELLAND REC CANAL										
10-447-20003 - Updated Concept Plan for Recreational Canal and	200,000	0	0	0	0	0	0	0	0	0
10-447-20005 - Canal Trail Improvements	75,000	0	0	0	0	0	0	0	0	0
10-447-20006 - Pre-Approved 2020 Floating Pool	1,875,000	0	0	0	0	0	0	0	0	0
10-447-20007 - Pre-Approved 2020 Multi Purpose Courts	4,375,000	0	0	0	0	0	0	0	0	0

City of Welland -2020 Tax Supported Capital Budget and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-447-20008 - Pre-Approved 2020 Floating Stage	5,000,000	0	0	0	0	0	0	0	0	0
10-447-20009 - Pre-Approved 2020 Age Friendly Component	437,500	0	0	0	0	0	0	0	0	0
10-447-20010 - Pre-Approved 2020 Rowing Centre of Excellence	1,875,000	0	0	0	0	0	0	0	0	0
10-447-21002 - Canal Trail Improvements	0	75,000	0	0	0	0	0	0	0	0
10-447-22001 - Canal Trail Improvements	0	0	75,000	0	0	0	0	0	0	0
10-447-23002 - Canal Trail Improvements	0	0	0	75,000	0	0	0	0	0	0
10-447-24001 - Canal Trail Improvements	0	0	0	0	75,000	0	0	0	0	0
10-447-25001 - Canal Trail Improvements	0	0	0	0	0	75,000	0	0	0	0
10-447-26001 - Canal Trail Improvements	0	0	0	0	0	0	75,000	0	0	0
10-447-27001 - Canal Trail Improvements	0	0	0	0	0	0	0	75,000	0	0
10-447-28001 - Canal Trail Improvements	0	0	0	0	0	0	0	0	75,000	0
10-447-29001 - Canal Trail Improvements	0	0	0	0	0	0	0	0	0	75,000
Total: 447 - FACILITIES - WELLAND REC CANAL	13,837,500	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
447 - CANAL LANDS	15,642,300	380,000	800,000	430,000	330,000	330,000	365,000	340,000	340,000	365,000
447 FACILITIES CANAL LANDS	45,000	0	0	0	0	0	0	0	0	0
10-447-20004 - Welland Boat Rental Equipment	0	45,000	0	0	0	0	0	0	0	0
10-447-21004 - Welland Boat Rental Equipment	0	0	0	45,000	0	0	0	0	0	0
10-447-23003 - Welland Boat Rental Equipment	0	0	0	0	0	0	45,000	0	0	0
10-447-26002 - Welland Boat Rental Equipment	0	0	0	0	0	0	0	45,000	0	0
10-447-29002 - Welland Boat Rental Equipment	0	0	0	0	0	0	0	0	0	45,000
Total: 447 FACILITIES CANAL LANDS	45,000	45,000	0	45,000	0	0	45,000	0	0	45,000
Total: 447 - CANAL LANDS	45,000	45,000	0	45,000	0	0	45,000	0	0	45,000
710 ECONOMIC DEVELOPMENT	35,000	0	0	0	0	0	0	0	0	0
10-710-20001 - Appraisal Survey Cost	0	35,000	0	0	0	0	0	0	0	0
10-710-21001 - Appraisal Survey Cost	0	0	35,000	0	0	0	0	0	0	0
10-710-22001 - Appraisal Survey Cost	0	0	0	35,000	0	0	0	0	0	0
10-710-23001 - Appraisal Survey Cost	0	0	0	0	35,000	0	0	0	0	0
10-710-24001 - Appraisal Survey Cost	0	0	0	0	0	35,000	0	0	0	0
10-710-25001 - Appraisal Survey Cost	0	0	0	0	0	0	35,000	0	0	0
10-710-26001 - Appraisal Survey Cost	0	0	0	0	0	0	0	35,000	0	0
10-710-27001 - Appraisal Survey Cost	0	0	0	0	0	0	0	0	35,000	0
10-710-28001 - Appraisal Survey Cost	0	0	0	0	0	0	0	0	0	35,000
10-710-29001 - Appraisal Survey Cost	0	0	0	0	0	0	0	0	0	0
Total: 710 ECONOMIC DEVELOPMENT	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Total: 710 - ECONOMIC DEVELOPMENT	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
810 - TRANSIT	175,000	0	0	0	0	0	0	0	0	0
10-810-20002 - Specialized Bus	60,000	0	0	0	0	0	0	0	0	0
10-810-20003 - Shuttle Cars	65,000	0	0	0	0	0	0	0	0	0
10-810-20004 - Maintenance Equipment	80,000	0	0	0	0	0	0	0	0	0
10-810-20005 - Powertrain & Bodywork Refurb.	195,000	0	0	0	0	0	0	0	0	0
10-810-20008 - ITS Upgrades	13,680,000	0	0	0	0	0	0	0	0	0
10-810-20009 - New Operations Facility	104,771	0	0	0	0	0	0	0	0	0
10-810-20011 - Bus Stop Upgrades										

City of Welland -2020 Tax Supported Capital Budget and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-810-21001 - Engine/Transmission/Refurbishment	0	80,000	0	0	0	0	0	0	0	0
10-810-21002 - Specialized Bus	0	175,000	0	0	0	0	0	0	0	0
10-810-21007 - Terminal Upgrades	0	100,000	0	0	0	0	0	0	0	0
10-810-21008 - ITS Upgrades	0	148,200	0	0	0	0	0	0	0	0
10-810-21009 - New Operations Facility	0	1,320,000	0	0	0	0	0	0	0	0
10-810-21010 - Fareboxes/Revenue Equipment	0	30,000	0	0	0	0	0	0	0	0
10-810-21015 - Seaway Mall Terminal upgrades	0	400,000	0	0	0	0	0	0	0	0
10-810-22001 - Engines/Transmissions/Refurbishment	0	0	80,000	0	0	0	0	0	0	0
10-810-22002 - Specialized Bus	0	0	175,000	0	0	0	0	0	0	0
10-810-22006 - Conventional Low Floor Accessible Bus	0	0	625,000	0	0	0	0	0	0	0
10-810-22007 - Terminal Upgrades	0	0	100,000	0	0	0	0	0	0	0
10-810-22011 - Bus Stop Upgrades	0	0	75,000	0	0	0	0	0	0	0
10-810-22012 - Service Truck	0	0	65,000	0	0	0	0	0	0	0
10-810-23001 - Engines/Transmissions/Refurbishment	0	0	0	58,000	0	0	0	0	0	0
10-810-23002 - Terminal upgrades	0	0	0	100,000	0	0	0	0	0	0
10-810-23006 - Conventional Low Floor Accessible Bus	0	0	0	625,000	0	0	0	0	0	0
10-810-24001 - Engines/Transmissions. Refurbishment	0	0	0	0	58,000	0	0	0	0	0
10-810-24002 - Terminal upgrades	0	0	0	0	100,000	0	0	0	0	0
10-810-24007 - Conventional Low Floor Accessible Bus	0	0	0	0	625,000	0	0	0	0	0
10-810-25001 - Engines/Transmissions/Refurbishment	0	0	0	0	0	125,000	0	0	0	0
10-810-25007 - Conventional Low Floor Accessible Bus	0	0	0	0	0	625,000	0	0	0	0
10-810-26001 - Engines/Transmissions/Refurbishment	0	0	0	0	0	0	80,000	0	0	0
10-810-26003 - Shuttle Cars	0	0	0	0	0	0	45,000	0	0	0
10-810-26006 - Conventional Low Floor Accessible Bus	0	0	0	0	0	0	625,000	0	0	0
10-810-27001 - Engines/Transmissions/Refurbishment	0	0	0	0	0	0	0	125,000	0	0
10-810-27007 - Conventional Low Floor Accessible Bus	0	0	0	0	0	0	0	625,000	0	0
10-810-28001 - Engines/Transmissions/Refurbishment	0	0	0	0	0	0	0	0	125,000	0
10-810-28006 - Conventional Low Floor Accessible Bus	0	0	0	0	0	0	0	0	625,000	0
10-810-29001 - Engines/Transmissions/Refurbishment	0	0	0	0	0	0	0	0	0	125,000
10-810-29006 - Conventional Low Floor Accessible Bus	0	0	0	0	0	0	0	0	0	625,000
Total: 810 - TRANSIT	14,359,771	2,253,200	1,120,000	783,000	783,000	750,000	750,000	750,000	750,000	750,000
Total: 810 - TRANSIT	14,359,771	2,253,200	1,120,000	783,000	783,000	750,000	750,000	750,000	750,000	750,000
825 - GENERAL - MISC										
825 - GENERAL - MISC	50,000	0	0	0	0	0	0	0	0	0
10-510-20001 - OFFICIAL PLAN UPDATE Phase 2 of 3	50,000	0	0	0	0	0	0	0	0	0
10-510-20002 - Community Benefits and By-law Study	0	25,000	0	0	0	0	0	0	0	0
10-510-21001 - OFFICIAL PLAN UPDATE Phase 3 of 3	0	250,000	0	0	0	0	0	0	0	0
10-825-21501 - Green Energy Projects	0	0	0	0	0	0	0	0	0	0
10-825-22501 - Green Energy Projects	0	0	0	0	0	0	0	0	0	0
10-825-24501 - Green Energy Projects	0	0	0	0	250,000	0	250,000	0	0	0
10-825-26501 - Green Energy Projects	0	0	0	0	0	0	0	0	0	0
10-825-28501 - Green Energy Projects	0	0	0	0	0	0	0	0	250,000	0
Total: 825 - GENERAL - MISC	100,000	275,000	0	0	250,000	0	250,000	0	250,000	0
Total: 825 - GENERAL - MISC	100,000	275,000	0	0	250,000	0	250,000	0	250,000	0
Total Expenses	53,657,268	17,300,038	12,104,185	12,931,108	16,002,952	11,005,659	13,396,564	11,846,703	13,932,147	11,455,358

**2020-2029 CAPITAL PROJECTS FORECAST
OPERATING CAPITAL BUDGET
City of Welland**

<u>FUNDING SOURCES</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>TOTAL</u>
Contribution from Operating Budget (Taxes)	4,944,630	5,344,630	5,744,630	6,144,630	6,544,630	6,944,630	7,344,630	7,744,630	8,144,630	8,144,630	67,046,300
Investing in Welland - 1% dedicated tax increase											
New Debt *	5,732,049	8,410,968	2,934,811	3,698,431	6,364,757	986,835	2,971,999	991,282	2,670,753	400,000	35,161,885
Reserves	8,401,120	200,000	75,000	100,000	100,000	75,000	75,000	100,000	100,000	96,000	9,322,120
Cost Sharing	103,650	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,003,650
Grants-FGT (includes the 2019 top up)	2,460,135	829,240	829,240	462,133	462,133	462,133	462,133	462,133	462,133	462,133	7,353,546
Grants-OCIF-F	955,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,955,000
Grants-OCIF-A	94,084										94,084
Grants - Fed/Prov - ICIP	14,111,880										14,111,880
Grants - SCF	372,666										372,666
*Grants-PGT	679,771	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	7,429,771
Other Funding - Land Sales	2,496,183										2,496,183
Payments- Humberstone Royalty Program (HPR)		265,200	270,504	275,914	281,432	287,061	292,802	298,658	304,631	302,595	2,578,795
Grants - Fed/Prov - Transit-Parks	11,500,000										11,500,000
Development Charges/Developer's Contributions	1,806,100	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	200,000	5,206,100
TOTAL	53,657,268	17,300,038	12,104,185	12,931,108	16,002,952	11,005,659	13,396,564	11,846,703	13,932,147	11,455,358	173,631,982

CAPITAL SPENDING

Capital Spending per year	53,657,268	17,300,038	12,104,185	12,931,108	16,002,952	11,005,659	13,396,564	11,846,703	13,932,147	11,455,358	13,210,591
TOTAL	53,657,268	17,300,038	12,104,185	12,931,108	16,002,952	11,005,659	13,396,564	11,846,703	13,932,147	11,455,358	173,631,982
Difference	0	0	0	0	0	0	0	0	0	0	0

ASSUMPTIONS:

- * - Based on current debt strategy of debt charges representing maximum of 11% of operating budget.
- 1. Annual Provincial Gas Tax grant equal to \$750,000;
- 2 Annual Federal Gas Tax grant receipts as follows:
- Payments of \$1,586,373 for 2020, \$1,658,480 for 2021-2022 and \$1,730,588 onwards to 2029. Notes a portion on FGT is allocated to the rate supported budget;
- 3. Beginning in 2021, Humberstone Royalty Payment (HRP) being applied to the Road Asset Capital Category, increasing by 2% per annum until 2027

2020 Decision Units
As of November 26, 2019

Proposed Tax Levy increase	\$1,504,282			
Estimated New Assessment Growth	-\$2,797,047			
Corporate Contingency increase	\$135,125			
OMPF Funding adjustment	-\$435,125			
Benefits and Various adjustments updated	-\$120,034			
Reduced "Volleyball Rentals"	-\$10,100			
Airport	\$15,265			
Contribution to Assessment Appeal Reserve Fund	\$719,147			
Adjusted Net Tax Levy Increase after assessment growth and excluding decision units	-\$988,487	-2.32%		
2020 BRC Approved Decision Units				
	<u>Amount</u>	<u>Percentage Increase</u> (Rounded up to 2 or 4 decimal places)	<u>Municipal Tax Levy Impact</u> (Rounded up to 2 decimal places)	
1 Advisory Committee Activities	\$5,000	0.0119%	-2.31%	
2 Senior Citizens Advisory Committee Funding Increase	\$1,500	0.0036%	-2.30%	
3 Family Day Enhancement	\$1,000	0.00%	-2.30%	
4 Wubits at Pools, Summer Program	\$4,150	0.01%	-2.29%	
5 St. George Family Day Enhancement	\$2,000	0.00%	-2.29%	
6 Enhancement of Farmer's Market Events	\$2,000	0.0048%	-2.28%	
7 Canada Day - Event Enhancement	\$5,000	0.01%	-2.27%	
8 Statutory Holiday Transit Service	\$40,000	0.0952%	-2.18%	
9 Art on Bell Boxes	\$13,200	0.03%	-2.14%	
10 Increase service-Winter Control Roads (Page 28c)	\$80,000	0.19%	-1.95%	
11 New FTE's	\$0	0.00%	-1.95%	
a Transit Office Clerk (Net Cost)	\$83,969	0.20%	-1.75%	
b WIFC Development Officer	\$78,185	0.19%	-1.57%	
c By Law Clerk	\$110,062	0.26%	-1.31%	
d Construction Services Coordinator	\$87,943	0.21%	-1.10%	
e Infrastructure Technician				
12 Local Boards	\$48,500	0.12%	-0.98%	
a Welland Historical Museum	\$42,000	0.10%	-0.88%	
13 Increase service-Snow Removal (Page 28a & b)	\$56,000	0.13%	-0.75%	
14 McMaster Medical Group -additional funding for 5 years. (currently \$25,000 in 2020 base budget)				

COUNCIL
CORPORATE SERVICES
FINANCE DIVISION

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

19-37

REPORT FIN-2019-27
December 3, 2019

SUBJECT: 2020 WATER/WASTEWATER OPERATING AND CAPITAL BUDGETS WITH RESULTING RATE STRUCTURE & 2021-2029 WATER & WASTEWATER CAPITAL BUDGET FORECAST

AUTHOR & APPROVING G.M.: STEVE ZORBAS, CPA, CMA, B.Comm, DPA, GENERAL MANAGER, CORPORATE SERVICES, CHIEF FINANCIAL OFFICER/TREASURER

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND approves, as recommended by the Budget Review Committee, the following:

- The 2020 Water and Wastewater Revenue and Expenditure Budget estimates (Schedules 'A' & 'B')
- The 2020 Water and Wastewater Capital Budget estimates (Schedule 'C')
- The 2020 Water and Wastewater Rate Structure (Schedule 'D'); and further

THAT Welland City Council receives for information the 2020-2029 Water & Wastewater Capital Budget Forecast; and further

THAT Welland City Council directs staff to prepare the necessary By-law to establish the 2020 Water and Wastewater billing rates effective April 1, 2020.

