COUNCIL MEETING AGENDA

~~Tuesday, February 16, 2021~~
Rescheduled to February 23, 2021
7:00 P.M.
Due to COVID-19 and the closure of the Civic Square
All Electronic Meetings can be viewed at:
City of Welland website: https://www.welland.ca/Council/LiveStream.asp

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1. COMMITTEE-OF-THE-WHOLE (IN-CAMERA) (6:35 p.m.)
(See yellow tab)

- Personal matters about an identifiable individual, including municipal or local board employees; and
  - *Citizen appointments to the Property Standards Committee/Dog Control Appeal Committee and Senior Citizens Advisory Committee.*
  - *CUPE Negotiations update.*
- Proposed or pending acquisition or disposition of land by the municipality or local board;
  - *Sale of City Owned Land.*

2. ARISE FROM COMMITTEE-OF-THE-WHOLE (IN-CAMERA) (6:55 p.m.)

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

3.1 NATIONAL ANTHEM

3.2 OPENING REMARKS

3.3 ADDITIONS/DELETIONS TO AGENDA

3.4 ADOPTION OF MINUTES

Regular Council Meeting of February 2, 2021 and Special Council Meeting of February 9, 2021 *(Previously Distributed).*

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

3.6 DISCLOSURES OF INTEREST

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

4. ORAL REPORTS AND DELEGATIONS

4.1 LEGISLATED PUBLIC HEARINGS PURSUANT TO THE *PLANNING ACT*

20-115 A Complete Application for Zoning By-law Amendment has been submitted by UPPER CANADA CONSULTANTS on behalf of MOUNTAINVIEW HOMES (NIAGARA) LTD. for a number of properties, described as: Block 55 Plan 59M-446 (Sparrow Meadows Plan of Subdivision, Phase 6); Blocks 3-26 (inclusive) Plan 59M-477 (Sparrow Meadows Plan of Subdivision, Phase 7); and, lands described as Part Lot 258, Former Township of Thorold, Part 1 on Plan 59R-16195, Part 1 on Plan 59R-7834 and Part 1 on Plan 59R-7994, Except 59M-472, City of Welland (Westwoods on the Creek Draft Plan of Subdivision). The purpose of the rezoning is to: eliminate the requirement for an increase of 0.3 metres on each side of a required parking spot abutting a wall for all townhouse units; allow for an increase in lot coverage of 55% (Blocks 4 and 6, Plan 59M-446). The purpose of this application is to permit the development of these lands with townhouse dwellings.
(See Report P&B-2021-10 Pages 167 to 172)

4.2 PRESENTATIONS

21-37 Derek Ali, President and John Murphy, Municipal Finance Specialist, DFA Infrastructure International re: Water/Wastewater Financial Plan.
(Refer to Report FIN-2021-07)
(Background information included in Council member's packages).

19-114 Matt Senior, Associate, Water Resources Engineer and Peter Nimmrichter, Climate, Resilience and Sustainability Lead for Canada - Associate, Water Resources Engineer, Wood Environment & Infrastructure Solutions re: Dain City Stormwater Risk Assessment.
(Background information included in Council member's packages).

4.3 DELEGATION(S) (maximum 5/10/5 policy) - Nil

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

99-90 Kelly Jones, Chair, Welland Downtown Business Improvement Area (WDBIA) re: 2019-2020 Year in Review and AGM Report.
(Background information included in Council member's packages).

5. COMMITTEE-OF-THE-WHOLE (OPEN)
(to discuss items removed from Agenda Block)

6. BY-LAWS (SEE AGENDA INDEX)

7. NOTICES OF MOTION

7.1 Councillor matters discussed with staff for reporting purposes

7.2 Notices of Motion (previously submitted for discussion)

(Councillor Fokkens)

20-82 THAT THE COUNCIL OF THE CITY OF WELLAND directs to prepare a report for council consideration regarding moving forward with a municipal comprehensive review, under section 4.3.3.1 of the Official Plan, for the property as outlined in Report P&B-2021-08 for an Employment Land conversion from Gateway Economic Centre to Agriculture; and further
THAT the staff report be presented at the March 2, 2021 Council Meeting.