ORIGIN AND BACKGROUND:

Each year, Council approves an Operating and Capital Budget providing revenue and spending estimates for the delivery of Water and Wastewater services throughout the City of Welland. The services funded by this budget include:

- Purchase of treated water from the Region of Niagara;
- Payment for treatment of wastewater by the Region of Niagara;
- Construction of capital works for replacement/upgrading of watermains and wastewater sewers;
- Maintenance, repair and replacement of watermains, valves, meters and hydrants;
- Compliance monitoring and laboratory testing of water distribution system;
- Maintenance and repair of water services and wastewater sewer laterals;

- Training of certified operators to meet MOE requirements for operating such systems;
- Provision of engineering audits, design studies and operational investigations to meet Provincial Water Quality requirements and to maintain/improve system performance.

COMMENTS AND ANALYSIS:

Public Input

The general public was invited to provide input into the Water and Wastewater Budget and rate setting process on November 18, 2019 and November 25, 2019, at the Budget Review Committee meeting.

Operating Budget

The cost to purchase water and to treat wastewater for Welland is established by the Region of Niagara. The total of these two items represents approximately 57% of the Water/Wastewater Operating Budget. The Budget figures presented in this report reflect approved Region of Niagara Water and Wastewater Budget amounts. The overall Water and Wastewater Budget impact is an increase for 2020 of 4.89%. Schedules 'A' and 'B' attached to this report itemize all revenue and expense items.

2020 Water & Wastewater Capital Budget and 9 Year Water & Wastewater Capital Budget Forecast

The 2020 Water/Wastewater Capital Budget is proposing expenditures in the amount of \$8,678,169 made up of \$4,493,345 for Wastewater and \$4,184,824 for Waterworks. Concentration continues on sewer rehabilitation and watermain replacements capital projects (See Schedule 'C').

The 2021-2029 Water/Wastewater Capital Budget Forecast continues the City's commitment to infrastructure improvements as outlined in our Asset Management Plan while adhering to self-imposed debt limits.

Water Haulage

The City of Welland has two (2) water haulage stations with approximately 26 customers using this service. The City currently charges \$125/month fixed charge per customer for such items as haulage station operating costs. The City's variable rate is \$1.41/m³

The chart below compares the City of Welland's Water Haulage rates against other local municipalities. The City's haulage rate still remains lower than the City of Port Colborne and Town of Pelham rates when the total cost is considered.

	<u>Fixed costs</u>	<u>cost/m³</u>
City of Welland	\$ 125.00/month	\$ 1.41/m ³
Town of Pelham	\$ 50 set-up; \$20 key fob	\$ 1.6454/m ³
City of Port Colborne	\$ 342.60/month	\$ 1.311/m ³

FINANCIAL CONSIDERATION:

The 2020 Budget will increase Water/Wastewater billing revenues by \$1,359,901 or 4.89%. A 6.42% rate increase will be experienced by the residential customer using 75 m³/year, from \$675.43/year in 2019 to \$718.78/year in 2020.

OTHER DEPARTMENT IMPLICATIONS:

Primarily the Engineering and Public Works Divisions of Infrastructure Services are involved in the delivery of services. The Finance Division of Corporate Services is involved as the lead department in water and wastewater billings, collections, quarterly reporting and remitting payments to the Region.

SUMMARY AND CONCLUSION:

Staff recommends that Council accepts the recommendations of the Budget Review Committee set out in this report, thus supporting the City's commitment to infrastructure investment while maintaining operational costs at acceptable levels.

ATTACHMENTS:

Schedule 'A' – City of Welland 2020 Water Operating Budget Summary
Schedule 'B' – City of Welland 2020 Wastewater Operating Budget Summary
Schedule 'C' – 2020 Water & Wastewater Capital Budget and 2020-2029 Capital Budget Forecast
Schedule 'D' – 2020 Water & Wastewater Services Rate Structure

City of Welland

2020 Water Operating Budget Summary

	Budget
Revenues:	
FEES AND SERVICE CHARGES	152,000
PENALTIES/INTEREST ON TAXES	90,000
WATER/WASTEWATER REVENUE	12,640,123
Total Revenues	12,882,123
Expenses:	
ADMINISTRATIVE EXPENSE	596,514
DEBENTURE INTEREST EXPENSE	154,134
DEBENTURE PRINCIPAL PAYMENT	719,991
EMPLOYEE BENEFITS EXPENSE	443,450
EXP-INTER-FUND TRANSFERS	3,333,655
MATERIALS	68,000
OUTSIDE CONSULTANTS	43,000
OUTSIDE CONTRACTS	397,500
SALARIES EXPENSE	1,356,793
STAFF DEVELOPMENT	48,400
TRANSFERS TO RESERVES	50,000
UTILITIES	3,950
WATER/WASTEWATER EXPENSE	5,666,736
Total Expenses	12,882,123
Net Total	0

City of Welland

2020 Waste Water Operating Budget Summary

	Budget
Revenues:	
FEES AND SERVICE CHARGES	52,200
PENALTIES/INTEREST ON TAXES	130,000
WATER/WASTEWATER REVENUE	16,086,011
Total Revenues	16,268,211
Expenses:	
ADMINISTRATIVE EXPENSE	277,900
DEBENTURE INTEREST EXPENSE	72,605
DEBENTURE PRINCIPAL PAYMENT	488,430
EMPLOYEE BENEFITS EXPENSE	234,125
EXP-INTER-FUND TRANSFERS	2,876,165
MATERIALS	38,000
OUTSIDE CONSULTANTS	21,000
OUTSIDE CONTRACTS	575,000
SALARIES EXPENSE	580,000
STAFF DEVELOPMENT	5,500
TRANSFERS TO RESERVES	80,000
UTILITIES	7,150
WATER/WASTEWATER EXPENSE	11,012,336
Total Expenses	16,268,211
Net Total	0

**2020 DRAFT CAPITAL BUDGET
AS AT NOVEMBER 26, 2019**

FUNCTION	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES
WASTEWATER	4,493,345	200,000	SCF	1,964,020	229,022	CS	737,662	CS	
		572,484	F				313,115	DC	
		477,022	P						
WATERWORKS	4,184,824	200,000	SCF	1,853,100			9,000	DC	1,466,402
		656,322	FGT						
TOTAL 2020 CAPITAL BUDGET	8,678,169	2,105,828		3,817,120	229,022		1,059,797		1,466,402
2019 CAPITAL BUDGET	9,083,368	1,456,322		3,817,120			2,359,926		1,450,000

FOOTNOTE:

- F FEDERAL GRANT
- D DEVELOPER
- FGT FEDERAL GAS TAX
- GR GENERAL RESERVE
- OCIF-A Ontario Community Infrastructure Funding
- PGT PROVINCIAL GAS TAX
- PY PRIOR YEAR DOLLARS
- WR WATER/WASTEWATER RESERVE
- HS&W RESERVE FUND - HEALTH, SAFETY & WELLNESS
- CP CAPITAL SURPLUS
- DC DEVELOPMENT CHARGES
- FGT-PY FEDERAL GAS TAX - PRIOR YEAR
- HD HYDRO DIVIDEND
- CS CAPITAL SURPLUS RESERVE
- PM POOL MAINTENANCE
- R REGION
- DB DEBENTURE
- CWWF CLEAN WATER AND WASTEWATER FUND
- CS COST SHARING
- F FIRE RESERVE
- FL FLEET RESERVE FUND
- IRR RESURFACER RESERVE
- OR OPERATING SURPLUS RESERVE
- PR PARKING RESERVE
- SC SPORTS & CULTURE INFRASTRUCTURE RESERVE
- CC CAPITAL CONTRIBUTION FROM OPERATING BUDGET
- SCF SMALL COMMUNITIES FUNDING

2020 DRAFT CAPITAL BUDGET
AS AT NOVEMBER 26, 2019

Project Title	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
WASTEWATER									
EDGAR/ELGIN SEWER SEPARATION SCF	300,000	200,000	SCF	90,000			10,000	DC	
MERRITT ST SANITARY SEWER	545,000			490,500			54,500	DC	
SEWER REHABILITATION PROGRAM (REPLACE OF LINING)	966,152			869,537			96,615	DC	
CSO & SEWER SYSTEM FLOW LEVEL MONITORING	200,000			72,000			120,000	CS	
LINCOLN & COVENTRY OVERFLOWS	75,000			27,000			8,000	DC	
EVELYN DITCH MONITORING	150,000			54,000			45,000	CS	
WATER METER REPLACEMENTS	200,000			200,000			3,000	DC	
ASSET MANAGEMENT PLAN UPDATE	25,983			25,983			90,000	CS	
INFLOW / INFILTRATION REDUCTION	300,000			75,000			6,000	DC	
PRIVATE SIDE DISCONNECTION (SWAP) PROGRAM	300,000			60,000			150,000	CS	
PRE-APPROVED 2020 BROADWAY AREA(ICIP)	1,431,210	572,484	F		229,022	CS	75,000	DC	
		477,022	P				180,000	CS	
TOTAL WASTEWATER	4,493,345	1,249,506		1,964,020	229,022		1,050,797		
WATERWORKS									
EDGAR/ELGIN WATERWORKS (SCF)	300,000	200,000	SCF	100,000					
RIVERSIDE DRIVE	185,000			185,000					
MERRITT STREET	440,000			440,000					
SOUTHWORTH STREET IMPROVEMENTS	460,000	300,000	FGT	160,000					
CAST IRON WATERMAIN REPLACEMENT PROGRAM	2,283,162	356,322	FGT	676,840					1,250,000
LEAD SERVICE REPLACEMENT (CITY SIDE)	100,000			100,000					
WATER MODEL UPDATES	10,000			1,000			9,000	DC	200,000
WATER METER REPLACEMENTS	200,000			20,000					
ASSET MANAGEMENT PLAN UPDATE	20,000			170,260					16,402
FLEET REPLACEMENTS WATER ENG	186,662								
TOTAL WATERWORKS	4,184,824	856,322		1,853,100			9,000		1,466,402

2020 Rate Supported Capital Budget and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Expenses										
330 - SANITARY SEWERS										
330 - WASTEWATER										
10-330-20201 - Edgar/Eigin Sewer Separation SCF	300,000	0	0	0	0	0	0	0	0	0
10-330-20221 - Water Meter Replacements	200,000	0	0	0	0	0	0	0	0	0
10-330-20241 - Merritt St Sanitary Sewer	545,000	0	0	0	0	0	0	0	0	0
10-330-20275 - Asset Management Plan Update	25,983	0	0	0	0	0	0	0	0	0
10-330-20305 - Sewer Rehabilitation Program	966,152	0	0	0	0	0	0	0	0	0
10-330-20315 - CSO & Sewer System Flow Level	200,000	0	0	0	0	0	0	0	0	0
10-330-20325 - Lincoln & Coventry Overflows	75,000	0	0	0	0	0	0	0	0	0
10-330-20335 - Evelyn Ditch Monitoring	150,000	0	0	0	0	0	0	0	0	0
10-330-20345 - Private Side Disconnection (SWAP)	300,000	0	0	0	0	0	0	0	0	0
10-330-20347 - Inflow / Infiltration Reduction	300,000	0	0	0	0	0	0	0	0	0
10-330-20222 - Pre-Approved 2020 Broadway Area	1,431,210	0	0	0	0	0	0	0	0	0
10-330-21221 - Water Meter Replacements	0	200,000	0	0	0	0	0	0	0	0
10-330-21265 - Fleet Replacements Sanitary Eng	0	115,890	0	0	0	0	0	0	0	0
10-330-21272 - West Main Area Infrastructure	0	740,000	0	0	0	0	0	0	0	0
10-330-21275 - Asset Management Planning	0	15,000	0	0	0	0	0	0	0	0
10-330-21305 - Sewer Rehabilitation Program	0	1,638,889	0	0	0	0	0	0	0	0
10-330-21315 - CSO & Sewer System Flow Level	0	300,000	0	0	0	0	0	0	0	0
10-330-21325 - Lincoln & Coventry Overflows	0	150,000	0	0	0	0	0	0	0	0
10-330-21335 - Evelyn Ditch Monitoring	0	150,000	0	0	0	0	0	0	0	0
10-330-21345 - Private Side Disconnection (SWAP)	0	180,000	0	0	0	0	0	0	0	0
10-330-21346 - Catchbasin Separation Work	0	100,000	0	0	0	0	0	0	0	0
10-330-21347 - Inflow / Infiltration Reduction	0	200,000	0	0	0	0	0	0	0	0
10-330-22221 - Water Meter Replacements	0	0	200,000	0	0	0	0	0	0	0
10-330-22272 - West Main (Niagara - PCD) PH3	0	0	1,565,000	0	0	0	0	0	0	0
10-330-22275 - Asset Management Planning	0	0	15,300	0	0	0	0	0	0	0
10-330-22301 - Patterson Avenue	0	0	195,000	0	0	0	0	0	0	0
10-330-22305 - Sewer Rehabilitation Program	0	0	1,007,778	0	0	0	0	0	0	0
10-330-22315 - CSO & Sewer System Flow Level	0	0	200,000	0	0	0	0	0	0	0
10-330-22325 - Lincoln & Coventry Overflows	0	0	75,000	0	0	0	0	0	0	0
10-330-22335 - Evelyn Ditch Monitoring	0	0	150,000	0	0	0	0	0	0	0
10-330-22345 - Private Site Disconnection (SWAP)	0	0	181,600	0	0	0	0	0	0	0
10-330-22346 - Catchbasin Separation Work	0	0	104,000	0	0	0	0	0	0	0
10-330-22347 - Inflow / Infiltration Reduction	0	0	204,000	0	0	0	0	0	0	0
10-330-23221 - Water Meter Replacements	0	0	0	200,000	0	0	0	0	0	0
10-330-23265 - Fleet Replacements Sanitary Eng	0	0	0	42,000	0	0	0	0	0	0

2020 Rate Supported Capital Budget and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-330-23275 - Asset Management Planning	0	0	0	15,606	0	0	0	0	0	0
10-330-23285 - Sanitary Lateral Rehabilitation	0	0	0	50,000	0	0	0	0	0	0
10-330-23305 - Sewer Rehabilitation Program	0	0	0	2,861,111	0	0	0	0	0	0
10-330-23315 - CSO & Sewer System Flow Level	0	0	0	204,000	0	0	0	0	0	0
10-330-23325 - Lincoln & Coventry Overflows	0	0	0	76,500	0	0	0	0	0	0
10-330-23335 - Evelyn Ditch Monitoring	0	0	0	153,000	0	0	0	0	0	0
10-330-23345 - Private Side Disconnection (SWAP)	0	0	0	185,000	0	0	0	0	0	0
10-330-23347 - Inflow / Infiltration Reduction	0	0	0	300,000	0	0	0	0	0	0
10-330-24221 - Water Meter Replacements	0	0	0	0	200,000	0	0	0	0	0
10-330-24275 - Asset Management Planning	0	0	0	0	15,918	0	0	0	0	0
10-330-24285 - Sanitary Lateral Rehabilitation	0	0	0	0	51,000	0	0	0	0	0
10-330-24305 - Sewer Rehabilitation Program	0	0	0	0	3,155,644	0	0	0	0	0
10-330-24315 - CSO & Sewer System Flow Level	0	0	0	0	208,080	0	0	0	0	0
10-330-24325 - Lincoln & Coventry Overflows	0	0	0	0	77,265	0	0	0	0	0
10-330-24335 - Evelyn Ditch Monitoring	0	0	0	0	154,530	0	0	0	0	0
10-330-24345 - Private Side Disconnection (SWAP)	0	0	0	0	84,897	0	0	0	0	0
10-330-24347 - Inflow / Infiltration Reduction	0	0	0	0	210,161	0	0	0	0	0
10-330-25221 - Water Meter Replacements	0	0	0	0	0	200,000	0	0	0	0
10-330-25265 - Fleet Replacements Sanitary Eng	0	0	0	0	0	1,302	0	0	0	0
10-330-25305 - Sewer Rehabilitation Program	0	0	0	0	0	3,272,424	0	0	0	0
10-330-25315 - CSO & Sewer System Flow Level	0	0	0	0	0	212,242	0	0	0	0
10-330-25325 - Lincoln & Coventry Overflows	0	0	0	0	0	78,810	0	0	0	0
10-330-25335 - Evelyn Ditch Monitoring	0	0	0	0	0	157,621	0	0	0	0
10-330-25345 - Private Side Disconnection (SWAP)	0	0	0	0	0	86,595	0	0	0	0
10-330-25347 - Inflow / Infiltration Reduction	0	0	0	0	0	214,364	0	0	0	0
10-330-26221 - Water Meter Replacements	0	0	0	0	0	0	200,000	0	0	0
10-330-26275 - Asset Management Planning	0	0	0	0	0	0	20,400	0	0	0
10-330-26305 - Sewer Rehabilitation Program	0	0	0	0	0	0	3,342,583	0	0	0
10-330-26315 - CSO & Sewer System Flow Level	0	0	0	0	0	0	216,486	0	0	0
10-330-26325 - Lincoln & Coventry Overflows	0	0	0	0	0	0	80,387	0	0	0
10-330-26335 - Evelyn Ditch Monitoring	0	0	0	0	0	0	160,773	0	0	0
10-330-26345 - Private Side Disconnection (SWAP)	0	0	0	0	0	0	88,326	0	0	0
10-330-26347 - Inflow / Infiltration Reduction	0	0	0	0	0	0	218,651	0	0	0
10-330-27221 - Water Meter Replacements	0	0	0	0	0	0	0	200,000	0	0
10-330-27265 - Fleet Replacements Sanitary Eng	0	0	0	0	0	0	0	31,400	0	0
10-330-27275 - Asset Management Planning	0	0	0	0	0	0	0	20,808	0	0
10-330-27285 - Sanitary Lateral Rehabilitations	0	0	0	0	0	0	0	54,060	0	0
10-330-27305 - Sewer Rehabilitation Program	0	0	0	0	0	0	0	3,316,124	0	0

2020 Rate Supported Capital Budget and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-330-27315 - CSO & Sewer System Flow Level	0	0	0	0	0	0	0	220,816	0	0
10-330-27325 - Lincoln & Coventry Overflows	0	0	0	0	0	0	0	81,994	0	0
10-330-27335 - Evelyn Ditch Monitoring	0	0	0	0	0	0	0	163,988	0	0
10-330-27345 - Private Side Disconnection (SWAP)	0	0	0	0	0	0	0	90,093	0	0
10-330-27347 - Inflow / Infiltration Reduction	0	0	0	0	0	0	0	223,024	0	0
10-330-28221 - Water Meter Replacements	0	0	0	0	0	0	0	0	200,000	0
10-330-28265 - Fleet Replacements Sanitary Eng	0	0	0	0	0	0	0	0	31,500	0
10-330-28275 - Asset Management Planning	0	0	0	0	0	0	0	0	21,224	0
10-330-28285 - Sanitary Lateral Rehabilitation	0	0	0	0	0	0	0	0	55,141	0
10-330-28305 - Sewer Rehabilitation Program	0	0	0	0	0	0	0	0	3,385,269	0
10-330-28315 - CSO & Sewer System Flow Level	0	0	0	0	0	0	0	0	225,232	0
10-330-28325 - Lincoln & Coventry Overflows	0	0	0	0	0	0	0	0	83,634	0
10-330-28335 - Evelyn Ditch Monitoring	0	0	0	0	0	0	0	0	167,268	0
10-330-28345 - Private Side Disconnection (SWAP)	0	0	0	0	0	0	0	0	91,895	0
10-330-28347 - Inflow / Infiltration Reduction	0	0	0	0	0	0	0	0	227,485	0
10-330-29221 - Water Meter Replacements	0	0	0	0	0	0	0	0	0	200,000
10-330-29265 - Fleet Replacements Sanitary Eng	0	0	0	0	0	0	0	0	0	39,400
10-330-29275 - Asset Management Planning	0	0	0	0	0	0	0	0	0	21,649
10-330-29285 - Sanitary Lateral Rehabilitation	0	0	0	0	0	0	0	0	0	56,244
10-330-29305 - Sewer Rehabilitation Program	0	0	0	0	0	0	0	0	0	3,443,352
10-330-29315 - CSO & Sewer System Flow Level	0	0	0	0	0	0	0	0	0	229,737
10-330-29325 - Lincoln & Coventry Overflows	0	0	0	0	0	0	0	0	0	85,307
10-330-29335 - Evelyn Ditch Monitoring	0	0	0	0	0	0	0	0	0	170,614
10-330-29345 - Private Side Disconnection (SWAP)	0	0	0	0	0	0	0	0	0	93,733
10-330-29347 - Inflow / Infiltration Reduction	0	0	0	0	0	0	0	0	0	232,035
Total: 330 - WASTEWATER	4,493,345	3,789,779	3,897,678	4,087,217	4,157,495	4,223,358	4,327,606	4,402,307	4,488,648	4,572,071
Total: 330 - SANITARY SEWERS	4,493,345	3,789,779	3,897,678	4,087,217	4,157,495	4,223,358	4,327,606	4,402,307	4,488,648	4,572,071
Total Expenses	4,493,345	3,789,779	3,897,678	4,087,217	4,157,495	4,223,358	4,327,606	4,402,307	4,488,648	4,572,071

2020 Rate Supported Capital Project and 9 year Forecast

Expenses	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
910 - WATERWORKS										
10-910-20201 - Edgar/Elgin Waterworks (SCF)	300,000	0	0	0	0	0	0	0	0	0
10-910-20211 - Riverside Drive	185,000	0	0	0	0	0	0	0	0	0
10-910-20215 - Cast Iron Watermain Replacement	2,283,162	0	0	0	0	0	0	0	0	0
10-910-20221 - Water Meter Replacements	200,000	0	0	0	0	0	0	0	0	0
10-910-20241 - Merritt Street	440,000	0	0	0	0	0	0	0	0	0
10-910-20265 - Fleet Replacements Water Eng	186,662	0	0	0	0	0	0	0	0	0
10-910-20275 - Asset Management Plan Update	20,000	0	0	0	0	0	0	0	0	0
10-910-20285 - Water Model Updates	10,000	0	0	0	0	0	0	0	0	0
10-910-20291 - Southworth Street Improvements	460,000	0	0	0	0	0	0	0	0	0
10-910-20295 - Lead Service Replacement (City Side)	100,000	0	0	0	0	0	0	0	0	0
10-910-21215 - Cast Iron Watermain Replacement	0	3,653,079	0	0	0	0	0	0	0	0
10-910-21221 - Water Meter Replacements	0	200,000	0	0	0	0	0	0	0	0
10-910-21225 - LRP Program	0	51,000	0	0	0	0	0	0	0	0
10-910-21265 - Fleet Replacements Water Eng	0	252,519	0	0	0	0	0	0	0	0
10-910-21272 - West Main Area Infrastructure	0	750,000	0	0	0	0	0	0	0	0
10-910-21275 - Asset Management Planning	0	15,000	0	0	0	0	0	0	0	0
10-910-21285 - Water Model Updates	0	10,000	0	0	0	0	0	0	0	0
10-910-21295 - Lead Service Replacement (City Side)	0	102,000	0	0	0	0	0	0	0	0
10-910-21305 - District Meter Installations/Water Loss	0	50,000	0	0	0	0	0	0	0	0
10-910-22215 - Cast Iron Watermain Replacement	0	0	4,388,902	0	0	0	0	0	0	0
10-910-22221 - Water Meter Replacements	0	0	200,000	0	0	0	0	0	0	0
10-910-22225 - LRP Program	0	0	52,020	0	0	0	0	0	0	0
10-910-22265 - Fleet Replacements Water Eng	0	0	108,463	0	0	0	0	0	0	0
10-910-22275 - Asset Management Planning	0	0	15,000	0	0	0	0	0	0	0
10-910-22285 - Water Model Updates	0	0	10,000	0	0	0	0	0	0	0
10-910-22295 - Lead Service Replacement (City Side)	0	0	104,040	0	0	0	0	0	0	0
10-910-22301 - Patterson Avenue	0	0	220,000	0	0	0	0	0	0	0
10-910-22305 - District Meter Installations	0	0	51,000	0	0	0	0	0	0	0
10-910-23215 - Cast Iron Watermain Replacement	0	0	0	4,865,933	0	0	0	0	0	0
10-910-23221 - Water Meter Replacements	0	0	0	200,000	0	0	0	0	0	0
10-910-23225 - LRP Program	0	0	0	53,060	0	0	0	0	0	0
10-910-23265 - Fleet Replacements Water Eng	0	0	0	64,856	0	0	0	0	0	0
10-910-23275 - Asset Management Planning	0	0	0	15,000	0	0	0	0	0	0
10-910-23285 - Water Model Updates	0	0	0	10,000	0	0	0	0	0	0
10-910-23295 - Lead Service Replacement (City Side)	0	0	0	106,121	0	0	0	0	0	0
10-910-23305 - District Meter Installations	0	0	0	52,020	0	0	0	0	0	0
10-910-24215 - Cast Iron Watermain Replacement	0	0	0	0	4,388,296	0	0	0	0	0