(Mayor Campion)

20-82 WHEREAS Welland City Council approved By-law 2020-144: Authorize the Expropriation of Land by the Corporation of the City of Welland, on December 1, 2020.
NOW THEREFORE IT BE RESOLVED THAT THE COUNCIL OF THE CITY OF WELLAND directs the City Clerk to research alternative options to stop the expropriation of 349 Ridge Road; and further
THAT Welland City Council requests a staff report be prepared and presented at a special council meeting on February 23, 2021.

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

8. CORPORATION REPORTS

8.1 Mayor's Report

8.2 Chief Administrative Officer's Report

9. 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 16th day of February, 2021. Ref. No. 21-1

10. ADJOURNMENT

COUNCIL MEETING AGENDA

Tuesday, February 16, 2021
7:00 P.M.
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YourTV: The meeting will be aired on channel 700 on February 18, 2021 at 8:00 p.m.

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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 **2. General Committee Report to Council - February 2, 2021**

P&B-2021-08 Interim Director of Development and Building Services, G. Munday - Expropriation of 349 Ridge Road and 712 Reaker Road, Part of Lot 16, Concession 7 designated as Part 1 to 4, Plan 59R-3342 City of Welland. Ref. No. 20-82
(Refer to pages 1 to 51 from the February 2, 2021 General Committee Agenda).

RECOMMENDATION:
THAT THE COUNCIL OF THE CITY OF WELLAND receives the update Report P&B – 2021-08 concerning the Application for Approval to Expropriate Land for lands described as Part of Lot 16 Concession 7 former Township of Crowland now City of Welland, designated as Parts 1 to 4 inclusive Plan 59R 3342 and Part of Road Allowance between Lots 17 and 17 Crowland designated as Part 1 Plan 59R 6954, known municipally as 349 Ridge Road and 712 Reaker Road.

3. Budget Review Committee Report to Council - Nil

4. Staff Reports

2 - 67
Remove From Block

FIN-2021-07 Interim CAO/Gen. Mgr., Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Water and Wastewater Long Range Financial Plan in accordance with O.REG. 453/07. Ref. No. 21-37
(Report distributed to Council members on February 10, 2021)

Page No.

68 - 166	**CLK-2021-04**	Interim CAO/Gen. Mgr., Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Results - Welland Ward and Council Review - Public Engagement Survey. Ref. No. 20-78
167 - 172 **Remove From Block**	**P&B-2021-10**	Interim Director, Development and Building Services, G. Munday - Application for Zoning By-Law Amendment (2021-01) made by Upper Canada Consultants made on behalf of Mountainview Homes Inc. for lands located on the north and south sides of Webber Road and east and west sides of South Pelham Road, west of Clare Avenue, and east of Murdock Road, being Block 5 on Plan 59M-466, Blocks 3-26 on Plan 59M-477, former Township of Thorold, Part 1 on Plan 59R-16195, Part 1 on Plan 59R-7834 and Part 1 on Plan 59R-7994, except 59M-472, City of Welland with multiple addresses. Ref. No. 20-115 (See By-law 1)
173 - 174	**P&B-2021-11**	Interim Director, Development and Building Services, G. Munday - City of Welland Business Licenses - Waiving of 2021 Fees. Ref. No. 21-2
175 - 180	**ENG-2021-02**	Gen. Mgr., Infrastructure and Development Services, T. Fitzpatrick - Amendment to the Insurance Provisions in the Atlas Landfill Post-Closure Agreement between the Corporation of the City of Welland and Walker Environmental Group Inc. Ref. No. 04-48 (See By-law 2)
181 - 183	**ENG-2021-01**	Interim Director of Engineering and Public Works, SM. Millar - 2020 Annual Summary Report - Safe Drinking Water Act 2002 Ontario Regulation 170/03. Ref. No. 21-54

3. NEW BUSINESS

184 **1.** Geoff Bowlby, Director General, Census Management Office, Statistics Canada/Government of Canada re: 2021 Census of Population. Ref. No. 21-52

RECOMMENDATION:
THAT THE COUNCIL OF THE CITY OF WELLAND supports the 2021 Census, and encourages all residents to complete their census questionnaire online at www.census.gc.ca. Accurate and complete census data support programs and services that benefit our community.

Page No.

185 -187 **2.** William C. Steele, Acting Board Chair, Regional Municipality of Niagara Police Services Board re: Medical Cannabis Grow Operations - Public Safety Concerns. Ref. No. 18-87

RECOMMENDATION:
THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Regional Municipality of Niagara Police Services Board dated November 4, 2020 regarding Medical Cannabis Grow Operations - Public Safety Concerns.

4. BY-LAWS

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

1. A By-law to amend City of Welland Zoning By-law 2017-117 (Mountainview Homes Inc. - File 2021-01) Block 55 Plan 59M-446; Blocks 3-26 Plan 59M-477; and, Part Lot 258, former Township of Thorold, Part 1 on Plan 59R-16195, Part 1 on Plan 59R-7834 and Part 1 on Plan 59R-7994, except 59M-472, City of Welland.
Ref. No. 20-115
(See Report P&B-2021-10)

2. A By-law to authorize entering into amending Post-Closure Agreement with Walker Environmental Group Inc. for the Atlas Landfill Site at 685 River Road.
Ref. No. 04-48
(See Report ENG-2021-02)

3. A By-law to appoint Hearings Officers pursuant to By-law 2014-81 and to repeal By-law 2015-95. Ref. No.21-22
(Housekeeping By-law for appointment of Officers)

4. A By-law to exempt certain lands from Part-Lot Control - Parts 1, 2, 3, 4, 5, and 6 on Plan 59R-16853, Lot 76 Plan NS-19 (70-72 Northgate Drive), City of Welland.
Ref. No. 21-53
(Approved by By-law 2020-143)

GENERAL COMMITTEE REPORT TO COUNCIL

On Tuesday, February 2, 2021, the General Committee met with the following members in attendance: Chair, B. Fokkens, F. Campion, J. Chiocchio, T. DiMarco, B. Green (5:03 p.m.), M.A. Grimaldi, J. Larouche (5:08 p.m.), D. McLeod, A. Moote, G. Speck, L. Spinosa, C. Richard and L. Van Vliet.

The General Committee recommends Council approval on the following matters:

PRESENTATIONS

20-82
THAT GENERAL COMMITTEE receives for information the presentation by Steve Zorbas, Interim CAO, Gen. Mgr., Corporate Services, Chief Financial Services/Treasurer, Travers Fitzpatrick, Gen. Mgr., Infrastructure and Development Services, Dan Degazio, General Manager, Economic Development, Recreation and Culture, Grant Munday, Interim Director, Development and Building Services and Lina DeChellis, Economic Development Officer regarding an Expropriation update.

DELEGATIONS

20-82
THAT GENERAL COMMITTEE receives for information the presentation by Marsha Rempel, resident regarding expropriation of 349 Ridge Road.

Respectfully submitted by

TARA STEPHENS
City Clerk

APPROVALS
GENERAL MANAGER
CFO
CAO

21-37

COUNCIL

CORPORATE SERVICES

FINANCE DIVISION

REPORT FIN-2021-07
FEBRUARY 16, 2021

SUBJECT: **WATER AND WASTEWATER LONG RANGE FINANCIAL PLAN IN ACCORDANCE WITH O.REG. 453/07**

AUTHORS: **ELIZABETH PANKOFF, MBA, CPA, CGA,**
MANAGER OF BUDGETS AND FINANCIAL REPORTING / DEPUTY TREASURER
and
MIKE LOSTRACCO,
REVENUE SERVICES MANAGER

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

RECOMMENDATIONS:

THAT THE COUNCIL OF THE CITY OF WELLAND approves the Water and Wastewater Long Range Financial Plan (LRFP) as prepared by DFA Infrastructure International Inc.

ORIGIN AND BACKGROUND:

Ontario Regulation 453/07 was established by the Province as a result of recommendations from Justice Dennis O'Connor contained in the Part II Report of the Walkerton Inquiry. Therefore, the City of Welland, along with other Ontario municipalities that are responsible for the provision of drinking water, are required to meet the requirements set out in the Financial Plans Regulation O.Reg. 453/07.

In addition, one of the reporting requirements to receive the Federal Gas Tax (FGT) funding is the development of a capital plan that integrates both operating and capital costs to identify future costs associated with assets and their long-term maintenance. This Water and Wastewater LRFP also meets this reporting requirement for the Federal Gas Tax.

Council's approval of the LRFP prior to March 1, 2021 is the final requirement for the City of Welland to comply with the Safe Drinking Water Act, 2002, and O.Reg. 453/07.