2020 Rate Supported Capital Project and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-910-24221 - Water Meter Replacements	0	0	0	0	200,000	0	0	0	0	0
10-910-24225 - LRP Program	0	0	0	0	54,112	0	0	0	0	0
10-910-24265 - Fleet Replacements Water Eng	0	0	0	0	281,837	0	0	0	0	0
10-910-24275 - Asset Management Planning	0	0	0	0	15,000	0	0	0	0	0
10-910-24285 - Water Model Updates	0	0	0	0	10,000	0	0	0	0	0
10-910-24295 - Lead Service Replacement (City Side)	0	0	0	0	108,243	0	0	0	0	0
10-910-24305 - District Meter Installations/Water Loss	0	0	0	0	53,060	0	0	0	0	0
10-910-25026 - FLEET REPLACEMENT CAPITAL -	0	0	0	0	268,738	0	0	0	0	0
10-910-25215 - Cast Iron Watermain Replacement	0	0	0	0	4,768,133	0	0	0	0	0
10-910-25221 - Water Meter Replacements	0	0	0	0	200,000	0	0	0	0	0
10-910-25225 - LRP Program	0	0	0	0	55,204	0	0	0	0	0
10-910-25275 - Asset Management Plan Update	0	0	0	0	20,000	0	0	0	0	0
10-910-25285 - Water Model Updates	0	0	0	0	10,000	0	0	0	0	0
10-910-25295 - Lead Service Replacement (City Side)	0	0	0	0	110,408	0	0	0	0	0
10-910-25305 - District Meter Installations	0	0	0	0	54,122	0	0	0	0	0
10-910-26215 - Cast Iron Watermain Replacement	0	0	0	0	4,767,770	0	0	0	0	0
10-910-26221 - Water Meter Replacements	0	0	0	0	200,000	0	0	0	0	0
10-910-26225 - LRP Program	0	0	0	0	56,308	0	0	0	0	0
10-910-26265 - Fleet Replacements Water Eng	0	0	0	0	369,150	0	0	0	0	0
10-910-26275 - Asset Management Planning	0	0	0	0	15,000	0	0	0	0	0
10-910-26285 - Water Model Updates	0	0	0	0	0	0	0	0	0	0
10-910-26295 - Lead Service Replacement (City Side)	0	0	0	0	112,616	0	0	0	0	0
10-910-26305 - District Meter Installations	0	0	0	0	55,204	0	0	0	0	0
10-910-27215 - Cast Iron Watermain Replacement	0	0	0	0	5,110,133	0	0	0	0	0
10-910-27221 - Water Meter Replacements	0	0	0	0	200,000	0	0	0	0	0
10-910-27225 - LRP Program	0	0	0	0	57,434	0	0	0	0	0
10-910-27265 - Fleet Replacements Water Eng	0	0	0	0	110,500	0	0	0	0	0
10-910-27275 - Asset Management Planning	0	0	0	0	15,000	0	0	0	0	0
10-910-27285 - Water Model Updates	0	0	0	0	10,000	0	0	0	0	0
10-910-27295 - Lead Service Replacement (City Side)	0	0	0	0	114,869	0	0	0	0	0
10-910-27305 - District Meter Installations	0	0	0	0	56,308	0	0	0	0	0
10-910-28215 - Cast Iron Watermain Replacement	0	0	0	0	5,663,294	0	0	0	0	0
10-910-28221 - Water Meter Replacements	0	0	0	0	200,000	0	0	0	0	0
10-910-28225 - LRP Program	0	0	0	0	58,583	0	0	0	0	0
10-910-28265 - Fleet Replacements Water Eng	0	0	0	0	62,800	0	0	0	0	0
10-910-28275 - Asset Management Planning	0	0	0	0	15,000	0	0	0	0	0
10-910-28285 - Water Model Updates	0	0	0	0	10,000	0	0	0	0	0
10-910-28295 - Lead Service Replacement (City Side)	0	0	0	0	177,166	0	0	0	0	0
10-910-28305 - District Meter Installations	0	0	0	0	57,434	0	0	0	0	0
10-910-29215 - Cast Iron Watermain Replacement	0	0	0	0	5,761,294	0	0	0	0	0

2020 Rate Supported Capital Project and 9 year Forecast

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
10-910-29221 - Water Meter Replacements	0	0	0	0	0	0	0	0	0	200,000
10-910-29265 - Fleet Replacements Water Eng	0	0	0	0	0	0	0	0	0	158,650
10-910-29275 - Asset Management Planning	0	0	0	0	0	0	0	0	0	15,000
10-910-29285 - Water Model Updates	0	0	0	0	0	0	0	0	0	10,000
10-910-29295 - Lead Service Replacement (City Side)	0	0	0	0	0	0	0	0	0	119,509
10-910-29305 - District Meter Installations	0	0	0	0	0	0	0	0	0	58,583
Total: 910 - WATERWORKS	4,184,824	5,083,598	5,149,425	5,366,990	5,110,548	5,486,605	5,586,048	5,674,244	6,244,277	6,323,036
Total: 910 - WATERWORKS	4,184,824	5,083,598	5,149,425	5,366,990	5,110,548	5,486,605	5,586,048	5,674,244	6,244,277	6,323,036
Total Expenses	4,184,824	5,083,598	5,149,425	5,366,990	5,110,548	5,486,605	5,586,048	5,674,244	6,244,277	6,323,036

10 YEAR CAPITAL PROJECTS FORECAST
Water and Wastewater -- City of Welland
26-Nov-19

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>TOTAL</u>
<u>FUNDING SOURCES</u>											
Capital from Rate Budget (CASH) 2%	3,817,120	3,896,358	3,971,333	4,050,759	4,131,774	4,214,410	4,298,698	4,384,672	4,472,365	4,561,813	41,799,303
Debt @ 7%	1,466,402	3,496,890	3,760,793	3,380,583	3,185,426	3,557,087	3,662,799	3,703,123	4,257,296	4,316,476	34,786,875
Reserves	229,022	0	0	0	0	0	0	0	0	0	229,022
Partnerships/Cost Sharing	737,682	378,000	273,960	309,300	252,745	226,428	231,120	268,177	273,541	279,012	3,229,965
Development Charges	322,115	272,889	211,778	445,110	429,642	443,583	452,582	452,124	461,268	469,351	3,960,443
Subdivider's Contribution											0
Grants- Fed Prov (ICIP)	1,049,506										
Grants-FGT	656,322	829,240	829,240	1,268,455	1,268,455	1,268,455	1,268,455	1,268,455	1,268,455	1,268,455	11,193,987
Grants - SCF	400,000										400,000
TOTAL	8,678,169	8,873,377	9,047,103	9,454,207	9,268,043	9,709,963	9,913,654	10,076,551	10,732,925	10,895,107	96,649,099
<u>CAPITAL SPENDING</u>											
Waterworks	4,184,824	5,083,598	5,149,425	5,366,990	5,110,548	5,486,605	5,586,048	5,674,244	6,244,277	6,323,036	54,209,595
Wastewater	4,493,345	3,789,779	3,897,678	4,087,217	4,157,495	4,223,358	4,327,606	4,402,307	4,488,648	4,572,071	42,439,504
TOTAL	8,678,169	8,873,377	9,047,103	9,454,207	9,268,043	9,709,963	9,913,654	10,076,551	10,732,925	10,895,107	96,649,099
EXCESS/(UNFUNDED)	0	0	0	0	0	0	0	0	0	0	0

1. Water & Wastewater Budget increases by 2% per year.
2. Debt Strategy determines that Water & Wastewater Debt Charges are maxed at 7% of total Water & Wastewater Operating Budget
3. Borrowing the maximum each year to determine the new debt charges
4. 2017 and onward, Debt Charges include the estimated cost to borrow previous years not yet borrowed at borrowing cost of \$125,000 per million.



2020 WATER AND WASTEWATER SERVICES RATE STRUCTURE

	2019	Proposed 2020	\$ Difference	% Difference
Water Fixed Cost (yr)	130.84	145.14	\$14.30	10.93%
Water Consumption Rate (m ³)	2.0358	2.1746	\$0.1388	6.82%
Wastewater Service Charge (yr)	185.41	193.40	\$7.99	4.31%
Wastewater Treatment Rate (m ³)	2.7532	2.8953	\$0.1421	5.16%
Commercial Wastewater Treatment Rate (m ³)	2.7532	2.8953	\$0.1421	5.16%

Customer	Annual Consumption m ³	2019 Annual Bill	Proposed 2020 Annual Bill	Yearly \$ Difference	% Difference
Low Consumption Residential # of accounts = 2,978	75	\$675	\$719	\$43	6.42%
Average Consumption Residential # of accounts = 9,449	180	\$1,178	\$1,251	\$73	6.18%
Multi-Residential (4 units) # of accounts = 878	175	\$1,929	\$2,055	\$126	6.53%
Multi-Residential (100 units) # of accounts = 7	10,725	\$73,697	\$78,284	\$4,587	6.22%
Commercial # of accounts = 701	24,600	\$124,451	\$131,829	\$7,378	5.93%
Industrial # of accounts = 62	16,356	\$103,534	\$109,905	\$6,371	6.15%

Total # of accounts = 19,100
(includes 5,025 High Residential)

* Note: # of customers with 45m³ and less annual billing is 969 accounts

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

November 15, 2019

CL 20-2019, November 14, 2019

PWC 11-2019, November 5, 2019

PW 60-2019, November 5, 2019

*Local Area Municipalities***SENT ELECTRONICALLY**

19-13

**Re: On-Demand Transit – Pilot Authorization (Simulation Results)
PW 60-2019**

Regional Council, at its meeting of November 14, 2019, approved the following recommendation of its Public Works Committee:

That Report PW 60-2019, dated November 5, 2019, respecting On-Demand Transit - Pilot Authorization (Simulation Results), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the on-demand transit concept for Niagara Regional Transit (NRT) service expansion pilots outlined in Report PW 60-2019, subject to 2020 budget approval;
2. That the Chief Administrative Officer **BE AUTHORIZED** to execute an Agreement with Via Mobility LLC., for the deployment of turnkey, on-demand transit service pilots such that the Agreement meets the approval of the Commissioner of Corporate Services, and subject to 2020 budget approval;
3. That all pilot periods **BE DEFINED** in the Agreement as one (1) year with an option to extend for a period of up to an additional 12 months at the discretion of the Chief Administrative Officer;
4. That pending approval of recommendations 1, 2 and 3, that staff **BE DIRECTED** to engage with the local area municipalities to confirm partnership and service parameters of the pilot services; and
5. That this report **BE CIRCULATED** to area municipalities.

A copy of Report PW 60-2019 is enclosed for your information.

Yours truly,



Ann-Marie Norio
Regional Clerk
:me
CLK-C 2019-254

Subject: On-Demand Transit – Pilot Authorization (Simulation Results)

Report to: Public Works Committee

Report date: Tuesday, November 5, 2019

Recommendations

1. That Regional Council **APPROVE** the on-demand transit concept for NRT service expansion pilots outlined in this report, subject to 2020 budget approval.
2. That the Chief Administrative Officer **BE AUTHORIZED** to execute an Agreement with Via Mobility LLC. for the deployment of turnkey, on-demand transit service pilots such that the Agreement meets the approval of the Commissioner of Corporate Services, and subject to 2020 budget approval.
3. That all pilot periods **BE DEFINED** in the Agreement as 1 year with an option to extend for a period of up to an additional 12 months at the discretion of the Chief Administrative Officer.
4. That pending approval of recommendations 1, 2 and 3, that staff **BE DIRECTED** to engage with the local municipalities to confirm partnership and service parameters of the pilot services.
5. That this report **BE CIRCULATED** to area municipalities.

Key Facts

- The purpose of this report is to seek authorization to deploy on-demand transit solutions for NRT pilot projects after confirming local participation.
- LNTC-C 21-22-23 2018 identified the need for inter-municipal transit services in Niagara West, as well as establishing connections for Lincoln and Pelham.
- CAO 8-2017 included recommendations for providing connectivity to the communities of Sherkston and Crystal Beach.
- The 2019 Operating Budget included provisions for the deployment of transit services in these aforementioned communities. Jurisdictional definitions combined with the desire for service integration and potential for partnership delayed the original deployment timeline, now tentatively set for April 2020.
- The 2019 approved transit operating budget included a one-time transfer from Reserve of \$3.0 million and therefore did not provide sufficient ongoing base level funding in 2020 to deploy the on-demand expansions into Niagara West, Crystal Beach and Pelham without the need for subsequent budget approval in 2020.

-
- Via Mobility, LLC (Via) was retained to conduct modeling and microsimulation work to identify preferred on-demand transit models, coverage and deployment options to enable Niagara Region to fulfill its planned expansions. The final recommendation for Niagara West was an integrated service model with an initial fleet size of approximately 7 to 10 vehicles. Secondary deployment opportunities in Port Colborne and Fort Erie require additional consultation with the respective local municipalities to confirm service design parameters.

Financial Considerations

The approved 2019 budget provided \$7.9 million towards a strategic two-year IMT investment strategy. The 2019 funding included a 1.4% separate transit levy of \$4.9 million plus a one-time transfer from Reserve of \$3.0 million (0.9% of the 2018 levy).

The proposed 2019 Budget strategy was to utilize \$2.2 million of the \$7.9 million as a one-time reserve transfer in 2019 to support the \$13.9 million of capital assets and reduce the annual debt over the next 10 years. According to the aforementioned strategy, \$2.2 million would be allocated to transit expansions connecting Niagara West, Crystal Beach and Pelham to existing transit services in 2020. The 2019 direction to use a one-time transfer from Reserve therefore did not include sufficient sustainable base funds to deploy the on-demand expansions into Niagara West, Crystal Beach and Pelham without subsequent base level budget approval in 2020.

To secure funding for the on-demand Pilot project and all previously implemented service enhancements, a separate general levy of 1.3%, will be considered along with the following budget items:

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
Waterfront Investment Program – Base funding	CSD 40-2019	1.000	0.27%
Smarter Niagara Incentive Program – Base funding	CSD 40-2019	0.600	0.16%
Brock LINC request for funding	ED 9-2019	1.500	0.41%
Niagara Regional Transit - phase in cost	PW 56-2019	4.754	1.30%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	CSD 53-2019	5.620	1.54%
GO Project - Station Operations	CSD 17-2019	1.410	0.39%
Canadian Coalition for Municipalities Against Racism and Discrimination	CAO 14-2019	0.142	0.04%
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$16.323	4.46%

Unlike the 'per-trip' pricing models of Niagara Specialized Transit and Innisfil's partnership with Uber, the on-demand model proposed in this report operates on a fixed hourly rate within a fixed budget. This pricing structure provides significantly more certainty in terms of budget containment. Should the demand increase to the point where it outpaces the capacity of the service, two options are available. The first would be to decrease the quality of the service by altering the parameters of the service, thus increasing its capacity. For example, increasing the maximum wait time from 1 hour to 1.5 hours. The second option would be to seek additional funding approval and deploy additional vehicles to maintain the existing level of service.

Analysis

In September 2018, staff brought forward 3 related reports (LNTC-C 21-22-23-2018) jointly identified as the IMT Service Implementation Strategy. This strategy identified the need for inter-municipal transit services to be developed to connect the municipalities in Niagara West, including Pelham and Lincoln which already operated local transit services, to the NRT network. Thus for the purposes of this report, Niagara West refers to the geographic area of Grimsby, Lincoln, West Lincoln, Pelham and Wainfleet. In addition, CAO 8-2017 identified opportunities for IMT services to be piloted which would connect Crystal Beach and Sherkston with the larger transit network in Niagara.

After the initial IMT expansion Service Plan strategies were approved in late 2018, staff developed fixed-route options for consideration; however the operational and financial limitations of providing this type of fixed-route service in large geographical areas with low population density quickly became apparent. As such, staff began to research

alternative deployment strategies in an effort to make transit more sustainable and accessible in these areas.