COMMENTS AND ANALYSIS:

The City of Welland retained consultants to prepare the attached LRFP to meet the requirements of O.Reg. 453/07. The LRFP contains the details of the importance of a long-range financial plan and summary of the key requirements of O.Reg. 453/07. The report also includes a short review of the City's Financial Plan which will guide the annual water and wastewater budget process and rate setting. In addition, this financial plan will assist the City to ensure long-term financial

sustainability of its water and wastewater systems. The LRFP is a living document which staff will update regularly to capture future changes in operating and capital spending and funding levels.

The LRFP contains Water and Wastewater Model and Structural Analysis. The challenges, risks, and opportunities to long-term financial sustainability have been addressed as part of the plan. The Water and Wastewater Forecasts are based on a number of key assumptions which have been identified in the report.

The Financial Plan is intended for use as a forecasting tool to ensure the City is on the right track to meet its financial obligations and future challenges. This document is a live and very useful tool to guide staff and Council during the annual Water and Wastewater budget and rate setting process.

FINANCIAL CONSIDERATION:

While the O.Reg. 453/07 only applies to water, the City has been proactive by preparing statements for both water and wastewater operations. The updated Water and Wastewater LRFP as prepared by DFA Infrastructure International Inc. is attached.

OTHER DEPARTMENT IMPLICATIONS:

The City's Engineering Department worked with the Corporate Services Department to provide the background information to the consultants for the completion of the City's Water and Wastewater LRFP. The Engineering Department is responsible for maintaining the City's water and wastewater infrastructure, planning and completion of capital projects, obtaining grant funding and arranging project cost-sharing agreements with the Regional Municipality of Niagara.

SUMMARY AND CONCLUSION:

The City's Water and Wastewater Financial Plan has been prepared to meet the requirements of O.Reg. 453/07 and will be a valuable tool for use by the City to ensure long-term sustainability of its drinking water and wastewater systems. Therefore, it is staff's recommendation that Council approves the Water and Wastewater Long Range Financial Plan. including the statements of operations, statements of cashflow and statements of financial position.

ATTACHMENTS:

Appendix I – Water and Wastewater Rate Study and O. Reg 453/07 Financial Plan

FIN-2021-07
APPENDIX I

City of Welland

2021 Water and Wastewater Rate Study & O. Reg 453/07 Financial Plan

DFA Infrastructure International Inc.

February 1, 2021

DFA Infrastructure International Inc.

33 Raymond Street St. Catharines Ontario Canada L2R 2T3

Telephone: (905) 938 -0965 Fax: (905) 937-6568

February 1, 2021

Steve Zorbas
Interim CAO/General Manager Corporate Services/CFO
Corporate Services
Finance
Corporation of the City of Welland
60 Main Street East
Welland, Ontario
L3B 3X4

Re: 2021 Water and Wastewater Rate Study and O. Reg 453/07 Financial Plan

Dear Steve:

We are pleased to submit to you the above noted report entitled: "Water and Wastewater Rate Study and O. Reg 453/07 Financial Plan". 5hould you have any question please do not hesitate to contact me.

Yours truly,

DFA Infrastructure International Inc.
Derek Ali, MBA, P.Eng.
President

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Appendices

Tables

1 Introduction

1.1 Background

The City of Welland (City) distributes drinking water to approximately 24,084 customers and is responsible for ensuring that management of the water distribution system is financially sustainable over the long-term. Niagara Region (the Region) is responsible for the water treatment and transmission. The Area Municipalities purchase treated water from the Region and are responsible for the water distribution services to their respective customers. The City obtains its water from the Welland Water Treatment Plant (WTP) which is owned and operated by the Region and delivers drinking water to its customers through its own distribution system. The Region's charges to the City for water treatment services include a fixed charge established by the Region plus an amount based on actual consumption multiplied by a unit rate per cubic metre and is a major part of the City's annual service delivery costs.

The City of Welland (City) provides wastewater collection services to approximately 23,784 customers and is responsible for ensuring that these services are financially sustainable over the long-term. In Niagara, the Area Municipalities provide the wastewater collection services and the Niagara Region (Region) is responsible for wastewater transmission treatment. The City's wastewater is conveyed from its collection system through the Region's trunk sewer system for treatment at the Welland Wastewater Treatment Plant (WWTP) which is owned and operated by the Region. The Region's charge to the City for wastewater transmission and treatment services is an Annual Fixed Charge that is paid in equal monthly amounts and is a major component of the City's annual service delivery costs.