In May 2019, Niagara Region retained Via to conduct a microtransit feasibility study to consider the practicality and optimal service design of an on-demand microtransit service covering the entire western area of Niagara. In addition to Niagara West, additional service areas were evaluated in Fort Erie and Port Colborne. The travel patterns defined in the simulation were modeled using data from the Niagara Specialized Transit (NST) database and the MTO's Transportation Tomorrow Survey. A presentation of the preliminary results of the microsimulation were shared with the IMTWG at its meeting on September 19, 2019. The final report was provided to the IMTWG for their reference in late October. Through the IMTWG, staff have completed preliminary engagements with the affected municipalities in order to gauge support from local staff. At the request its respective local staff, presentations were given to the Councils of Pelham and Lincoln which provided an overall update on the status of inter-municipal transit and a high level primer of on-demand transit.

Similar to conventional transit, on-demand solutions include wheelchair accessible vehicles (WAV's). It is worth noting that because trip planning software is capable of prioritizing and dynamically routing vehicles and when combined with unique user profiles, an entire fleet of WAVs is not required to ensure that all riders receive the same level of service.

Niagara West

Two main operating systems were considered when developing the service parameters. The first was a pre-scheduled, on-demand system that would require riders to pre-book their trips a day in advance. The second was a dynamic, on-demand system that would operate with a 30 minute average wait time with a maximum wait time of 1 hour. Although both were feasible options, staff determined that pursuing the dynamic, on-demand service would provide a significant boost to the quality of service by allowing riders to request a ride when they require it as opposed to planning 24 hours in advance.

The dynamic, on-demand system allowed for three potential deployment models to be developed. However, further evaluation resulted in the dismissal of two of the models due to the potential for rider confusion stemming from the jurisdictional realities which resulted from the triple majority process in 2017 granting the Region non-exclusive authority to operate IMT routes only. While staff from Via and Niagara Region both agree that an integrated deployment model is preferred (integrated includes both local and IMT routes within and outside of a municipality), this model requires partnership from local municipalities from both a financial and jurisdictional perspective. One additional note is that when the graphic below was developed, a connection to Port

Colborne had not been included however, this has been corrected from a service design perspective.

Integrated Services Model (Preferred)

In this preferred simulation, by removing the jurisdictional barriers, the integrated services model (Figure 2) eliminates many of the challenges that riders face when using an intra-municipal service. While this service continues to permit inter-municipal trips (trips between municipalities), it also permits intra-municipal trips (trips within municipalities). For the sake of clarity, this model would permit trips from any origin to any destination within Niagara West. It would also permit trips between Niagara West and the St. Catharines Bus Terminal, the Welland Bus Terminal, or Port Colborne City Hall where riders would then gain access to the NRT and other local transit networks.



Figure 2 – Integrated Services Model

Niagara Region does not have the jurisdictional authority or adequate budget to independently operate the integrated services model and thus requires support from the local municipalities. That said, the benefits of this scenario are substantial from both a rider experience perspective and a cost-benefit perspective. Local municipalities would require significantly more funds to develop an independent localized on-demand service which would still require inter-municipal connections. More simply, by pooling resources, a higher level of service can be delivered for the riders without the need of coordinating travel across multiple systems. As previously stated, separate municipal transit services are not required under this integrated approach. This means that municipalities with small fixed route transit systems (i.e. Pelham and Lincoln), which only service a small portion of their geographical area, could feasibly choose to reallocate those transit

dollars into this integrated services model and significantly increase their ridership, coverage area, and level of service without an additional impact to their levy.

For those municipalities without existing transit dollars, full participation in the integrated model would require a net new impact on their levy. Should those municipalities not be able to commit new levy dollars to an integrated model, they would only be serviced by the on-demand system for inter-municipal trips. For example, residents in Grimsby, West Lincoln and Wainfleet would only be able to travel to a destination outside of their municipality.

For the various operating models, the trip demand was simulated at multiple levels to account for elements such as rider uptake, initiation of hourly GO rail service and continued population growth. Table 1 below provides some of the key indicators resulting from the microsimulation of the integrated services model where the maximum wait time was set at 1 hour.

Table 1 – Integrated Services Model Microsimulation Results

Trip Demand	Maximum Hourly Ridership	Recommended Fleet Size	Passengers per Vehicle Hour	Average Wait Times (Minutes)
Low	10 – 22	7 – 10	1.5 – 2.2	25 – 35
Medium	20 – 35	10 – 13	2.0 – 2.7	22 – 32
High	40 – 70	15 – 19	2.7 – 3.7	20 – 30

In an area where limited transit options exist such as Niagara West, a new deployment would expect to see a low initial trip demand. However, over the course of a 12 month pilot it is unlikely that a medium trip demand would be reached. That being said, factors such as initiation of hourly GO Train service would certainly affect that assessment.

Implementation

In order to implement the Integrated Services Model, a full service 'turn key' provider is required due to Niagara Region's lack of staff, maintenance facilities and transit fleet. Staff is seeking authorization to formally procure Via for the deployment of the preferred option for the following reasons:

- Via is the only company known to the IMTWG which offers a full turnkey deployment. This includes:
 - Custom branded Mercedes vans (eliminates capital acquisition costs for Niagara Region)
 - Professional, background checked drivers
 - iOS and Android apps as well as dial-in capability for those without smartphones
 - Customer service and training
 - Marketing support prior to and after launch

- Via is willing to deploy a pilot for 1 year with an option to extend for up to an additional 12 months.
- Via values shared data – deployment includes a custom built dashboard and reports. All data collected is shared possession and access with Niagara Region.
- Via has over 80 deployments worldwide from North America to Europe and Asia
- Via integrates with major fare payment systems
- Via's software specializes in superior dynamic trip planning and dispatching which considers the following:
 - Combining trips by channeling ride requests to be accommodated by a nearby vehicle rather than dispatching a new car to the same area
 - Prioritizing the passenger per vehicle hour metric where feasible, allowing for a small fleet size relative to the service area
 - Encouraging 'corner-to-corner' service delivery, which means that the software directs the rider to a pickup location closer to a main intersection (roughly 100 – 200m average walk) except in cases where walking is unsafe like roads with a rural cross-section or where the rider requires wheelchair accessibility
 - Accessibility of service through user profiles to ensure that riders requiring a wheelchair can be serviced with the same average frequency as those who do not require one

Port Colborne and Fort Erie

Due to the recommendation included in the *Niagara Region Transit Service Delivery and Governance Strategy* by Dillon Consulting (CAO 8-2017), combined with interest from members of the IMTWG, staff elected to request Via assist in the design of potential solutions to connect the communities of Crystal Beach and Sherkston with the existing NRT network as part of the demand simulation exercise. The opportunities for these communities were developed with the same considerations and criteria as that of Niagara West. In similar fashion, the element of jurisdictional authority plays a major factor and creates significant barriers to providing a seamless, convenient rider experience. Without local involvement, Niagara Region would only have jurisdiction to deliver trips from Sherkston to Fort Erie or from Crystal Beach to Port Colborne, albeit counterintuitively. Therefore, it is imperative that any on-demand solution for these communities must involve the local municipalities of Port Colborne and/or Fort Erie.

Another component of the IMT Service Implementation Strategy was the upload of the Port Colborne Link and Fort Erie Link IMT routes to Niagara Region with the intent that the local municipalities would reinvest those savings into their local transit systems. These uploads are now complete and both Port Colborne and Fort Erie have both been paid retroactively to January 1, 2019.

Staff is seeking authorization to formally engage with the municipalities referenced in this report in an effort to improve connectivity for those residents who would benefit from

an on-demand model in rural or underserved areas. If in discussion, not all of the municipalities are interested or capable in partnering with Niagara Region, a smaller solution may be pursued which relies on connections to existing NRT service in the respective municipality to deliver the inter-municipal portion of the trip.

Alternatives Reviewed

Staff originally developed a fixed-route service plan for Niagara West that included routes which connected the municipalities of West Lincoln (Smithville), Grimsby (GO station and downtown), and Lincoln (Beamsville and Jordan) to the St. Catharines hospital. Completing this exercise helped to develop a scope and budget. However, this option is not recommended due to the high operating and capital costs and low level of service. This became especially evident when compared against on-demand solutions which found that for a similar budget commitment, a much higher level of service can be achieved through on-demand solutions. Two of the most prominent service parameters determining the level of service are coverage area (population served) and service frequency (average wait time).

Having no staff or transit vehicles of its own, Niagara Region sought to leverage its relationships with its local transit partners to determine if they could operate an on-demand system in Niagara West if provided with adequate software. Unfortunately, those partners also lacked the available staff, vehicles and training resources necessary to accommodate this request. As such, this option was deemed not viable.

Staff also considered utilizing its existing service provider of Niagara Specialized Transit to provide the service if Niagara Region provided the software. However, an operational review of the service provider conducted in 2019 concluded that significant elements of the contract and service were deficient (PW 39-2019 & PW 40-2019). These elements included inefficient trip scheduling software, poor on-time performance, not meeting the data reporting requirements, and vehicle branding. This lead senior staff to determine that expanding the service contract with the existing service provider was not a practical option at this time. In addition, PW 39-2019 recommended not restructuring the contract with service provider in light of the Specialized Transit Study recommendations coming in late 2019.

There are a number of companies with software capable of dynamically routing vehicles which they in turn lease to transit providers (often referred to as Software-as-a-Service, S-a-a-S) for an annual fee. Given the consideration of the two aforementioned options, Niagara Region requires a full service operator which can provide demand modeling, service design, as well as a fully turnkey solution by providing vehicles, drivers, and customer support – in addition to the dynamic routing technology. This full turnkey solution is often referred to as Transportation-as-a-Service (T-a-a-S). Via is the only company known to the IMTWG which offers this type of service. Having a T-a-a-S deployment model is an ideal solution for two additional reasons. One, Niagara Region

desires to pilot on-demand solutions for entirely new service expansions and this gives flexibility to test on-demand strategies without a corresponding capital commitment. Two, the LNTC and IMTWG have recently initiated the Transit Governance Study with recommendations due by the end of Q1 2020. By initiating services in the pilot areas while simultaneously avoiding a long-term service contract, any potential new future transit entity will have the flexibility to pursue revised deployment strategies or engage with Via to formalize the pilot into permanent service. Thus procurement of any company which only offers S-a-a-S is not recommended for deploying pilot services at this time.

While implementing a solution that solely delivers inter-municipal trips is possible, local transit services would still be required in each municipality to provide support and connectivity. This type of model also has a number of shortcomings which would be likely to limit demand and negatively impact rider experience. For example, when daily GO rail service becomes available in Grimsby (and potentially Lincoln), an 'inter-municipal trips only' model would require riders in these municipalities to counterintuitively travel to adjacent municipalities rather than traveling to their nearest station in order to meet the criteria of making an inter-municipal trip. By leveraging the relationships built through the IMTWG, an integrated deployment model allows for municipalities to benefit from the pooled resources and streamlines the rider experience by eliminating the confusion and challenges of coordinating travel between multiple systems in Niagara West. For this reason, staff supports pursuing partnerships with those interesting local municipalities to provide enhanced levels of service in an integrated model rather than an inter-municipal model built along municipal jurisdiction.

Staff also considered the option of integrating its existing specialized transit service with a dynamic, on-demand transit service. While simulation results indicate this option makes the most sense from both rider experience and financial efficiency perspectives, staff feels that it would be premature to make any substantive changes to its existing specialized transit service until the dynamic, on-demand model could be validated given the vulnerable segment of the population it serves.

Relationship to Council Strategic Priorities

The IMT Service Implementation Strategy directly aligns with the Council Strategic Priority: Responsible Growth and Infrastructure Planning (Objective 3.1) through advancing regional transit and GO rail services and facilitating the movement of people and goods.

Other Pertinent Reports

- LNTC-C 21-2018 Inter-Municipal Transit (IMT) Service Implementation Strategy
- LNTC-C 22-2018 Inter-Municipal Transit Financial Impact Analysis
- LNTC-C 23-2018 Inter-Municipal Transit Capital Plan, 2019
- CAO 8-2017 Niagara Region's Transit Service Delivery and Governance Strategy

Prepared by:

Robert Salewytsch
Program Manager, Transit Services
Public Works Department

Recommended and Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Heather Talbot, Financial and Special Projects Consultant, and reviewed by Matt Robinson, Director, GO Implementation Office and Sterling Wood, Legal Counsel.

Administration

Office of the Regional Clerk

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November 18, 2019

CL 20-2019, November 14, 2019
 PEDC 11-2019, November 6, 2019
 ED 12-2019, November 6, 2019

DISTRIBUTION LIST**SENT ELECTRONICALLY**

19-125

RE: Analysis of Niagara Region's Role in Tourism
ED 12-2019

Regional Council, at its meeting of November 14, 2019, approved the following recommendation of its Planning and Economic Development Committee:


That Report ED 12-2019, dated November 6, 2019, respecting Analysis of Niagara Region's Role in Tourism, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Staff's recommendation to fund a Special Event Bid Fund **BE REFERRED** for consideration as part of the 2020 budget process; and
2. That Report ED 12-2019 **BE CIRCULATED** to the local area municipalities, destination marketing organizations, Niagara Parks Commission, and Tourism Partners of Niagara for comment.

A copy of Report ED 12-2019 is enclosed for your information.

Please provide comments to Kelly Provost, Economic Development Officer, at kelly.provost@niagararegion.ca or 905-980-6000 ext. 3334.

Yours truly,



Ann-Marie Norio
Regional Clerk
:me

CLK-C 2019-255

Distribution List:

Local Area Municipalities
Anthony Annunziata, Tourism Partnership of Niagara
Karen Doyle, St. Catharines Tourism
Wendy Cheropita, Twenty Valley Tourism
Ron Bodner, South Coast Tourism
Janice Thomson, Niagara Falls Tourism
Eduardo Lafforgue, Niagara-on-the-Lake Tourism
David Adames, Niagara Parks Commission

Subject: Analysis of Niagara Region's Role in Tourism
Report to: Planning and Economic Development Committee
Report date: Wednesday, November 6, 2019

Recommendations

1. That Report ED 12-2019 Analysis of Niagara Region's Role in Tourism **BE RECEIVED** by the Planning and Economic Development Committee (PEDC).
2. That Staff's recommendation to fund a Special Event Bid Fund **BE REFERRED** for consideration as part of the 2020 budget process.

Key Facts

- The Region's Economic Development division's role in tourism was crafted at the 2016 Tourism Summit and adopted through PEDC on April 19, 2017 and by Council on April 27, 2017, as follows: "to ensure tourism is part of the Region's Economic Development Strategy by facilitating discussions on transportation access initiatives, developing a Regional Wayfinding plan, promoting five scenic routes and supporting event bids; to advocate on behalf of industry stakeholders; and to undertake investment attraction initiatives which contribute to tourism outcomes for Niagara."
- Prior to 2010, the Region had a budget of approximately \$500,000 with an average of 5 staff, plus additional staff for the Niagara Gateway Information Centre kiosk operations, dedicated to tourism initiatives including the Tourism Niagara website (www.tourismniagara.com), the operations of the Niagara Gateway Information Centre, producing marketing materials, and supporting tourism economic and product development.
- With the formation of the Regional Tourism Organization for the Niagara region (RTO 2), known as the Tourism Partnership of Niagara (TPN), in 2010, Niagara Region Economic Development Corporation's (NEDC) role declined. The new regional economic development division formed in March 2012 had no tourism mandate, at the direction of Regional Council.
- The TPN is an independent, industry-led, not-for-profit organization responsible for working with tourism partners to enhance and grow Niagara's tourism products and marketing activities.
- This report is in response to a request by PEDC to look at gaps in tourism and areas where Niagara Economic Development could be involved, along with the associated resource implications.

Financial Considerations

As part of the 2016 budget process, \$100,000 was identified to be included in the Region's Economic Development division's budget for tourism initiatives. The budget of \$100,000 was to action the identified priorities, named in ED 5-2016 Tourism Strategy Business Case and Budget Initiation, subject to the submission of a formal business case.

The base budget amount dedicated to tourism was reduced to mitigate budget pressures through the 2017 and 2018 budget processes. Currently the base tourism budget includes \$15,000 for the annual lease of the Niagara Gateway Information Centre. The lease started in 2018 will expire in 2022.

Since 2012, Economic Development has not had a line item in their budget, over and above the Gateway lease, specifically dedicated to advancing tourism activities.

Activities funded by Economic Development in addition to the Gateway lease are evaluated based on the potential economic impact of the project.

For each priority activity identified below, the subsequent staffing and budgetary implications are noted.

The only unfunded gap between the approved mandate and current activities is a Special Event Bid Fund. Through this report, staff recommends that a request to establish an annual Sport Event Bid Fund for the amount of \$300,000 be referred for consideration in the 2020 budget process.

The potential financial implication should be considered in context of the new budget commitments previously endorsed by Council and new budget pressures outlined by staff, as summarized in the following table presented to Budget Review Committee to illustrate the potential levy impact estimated for the 2020 budget.

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
Waterfront Investment Program – Base funding	CSD 40-2019	1.000	0.27%
Smarter Niagara Incentive Program – Base funding	CSD 40-2019	0.600	0.16%
Brock LINC request for funding	ED 9-2019	1.500	0.41%
Niagara Regional Transit - phase in cost	PW 56-2019	4.754	1.30%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	CSD 53-2019	5.620	1.54%
GO Project - Station Operations	CSD 17-2019	1.410	0.39%
Canadian Coalition for Municipalities Against Racism and Discrimination	CAO 14-2019	0.142	0.04%
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$16.323	4.46%

Analysis

It was agreed by Regional Council on February 26, 2015 to allocate up to \$50,000 for a study on the Niagara tourism industry. A report came back to Council on November 12, 2015 (ED 4-2015 Tourism Industry Analysis and Options Study) on the analysis, outreach and identified priorities for future roles for the Region of Niagara in tourism.

In this report, the analysis which was done by PKF Consulting Inc, a CBRE company, noted that stakeholders agreed that the “Region should play a role in Niagara’s tourism sector however there were variances as to how the Region would be the most effective without duplicating the work of other stakeholders”.

It was accepted through a resolution of Regional Council at the April 27, 2017 meeting that the Economic Development division’s role in tourism be approved as follows:

“To ensure tourism is part of the Region’s Economic Development Strategy by facilitating discussions on transportation access initiatives, developing a Regional Wayfinding plan, promoting five scenic routes and supporting event bids; to advocate on behalf of industry stakeholders; and to undertake investment attraction initiatives which contribute to tourism outcomes for Niagara.”

The top seven tourism priorities were identified in Report ED 4-2015 as:

1. Transportation/Access infrastructure
2. Wayfinding Signage

3. Economic Development Strategy
4. Facilitation/Coordination
5. Planning and Policies
6. Special Event Bid Fund
7. Marketing as required

The 2015 report recommends that the Region take a lead role in transportation/access infrastructure, wayfinding signage, economic development strategy, facilitation/coordination, policy and planning and a supportive role in a special event bid fund and marketing.

Economic Development's ability to advance these seven priorities is limited by budget allocations and staffing resources. The Economic Development Officer position has a 20% time allotment to assist in advancing economic initiatives in support of the tourism sector.

1. Transportation/Access Infrastructure

The report recognizes a need for a "Regional champion" to drive transportation and access initiatives. The following are examples of initiatives where Economic Development has acted in a champion role:

- Airports - marketing and development support at the Niagara District Airport;
- Airports – funded and managing RFP for the future business model feasibility study;
- Metrolinx GO initiatives – promo partners meeting in 2017, GO and AGCO initiative advancement in 2019;
- Coordination of the Southern Ontario Airports Network (SOAN) meeting forum with industry stakeholders in spring 2019;
- Managing the lease negotiations and annual business planning of the Niagara Gateway Information Centre.

Budget required to advance: Can be accommodated within the current Council approved base budget and supported through the current role of Economic Development Officer.

2. Wayfinding Signage

Limited and inconsistent wayfinding and signage across the region was identified by the stakeholders as a significant issue for Niagara's tourism sector, and it was identified that the Region could provide a key role in its co-ordination and implementation.

It was suggested that the Transportation Master Plan (TMP) through Public Works provides a platform to address both the transportation/access and wayfinding/signage issues identified. Wayfinding is currently included as a priority in the TMP work plan with associated budget requests to action.

Budget required to advance: Initiatives supported by Public Works and the Transportation Master Plan workplan. Any additional funding required will be submitted for Council approval through future budget requests.

3. Economic Development Strategy

It was recommended that the Region's Economic Development Strategy be coordinated with the tourism stakeholders to "brand" Niagara as a place to visit, live and invest. As part of the development of the Economic Development Strategy in 2018, two (2) tourism stakeholder roundtables, as well as a number of one-to-one interviews, were conducted.

The following action items which impact the tourism sector are included in the Strategy:

- Tourism is identified as a priority sector, alongside manufacturing and agri-business;
- Supporting creation of a business case for expanded services in Niagara with Metrolinx;
- Research into the impact of development charges on economic development, including impact to the Tourism sector;
- Supporting advocacy efforts for development of a fully integrated intra-regional transit system.

Budget required to advance: Can be accommodated within the current Council approved base budget. A Long Term Master Plan will be developed in 2020 as one of Regional Council's Strategic Priorities.

4. Facilitation and Coordination/Planning and Policy

It was identified in the 2015 report that there is a need to improve the facilitation of economic efforts/awareness of tourism across the region and within the industry. The following are activities the Economic Development division is engaged in now, or in the recent past, to improve tourism coordination across the stakeholders.

- Hosted the Niagara Tourism Summit in 2016;
- Invested in the development of the PKF Consulting Inc. report on Tourism Trends and Opportunities 2015;
- Participate as a member of the Tourism Partnership of Niagara's Sub Regional Partners committee;
- On-going Hamilton-Niagara partnership activities. This investment marketing partnership was developed as a result of collaboration during the 2015 Pan Am Games;
- Engaging in investment attraction initiatives that would benefit the tourism sector;
- Managing the promotion of the Niagara 2021 Canada Summer Games business development opportunities and cultural programming;
- Preparing the Niagara Tourism Profile 2019 research paper and promoting it through outreach to tourism stakeholders;

- Liaising with the industry stakeholders and supporting organizations across 12 municipalities.

Budget required to advance: Can be accommodated within the current Council approved base budget and supported currently through the Economic Development Officer and the Manager of Research and Analysis.

5. Special Event Bid Fund

Municipalities in Niagara have seen recent success in the attraction of large events, most with a focus on sport tourism. At this time, no event bid fund exists to support municipalities, venues or sports organizations in pursuing these bids. Any support provided to date has been either through a direct request to Regional Council, or through departmental requests.

The 2015 PKF Consulting report defines this priority as a potential Convention, Sport and Special Event Fund to actively pursue and bid on major events and/or create signature events. The report claims that Meeting and Convention and Sport Tourism events represent the top opportunity areas for driving new visitation to Niagara region that is not primarily leisure driven.

Although the Economic Development division does not have annual funds dedicated to event bid support, the department has been able to support the following activities over past years by repurposing budget which had been allocated to other projects:

- \$50,000 for hosting the Tourism summit in 2016;
- \$20,000 to support Niagara Integrated Film Festival (NIFF) in 2016;
- \$25,000 for hosting of Economic Developers Association of Canada annual conference in 2017;
- \$5,000 to support the U18 Women's Hockey Championships in 2016;
- \$6,000 to support the Scotties Tournament of Hearts in 2017;
- \$185,000 for expenses related to the preparation of the Canada Summer Games bid to the Niagara Sport Commission between 2016 and 2017;
- \$40,000 to support FIBA 2018 in St. Catharines;
- \$225,000 commitment for the 2020 Brier bid in 2018, the process and subsequent expenditures associated with the Brier bid were funded from the economic development operating budget;
- \$20,000 towards the development of the Centre for Sport Capacity's Made-in-Niagara Sport Tourism report in 2019.

The Canada Summer Games investment of \$20 million, for legacy project capital infrastructure, is not included in the above, as it does not flow through the Economic Development budget

Due to Regional Council's focus on sport tourism and the recent Sports Tourism report, this area will focus only on sport event bids. Regional Council approved a proposal to

have Brock's Centre for Sport Capacity undertake an analysis of the current state of sport tourism and advise on best practices for a future role for the Region in sport tourism. Report ED 7-2019 Brock University Centre for Sport Tourism Capacity Report on Sports Tourism contains 6 recommendations on the role the Region should take, with one of them focused on the creation of an event bid fund.

On August 7th, 2019 at Planning and Economic Development Committee, staff were directed to circulate this report back to sport tourism stakeholders for feedback on the recommendations. High-level feedback from stakeholders in economic development, tourism and from sport venues suggested the following:

- There is a need for the Region to create an event bid fund.
- There is a need for the Region to provide assistance with bid preparation.
- There were mixed opinions/indifference on whether this support needs to be external to the Region.

If Council would like to advance on the establishment of a formal fund for event bids, it is staff's recommendation that an effective way to venture into this is to start with the formation of an event bid fund with specific criteria and timelines for applying that can be shared with all interested parties.

At this time, it is recommended that economic development staff manage the fund and provide bid assistance to those accessing the fund, as they have been currently.

It is proposed that the bid fund amount to \$300,000 annually. This amount is suggested as good practice from the Brock Centre for Sport Capacity's report when comparing other communities' practices who have seen recent success in sport tourism.

It is recommended that this bid fund's eligibility be specifically evaluated by economic impact potential. National and international bids, which attract tourists from outside of the province, who will stay longer and spend more money, would have the greatest impact.

There is still an identified need for local area municipalities to consider sport grants at a municipal level to incentivize attraction of regional and provincial sport events.

In the future, Regional Council can consider the appetite to fund operational and event bid funding for an arm's length organization (as recommended in Brock's Centre for Sport Capacity Sport Tourism report) dependent upon the reported success of the bid fund over this remaining term of Council.

Budget required to advance: \$300,000 referred to the 2020 budget process for the creation of a dedicated sport event bid fund managed by Economic Development and promoted to stakeholders for the attraction of national and international events. If

approved, criteria for evaluation would be established based on good practice in economic impact in other communities. Economic Development staff would be involved in supporting and monitoring the bids that access this fund.

6. Marketing as required

The PKF Consulting Report suggests that the Region recognize the TPN and various Destination Marketing Organizations (DMOs) as having the primary “consumer-facing” marketing role, while providing marketing assistance for small municipalities, if required. There is a gap in this suggestion as the DMOs do not cover every municipality in the region.

The Province, through the RTO (Tourism Partnership of Niagara), provides marketing funds to assist marketing efforts across the region. The Tourism Partnership of Niagara works with the five local DMOs covering the region to manage the Niagara “brand” for leisure marketing.

It is staff’s recommendation that the Region does not take an active role in tourism marketing as this would duplicate the mandate of the TPN.

For example: 5 Scenic Trails Mapping – A request came to the Region’s Economic Development division for support in the design and creation of a regional Scenic Drives map. Report ED 10-2019 5 Scenic Trails Mapping Request was brought forward to the Planning and Economic Development Committee on September 11th with a recommendation to refer the request for \$50,000 for the design and implementation of the 5 Scenic Trails map to the 2020 budget process.

This motion was defeated, and as such, the scenic trails mapping will not be moving forward as part of the 2020 budget and work plan for Economic Development.

Budget required to advance: None, as it is staff’s recommendation not to take an active role in tourism marketing as there are many stakeholders locally with the mandate and expertise to execute in this area.

Governmental Partners

The role of the Region in tourism has an impact on the local municipal members of the Team Niagara Economic Development group, the Tourism Partnership of Niagara, and the 5 Destination Marketing Organizations (DMOs) across the Region.

The recommendations on the Region’s role in tourism noted above allow for the Region to take an active role in leading and supporting the tourism sector in ways that do not compete with existing stakeholders.

Alternatives Reviewed

The alternative is for Niagara Region not to take an active role in tourism and leave the work to be done by the five Destination Marketing Organizations (DMOs), the Tourism Partnership of Niagara, the sports venues, the local area municipality's Economic Development offices, a private sector tourism group, or other organizations involved in tourism.

Other Pertinent Reports

1. ED-1-2015 - Grimsby Gateway Centre and Future Tourism Opportunities
2. ED-4-2015 - Tourism Industry Analysis and Options Study – Summary
3. ED 5-2016 - Tourism Strategy Business Case and Budget Initiation
4. ED 4-2017 – Niagara Tourism Strategy – Tourism Summit Follow Up Report
5. CAO 20-2018 – Brock Sport Tourism Proposal
6. ED 7-2019 – Brock University Centre for Sport Capacity Report on Sports Tourism
7. ED 10-2019 – 5 Scenic Trails Mapping Request

Prepared by:

Kelly Provost
Economic Development Officer
Economic Development

Reviewed by:

Valerie Kuhns, Acting Director
Economic Development

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendices

None



Q3 (July 1 to September 30, 2019) to Board of Directors

Recommendation:

That Niagara Regional Housing Quarterly Report July 1 to September 30, 2019 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Submitted by:

Donna Woiceshyn
Chief Executive Officer

Approved by:

Walter Sendzik
Chair

Directors:

Walter Sendzik, Chair
Regional Councillor
St. Catharines

Gary Zalepa, Treasurer
Regional Councillor
Niagara-on-the-Lake

Tom Insinna
Regional Councillor
Fort Erie

James Hyatt, Vice-Chair
Community Director
St. Catharines

Betty Ann Baker
Community Director
St. Catharines

Betty Lou Souter
Community Director
St. Catharines

Karen Blackley, Secretary
Community Director
Thorold

Barbara Butters
Regional Councillor
Port Colborne

Leanne Villella
Regional Councillor
Welland

Please call 905-682-9201 if you need this information in a different format or translated into another language.

HIGHLIGHTS:

<p>Application Activity</p> <p>773 received & processed</p> 	<p>Work Orders</p> <p>3,111 issued</p> 
<p>Capital Program</p> <p>7 projects ongoing</p> <p>52 contract orders issued</p> 	<p>Rent Arrears</p> <p>= \$35,549.21</p> <p>or 2.80% of the monthly rent charges</p> 
<p>Community Resources & Partnerships</p> <p>offered supports to</p> <p>294 new referrals</p> <p>46 partners</p> 	<p>Non-Profit Housing Programs</p> <p>67% deemed HEALTHY</p> 
<p>Rent Supplement / Housing Allowance</p> <p>1,440 units</p> 	<p>Niagara Renovates</p> <p>46 homeowners have been approved for funding</p> 
<p>Welcome Home Niagara</p> <p>6 homeowners received assistance</p> 	<p>Housing First Project</p> <p>15 Individuals / families housed</p> 
<p>Appeals</p> <p>= 10 9 upheld 1 overturned</p> 	<p>New Development</p> <p>Carlton - complete</p> <p>Roach - approximately 95% complete</p> 

VISION

That the Niagara community will provide affordable, accessible and quality housing for all residents

MISSION

To expand opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara

As the administrator of social housing for Niagara Region, Niagara Regional Housing (NRH) works to fulfill our vision and mission through six main areas of responsibility:

1. Public Housing (NRH Owned Units)
2. Non-Profit Housing Programs
3. Rent Supplement Program
4. Affordable Housing Program
5. Service Manager Responsibilities
6. Housing Access Centre and Centralized Waiting List



Definitions can be found in the attached Reference Sheet.

1. Public Housing (NRH Owned Units)

DAY-TO-DAY MAINTENANCE:

In Q3, **3,111 work orders** were issued, representing \$947,578.06. \$63,676.44 of this amount was charged back to tenants who were held responsible for damages.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of work orders issued	3,216	3,203	2,500	3,084	3,111

CAPITAL PROGRAM:

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.



Q3 (July 1 to September 30, 2019)

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In Q3, 52 contract orders were issued, seven public tenders closed and purchase orders issued \$4,012,345.

The Capital Program was responsible for seven capital projects valued at \$4,300,000 including:

- 2 projects - pavement retrofits
- 1 project - booster pump replacements
- 1 project - sealant replacements
- 1 project - balcony repairs
- 1 project - shingle roof replacement
- 1 project - concrete repairs
- 52 RFP's and RFQ's - various investigations, health and safety repairs, emergency repairs, structural repairs and pavement retrofits

As of September 30, 2019, \$7,203,207 of the \$11.7 budgeted (excluding emergency) has been committed and or actually spent (61%).

TENANT MOVE OUTS:

Move Outs By Reason

Health	3	NRH Transfer	4
Long Term Care Facility	7	Moved to Coop or Non-Profit	1
Deceased	17	Bought a House	1
Private Rental	4	Left Without Notice	1
Voluntarily Left Under Notice	4	Other/None Given	8
Eviction – Tribunal	6	Cease to Qualify	1
		TOTAL	57

In Q3, there were **57 move outs**. Six involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) – Arrears (four), Disturbances N5 (two). Two of the evictions were enforced by the Sherriff.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of move outs	89	65	51	86	57

ARREARS:

NRH Housing Operations actively works to reduce rent arrears which have remained consistent from 2018-Q3 to 2019-Q3.

	Sept 30, 2018	Dec 31, 2018	Mar 31, 2019	Jun 30, 2019	Sept 30, 2019
Rent charges for the month	\$1,165,765.00	\$1,187,770.00	\$1,203,317.00	\$1,257,090.00	\$1,267,460.00
Accumulated rent arrears	\$23,378.86	\$24,135.76	\$35,736.89	\$34,004.39	\$35,549.21
Arrears %	2.01%	2.03%	2.97%	2.71%	2.80%



Q3 (July 1 to September 30, 2019)

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INSURANCE:

Nothing to report in Q3.

COMMUNITY RESOURCES AND PARTNERSHIPS:

In Q3, we had partnerships with **46 community agencies** across Niagara. As a result of these partnerships, more than 200 support and enrichment activities were offered to tenants at NRH sites. Each partnership contributes to tenant lives and, in turn, the success of the Public Housing community as a whole:

- NRH joined with partners – March of Dimes, Community Support Services Niagara and Niagara Region Senior Programs – to celebrate the 10 Year Anniversary of the Wellness Supportive Living Program (WSLP). This program runs out of NRH communities at Buckley (Niagara Falls), Gale Crescent and Carlton Street (St. Catharines) and King Street (Welland). Offering support ranging from a bathing station to medication prompts to wellness workshops to social activities, WSLP has made an enormous difference in the lives of NRH tenants and reduced their dependence on emergency services. This program has been featured in numerous publications and at conferences as a best practice to help seniors live independently and age at home more successfully.

Also during Q3, NRH Community Programs Coordinators (CPCs) offered support to **294 new referrals of tenants in need of assistance**. Of those new referrals, **57% were considered medium-high need**, (e.g. child safety concerns, eviction, social issues, cognitive concerns). In particular, there was an increase in the number of tenants needing help with clutter and bed bugs.

2. Non-Profit Housing Programs

As administrator of social housing for Niagara Region, NRH provides legislative oversight for **60 Non-Profit Housing Programs (non-profit and co-operative)**. Operational Reviews are conducted to determine the overall health of each.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
Healthy	41	40	40	40	40
Routine Monitoring	18	17	18	17	17
Intensive Monitoring	1	2	0	1	1
Pre-PID (Project in Difficulty)	1	1	1	1	1
PID (Project in Difficulty)	1	1	1	1	1
TOTAL	62	61	60	60	60

NRH Housing Programs staff continue to work with Federal Housing Providers as they move toward End of Operating Agreements (EOA).

3. Rent Supplement Program

In Q3, there were **1,440 Rent Supplement/Housing Allowance units** across Niagara. In the Rent Supplement program, tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the market rent for the unit. The Housing Allowance program is a short-term program that provides a set allowance to help applicants on the wait list.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
Fort Erie	28	28	26	32	32
Grimsby	26	26	34	26	24
Lincoln (Beamsville)	12	11	11	11	11
Niagara Falls	230	230	235	239	240
Niagara-on-the-Lake	-	-	4	5	5
Pelham	22	21	20	19	19
Port Colborne	51	53	67	62	65
St. Catharines	719	732	741	780	773
Thorold	54	53	57	61	56
Welland	197	201	209	203	200
West Lincoln	15	15	15	15	15
TOTAL	1,354	1,370	1,419	1,453	1,440

Variance in the Rent Supplement program are a reflection of fluctuation between agreements ending and new agreements taken up with landlords.

In Q3, an **In-Situ Rent Supplement Program** was developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.

4. Affordable Housing Program

NIAGARA RENOVATES PROGRAM:

The Niagara Renovates program provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes.

Niagara Renovates inspections for 2019-2020 funding are underway. Inspections include all areas inside and outside of the home to ensure compliance with program guidelines. Issues are identified and a detailed Inspection Report is provided to the homeowner.



Q3 (July 1 to September 30, 2019)

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NRH received \$600,000 through the Investment in Affordable Housing - Extension (IAH-E) program for homeowner and secondary suite repairs and \$311,015 for multi-unit repairs, totaling \$911,015 for the 2019/2020 period. NRH received an additional \$376,370 through the Ontario Priorities Housing Initiative (OPHI) for homeowner and housing provider renovations and repairs for the 2019/2020 period.

46 homeowners have been approved for funding.

HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:

The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan.

NRH received \$180,000 through the Investment in Affordable Housing - Extension (IAH-E) program for the 2019/2020 period, with \$100,000 of that allocated to Habitat for Humanity Niagara.

In Q3, **six homeowners** received assistance through Welcome Home Niagara.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of homeowners assisted	14	19	0	4	6

HOUSING FIRST PROGRAM:

The Housing First program helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing.

In Q3, **15 individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 422 individuals/families.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of individuals/families housed	9	27	10	23	15
# of Housing First units (at quarter end)	178	184	189	198	197

17 of these Housing First units were created with NRH's new development at 527 Carlton Street in St. Catharines.



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RENTAL HOUSING (NEW DEVELOPMENT):

NRH New Development

Carlton Street, St. Catharines COMPLETE	Amount	Units
Investment in Affordable Housing-Extension (IAH-E), Year 3	\$5,806,000	45
Investment in Affordable Housing-Extension (IAH-E), Year 4	\$2,888,000	23
Social Infrastructure Fund (SIF), Year 1	\$2,387,817	17
Roach Avenue, Welland		
Social Infrastructure Fund (SIF), Year 3	\$1,200,000	8
TOTAL	\$12,281,817	93

Roach Avenue

- 2nd floor – finishing trades 98% complete, minor deficiencies and cleanup outstanding
- 1st floor – finishing trades 90% complete, finish carpentry and final painting in progress
- Sprinkler and mechanical commissioning in progress
- Building envelope complete
- Site Services – complete, parking lot paved and lines painted, sidewalk incomplete
- Landscaping has not started
- Project approximately 95% complete
- Project forecast completion November 1, 2019

Additional New Development

Investment in Affordable Housing-Extension (IAH-E), Year 2 funding has been allocated to three non-profit organizations and will result in the creation of 40 units for seniors and mental health consumers in Niagara:

	Amount	Units
Gateway Residences of Niagara, Huron Street, Niagara Falls COMPLETE	\$720,000	9
Thorold Municipal Non-Profit, Ormond Street, Thorold COMPLETE	\$1,228,912	14
Stamford Kiwanis, Barker Street, Niagara Falls	\$1,089,088	17
TOTAL	\$3,038,000	40

Stamford Kiwanis

- Expected substantial completion December 1, 2019

5. Service Manager Responsibilities

APPEALS:

In Q3, **10 appeals** were heard (five less than in 2018-Q3).

- Four related to ongoing RGI eligibility
 - One Housing Provider appeal for former tenancy arrears – UPHELD with conditions
 - One for former rent arrears and subsidy overpayment – UPHELD with conditions
 - One for failure to report income change – UPHELD with conditions
 - One regarding illegal occupant – OVERTURNED with conditions
- One related to review of rent increase – UPHELD – tenant brought in more payroll information; NRH will recalculate rent
- Five for decisions made by Housing Access
 - Four (Urgent Status) – UPHELD
 - One (extra bedroom) – UPHELD

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of appeals	15	12	10	12	10

INVESTMENTS:

See Appendix A – Investment Report

6. Housing Access Centre & Centralized Waiting List

APPLICATION ACTIVITY:

# of Applications Received & Processed	773	# of Eligible Applications	738
# of Special Provincial Priority Status Applications	103	# of Ineligible Applications	35
# of Urgent Status Applications	131	# of Cancelled Applications	386
# of Homeless Status Applications	136	# of Applicants Housed	128

In Q3, **386 households were removed** from the Centralized Waiting List because they were no longer eligible, they found alternate housing or we were unable to make contact.

Q3 (July 1 to September 30, 2019)

CENTRALIZED WAITING LIST:

		2018- Q3	2018- Q4	2019- Q1	2019- Q2	2019- Q3
		# of households				
A	Rent-Geared-to-Income (RGI) waiting list:					
	Niagara resident RGI waiting list	4,642	4,616	4,715	4,926	5,012
	Applicants from outside of Niagara	758	761	793	849	897
	TOTAL RGI waiting list:	5,400	5,377	5,508	5,775	5,909
	Housing Allowance: a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	618	639	704	742	747
A1	RGI waiting list demographics:					
	Seniors	2,236	2,218	2,257	2,344	2,362
	Adults no dependents	1,764	1,761	1,805	1,881	1,922
	Adults with dependents	1,400	1,398	1,446	1,550	1,625
A2	RGI list further segmented (#'s included in A & A1):					
	SPP – Special Provincial Priority (Ministry Priority): helps victims of violence separate permanently from their abuser	129	131	128	148	165
	URG – Urgent (Local Priority): for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	123	116	117	109	130
	HML – Homeless (Local Priority): provides increased opportunity for placement to homeless households	947	954	971	1,012	1,007
	SUP – Supportive/Transitional: provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	13	13	15	11	12
B	In addition, NRH manages:					
	Overhoused: households who are living in subsidized accommodation with more bedrooms than they are eligible for	171	168	180	176	181
	Transfer: households who are currently living in subsidized accommodation and have requested a transfer to another provider	547	535	564	573	603
	TOTAL RGI households on waiting list managed by NRH:	6,118	6,080	6,252	6,524	6,693
C	NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):					
	Market: applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	629	647	667	723	752
	TOTAL households on waiting list managed by NRH:	6,747	6,727	6,919	7,274	7,445
	TOTAL individuals on waiting list managed by NRH:	11,496	11,488	11,884	12,577	13,059

Note: the above chart includes only those who apply to the Centralized Waiting List and does not capture the full number of those in need of affordable housing in Niagara.

Q3 (July 1 to September 30, 2019)

ESTIMATED WAIT TIMES:

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bed	Bachelor	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
	YEARS							
Fort Erie	-	9	2	8.5	2	1	5	-
Grimsby	-	4	-	-	-	-	-	-
Lincoln	-	4.5	-	12	9	8	-	-
Niagara Falls	4	6	-	16	5	3	7	14
Niagara-on-the-Lake	-	6.5	-	-	-	-	-	-
Pelham	-	3.5	-	-	-	-	-	-
Port Colborne	-	4.5	-	13	3	3	3	-
St. Catharines	-	6.5	9	13	3.5	3	9	12
Thorold	-	6.5	-	10	6	8	-	-
Welland	-	5	6	15	5	2.5	7	2
West Lincoln	-	4	-	-	5.5	7	-	-

- no units of this size available in this community

Please note:

- wait time information can fluctuate and is an approximation only
- wait times may not reflect the actual time one may wait for affordable housing



HOW LONG WILL IT TAKE FOR ME TO BE HOUSED?

Estimated Wait Times for Housing in Niagara

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bedroom	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
YEARS								
Fort Erie	-	10	3	10	2	2	5	-
Grimsby	-	5	-	-	-	-	-	-
Lincoln	-	4	-	9	10	9	-	-
Niagara Falls	5	6	-	17	8	3	11	15
Niagara on the Lake	-	5.5	-	-	-	-	-	-
Pelham	-	10	-	-	-	-	-	-
Port Colborne	-	5	-	11	4	4	3	-
St. Catharines	-	6.5	9	13	3.5	4	10	11
Thorold	-	9	-	11	6	10	-	-
Welland	-	5.5	6	15	7	2.5	7	6
West Lincoln	-	4.5	-	-	7	5	-	-

- No units of this size available in this community

January 2019

Please call 905-682-9201 if you need this information in a different format.



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A	AFFORDABLE HOUSING RENTS: Rents are established at 80% market of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent, with no ongoing rental subsidy.
	APPEALS: Social Housing tenants/members can request reviews of decisions related to applicant eligibility, priority status, transfer requests, overhoused status, ongoing Rent-Geared-to-Income (RGI) eligibility and rent calculation issues. The NRH Appeal Committee makes decisions on appeals from applicants and tenants in Public Housing, Social Housing (where they have not established an Appeal Committee) and Rent Supplement units. All appeal decisions are final, per legislation.
	ARREARS: To assist with arrears collection, tenants/members are provided the option of entering into a repayment agreement but are still expected to pay full rent on time.
B	
C	CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI): A program that provides funding to protect affordability for households in social housing, support the repair and renewal of existing social housing supply and expand the supply of community housing over time.
	CAPITAL PROGRAM: Responsible for maintaining the Public Housing (NRH-owned) asset and planning for future sustainability, as well as issuing tenders for service contracts.
	CENTRALIZED WAITING LIST: Is comprised of almost 200 subsidiary lists of Public Housing, Social Housing and private units through the Rent Supplement program. It is maintained on a modified chronological basis (i.e. in order to ensure that applicants are treated fairly, units are offered based on the date of application). The needs of particularly at-risk populations are addressed through Priority Status groups that are offered units before other applicants on the Centralized Waiting List: <ul style="list-style-type: none"> • Special Provincial Priority (SPP) Status • Urgent Status • Homeless Status
	The <i>Housing Services Act, 2011</i> (HSA) requires that the Centralized Waiting List is reviewed on a regular basis. Applicants are asked to confirm their continued interest and to update information annually (# of household members, total household income) so that NRH can verify ongoing eligibility for housing subsidy. If a household is no longer interested or is deemed ineligible the application is cancelled and removed from the list.
	The Centralized Waiting List includes various types of households (i.e. families, seniors and singles/adults without dependents) from both within and outside Niagara, the priority groups mentioned above, RGI and Market applicants and existing tenants who are overhoused (have more bedrooms than they need).
COMMUNITY HOUSING: Housing owned and operated by non-profit, co-operatives and municipal governments or district social services administration boards including subsidized or low-end-of market rents.	

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	<p>COMMUNITY PROGRAMS: NRH's community partners offer events, presentations, activities and programs to help mitigate the effects of poverty by building community pride, offering life skills training and enhancing the lives of the tenants. While NRH does not deliver these services directly to tenants, NRH's Community Resource Unit facilitates partnerships by identifying evolving community and tenant needs, connecting with appropriate programs and supporting their ongoing success.</p>
D	
E	<p>END OF OPERATING AGREEMENTS (EOA): EOA refers to the expiry of federally signed operating agreements. NRH is working with these providers to find innovative solutions to maintain the existing number of social housing units in Niagara and protect existing tenants/members from losing subsidy.</p> <p>END OF MORTGAGE (EOM): Federal/provincial and provincial housing providers (non-profits and co-ops) legislated under the Housing Services Act (HSA) do not have operating agreements that expire when the mortgage matures. The relationship between service manager and housing provider continues with the housing provider still obliged to follow the HSA. The obligation of service manager to pay a mortgage subsidy ends.</p> <p>EVICTIION PREVENTION/SUPPORT: Supports to help NRH tenants stay in their homes through identification of tenant needs and connection with supports and services (ex. Mental health issues, cognitive decline, addiction, family breakdown etc).</p>
F	
G	<p>HOMEOWNERSHIP PROGRAM – "WELCOME HOME NIAGARA": The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.</p> <p>HOUSING AND HOMELESSNESS ACTION PLAN (HHAP): Niagara's 10-year Community Action Plan to help everyone in Niagara have a home.</p> <p>HOUSING ACCESS CENTRE: Housing Access is the gateway to affordable housing in Niagara. All applications for housing are processed through the Housing Access Centre including initial and ongoing eligibility assessment as well as management of the Centralized Waiting List. Options include accommodation with Non-profit and Co-operative housing providers (Social Housing), NRH owned units (Public Housing and two mixed income communities), or for-profit/private landlord owned buildings (Rent Supplement/Housing Allowance).</p> <p>HOUSING ALLOWANCE PROGRAM: A variation of the Rent Supplement program that provides a set allowance of up to \$300 per month to private landlords to assist applicants who are on the Centralized Waiting List.</p> <p>HOUSING FIRST: Helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing. NRH partners with Niagara Region Community Services and community agencies to provide rent supplement to landlords while agency staff provide a range of personalized</p>

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	supports to encourage successful tenancies and, if the tenant chooses, address personal challenges.
I	<p>IN-SITU RENT SUPPLEMENT PROGRAM: A program developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.</p> <p>INVESTMENT IN AFFORDABLE HOUSING PROGRAM – EXTENSION (IAH-E): Provincial and federally funded program designed to improve access to affordable housing that is safe and suitable, while assisting local economies through job creation generated by new development and home repairs/modifications, including:</p> <ul style="list-style-type: none"> • Niagara Renovates • Homeownership (Welcome Home Niagara) • Rent Supplement/Housing Allowance • Rental Housing (New Development)
J	
K	
L	LOCAL HOUSING CORPORATION (LHC): Also called “Public Housing”, LHC refers to the communities that Niagara Regional Housing owns and manages.
M	
N	<p>NIAGARA RENOVATES PROGRAM: Provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes. Assistance is provided in the form of a forgivable loan, written off over a 10-year period, as long as the homeowner continues to live in the home.</p> <p>NON PROFIT HOUSING PROGRAMS (FORMERLY “SOCIAL HOUSING”): Includes Non-Profit and Cooperative Housing Providers, who own and manage their own housing communities and have their own independent Boards. NRH provides legislative oversight to ensure they are in compliance with the <i>Housing Services Act (HSA)</i>. Generally, 25% of these units are designated as market rent units. The remaining 75% of units are offered to households on the Centralized Waiting List that pay RGI.</p>
O	<p>ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI): A program to address local housing priorities, including affordability, repair and new construction.</p> <p>OPERATIONAL REVIEWS: In order to ensure that non-profit housing providers are in compliance with legislation and local policies, NRH investigates overall health by analyzing many factors including finances, vacancy losses, governance issues, condition of buildings etc. NRH then works with them to bring them into compliance and provide recommendations on best business practices.</p>
P	PORTABLE HOUSING ALLOWANCE: Direct financial assistance given to the household (tenant) on the Centralized Waiting List; not tied to a housing unit.
	PRIORITY STATUS GROUPS: Priority Status groups are offered units before other applicants on the Centralized Waiting List:

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	<ul style="list-style-type: none"> • Special Provincial Priority (SPP) Status is the only legislated priority and is intended to help victims of violence separate permanently from their abuser • Urgent Status is intended for applicants with (1) Mobility Barriers (i.e. physical limitations that require barrier-free units) and/or (2) Extreme Hardship (i.e. where the applicants' current accommodations puts them at extreme risk and/or causes hardship and relocation would reduce the risks and/or alleviate the hardship) • Homeless Status provides an increased opportunity for placement to households that are homeless (1 in every 10 households offered housing) <p>PUBLIC HOUSING (ALSO CALLED "LOCAL HOUSING CORPORATION"): NRH owns and manages 2,660 units of Public Housing stock in 9 of the 12 Niagara municipalities. Tenants pay 30% of their income for rent. <i>*Note: NRH owns and manages an additional 91 units that have affordable (80% market) and market rents.</i></p>
Q	
R	RENT SUPPLEMENT PROGRAM: Tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the agreed market rent for the unit. <i>*See also Housing Allowance Program and Housing First Project.</i>
S	SERVICE MANAGER: As administrator for affordable housing on behalf of Niagara Region, NRH's main responsibilities include: administering Rent Supplement Programs, oversight of Non-Profit and Cooperative Housing Providers, determining RGI eligibility, maintaining Centralized Waiting List, establishing Local Policies etc. SOCIAL HOUSING (FORMERLY "AFFORDABLE HOUSING"): All NRH programs and services, including Public Housing (NRH-owned), Non-Profit Housing Programs, the Rent Supplement Program and the Affordable Housing Program
T	
U	
V	
W	WELCOME HOME NIAGARA: Assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.
X	
Y	
Z	

Quarterly Report on Cash / Investments for Period Ending September 30, 2019

	This Quarter Balance	Last Quarter Balance	Variance \$	Variance %	Comments
BANK ACCOUNTS					
Current Bank Account: Royal Bank account used for day-to-day operations for the owned units. Also to cash flow various short terms programs funded by Prov and Fed gov't usch as development, homeownership and capital repair programs.	\$3,671,011.87	\$3,266,271.72	404,740.15	12.39%	Since the February 2016 transition to PeopleSoft, day-to-day accounts payable transactions are paid by the Region through PeopleSoft. Reconciliation of the due to the Region account will be performed on a quarterly basis to transfer amounts due to the Region.
Investment Bank Account: Used to hold funds "In Trust" for designated Housing Providers for capital work.	\$386,734.77	\$384,549.92	2,184.85	0.57%	Interest earned at a rate of RBC Prime minus 1.70% on balances in bank and investment accounts. Approved for Closure.
Total Bank Account	\$4,057,746.64	\$3,650,821.64	406,925.00	11.15%	

INVESTMENT VEHICLES - FUND ACCOUNTING

Various investment vehicles are used to protect and optimize the cash that is held for specified purposes. Investments are both short-term and long-term in nature. These funds are intended to ensure continued growth without capital erosion by inflation.

Current Instruments:	2 Year GIC, \$188,000; due date is 08/17/2020; interest rate of 2.65% to 2.74%				
RBC High Interest Savings Account = \$5,547,920.17	2 Year GIC, \$376,000; due date is 08/20/2020; interest rate of 2.60% to 2.65%				
	2 Year GIC, \$264,280; due date is 08/21/2020; interest rate of 2.53%				
Total	6,401,362.89	6,376,264.44	25,098.45	0.39%	

Description	Balances at December 31, 2018	Year-to-date Net Transfers from (to) Operating	Year-to-date Capital Transfers	Balance at September 30, 2019	Net Transfers Forecast from (to) Operating	Forecasted Balance at December 31, 2019
NRH Owned Units Public/Local Housing 503 Corp:						
Jubilee/Broadoak	215,569	54,000	-	269,569	18,000	287,569
Fitch Street	261,040	66,750	-	327,790	22,250	350,040
Carlton	-	157,500	-	157,500	52,500	210,000
Other Owned Units	3,644,207	457,817	(794,555)	3,307,469	1,052,606	4,360,075
NRH Owned Units Public/Local Housing 503 Corp TOTAL	4,120,816	736,067	(794,555)	4,062,328	1,145,356	5,207,684
502 Niagara Regional Housing:						
Emergency Capital Funding for Housing Providers	1,924,871	955,798	-	2,880,669	318,599	3,199,268
Title Normalization for NRH Owned Units	712,381	-	-	712,381	-	712,381
New Initiatives, other social housing purposes and any new deposits are added to this category	3,403,047	-	(410,415)	2,992,632	-	2,992,632
502 Niagara Regional Housing TOTAL	6,040,299	955,798	(410,415)	6,585,682	318,599	6,904,281
Total NRH Capital Reserves	\$ 10,161,115	\$ 1,691,865	\$ (1,204,970)	\$ 10,648,010	\$ 1,463,955	\$ 12,111,965
533 NRH Rent Supplement:						
NRH Stabilization Reserves TOTAL	\$ 278,301	\$ (9,000)	\$ -	\$ 269,301	\$ (3,000)	\$ 266,301
561 NRH Employee Future Benefits:						
NRH Future Liability Reserves TOTAL	\$ 792,733	\$ -	\$ -	\$ 792,733	\$ -	\$ 792,733
Total	\$ 11,232,149	\$ 1,682,865	\$ (1,204,970)	\$ 11,710,044	\$ 1,460,955	\$ 13,170,999

Interest no longer applied by approval of Regional Council (CSD 02-2013).

503 NRH Owned Units Public/Local Housing Corp: This reserve was set-up by the Board of Directors as a Reserve Fund in September 2004 for capital expenses related to the NRH owned units. This reserve includes specific reserve balances to support 3 properties (Jubilee/Broadoak, Fitch, Carlton) based on the reserve fund studies completed to ensure sustainable. The balance is for all other owned units. Forecasted \$900,000 to be transferred from current 2019 operating budget to support 2020 Niagara Falls development.

502 Niagara Regional Housing

This reserve includes three major elements: (1) Emergency Capital Funding for Housing Providers - *intent to support capital repair program for housing providers; surplus from housing programs should be directed to this component of the reserve* (2) Title Normalization for NRH Owned Units (3) New Initiatives / New Development - *\$2.29M is restricted to future development/intensification in Niagara Falls (see 2017 Year-End Transfer); remainder unrestricted.*

NRH Rent Supplement: This fund was set-up by the Board of Directors in December 2008 (year end) for a new Rent Supplement program. This Rent Supplement program is budgeted annually and withdrawal from the Reserve matches that year's expenditures.

NRH Employee Future Benefits: This fund was set-up by the Board of Directors in 2011 to fund Employee Future Benefits. (retiree benefits, sick leave, vacation. etc.).