The last Water and Wastewater Rate review was conducted by the City was in 2016, as such City staff and Council recognized the need to update the rate study. Accordingly, DFA Infrastructure International Inc. (DFA) was retained by the City to conduct a comprehensive Water and Wastewater Rate Review. The study includes determination of the full cost of service for water and wastewater over ten (10) years from 2021 to 2030 inclusive, and the calculation of rates that adequately fund the cost of service, while treating ratepayers in a fair and equitable manner.

The City is also required to prepare and submit an updated Water System Financial Plan to meet the requirements of the Drinking Water Quality Management System as defined under O.Reg. 453/07 for renewal of its water distribution system licence.

1.2 Purpose

The primary purpose of this Water and Wastewater Rate Study is to:

- Identify the full costs of managing the City's water and wastewater systems based on the most recent available information;
- Update the City's current rates and charges to its customers, using the existing structure of a base charge and uniform consumption rate per cubic metre that will recover the full costs of supplying and distributing drinking water, and collection and treatment of wastewater.

- Prepare an updated Water System Financial Plan in accordance with the requirements of O.Reg. 453/07 for the renewal of the licence for the City's water distribution system; and
- Prepare a Sanitary Sewer System Financial Plan similar to that required for water under O.Reg 453/07.

2 Regulatory Requirements

2.1 Provincial Regulations

Provincial requirements governing water and wastewater services primarily include the following:

- The Environmental Assessment Act (EAA);
- The Safe Drinking Water Act (SDWA);
- The Municipal Act (MA);
- The Development Charges Act (DCA); and
- The Water Opportunities and Conservation Act, 2010 (WOA).

The first two (2) set out the technical requirements related to service delivery. The EA Act applies to expansion of existing facilities and establishment of new capacity such as the installation of new pipes to service growth in customers.

The Safe Drinking Water Act, 2002 (SDWA) has significant implications to the daily operations as it sets out the water sampling and other operational requirements (in O. Reg. 170/03) for ensuring that the water delivered to consumers is of high quality and safe for consumption. The SDWA has been a major influence over the past decade in terms of adjustments to operational practices and water quality assurance. In addition, there is also a requirement under this Act (O.Reg. 188/07) for drinking water providers to establish a Drinking Water Quality Management System (DWQMS) and obtain licences for their respective water systems. As part of the DWQMS, and as required under O. Reg. 453/07 (Financial Plans Regulation), operating authorities must submit a financial plan for their respective water systems as a condition of licensing. There are also many regulations and guidelines that deal with design and operation standards that mandate certain activities be undertaken as part of service delivery.

The Municipal Act, Part VII, Section 293 requires municipalities to establish reserves for dealing with long-term liabilities. This applies directly to the water systems and the future liabilities associated with their age and condition. The Municipal Act also permits the municipalities to establish fees for cost recovery and requires public input prior to any fee adjustments. The Development Charges Act and regulations establishes the requirements for the recovery of portions of future growth-related capital expenditures to be incurred by municipalities. The Sustainable Water and Sewage Systems Act, 2002 requires that water systems be financially sustainable. The Water Opportunities and Conservation Act, 2010 is the most recent legislation to be enacted influencing water system management. It requires sustainability plans to be prepared for water systems and overlaps somewhat with the SWSA.

The Water Opportunities and Conservation Act, 2010

The WOA was enacted in November 2010 and the regulations are pending. This legislation promotes water conservation and requires municipalities to develop:

- Water conservation plans;
- Sustainability plans for water, wastewater & stormwater management; and
- Asset management plans.

Financial plans are required as a component of the water sustainability and asset management plans.

The DWQMS Requirements

Regulation 188/07 under the Safe Drinking Water Act requires Ontario municipalities to apply for and obtain Drinking Water System Licences as part of their overall DWQMS. One of the requirements to obtain a drinking water licence is to prepare and submit a financial plan in accordance with O.Reg. 453/07.

2.2 City of Welland By-Law 2020-151

The City's By-law No. 2020-151 establishes the water and wastewater rates and charges that apply to the various customer classes in 2021. Appendix IV of By-Law 2020-151 that details the 2021 water and wastewater rates for the City is attached as Appendix A.

3 Methodology

The Rate Study gives consideration to the full costs (or the required investment) associated with managing the City's water and wastewater systems over a ten (10) year period from 2021 to 2030 inclusive, and the recovery of those costs (or revenue plan) through proposed rates and charges to customers. Life cycle costs of assets from the City's Asset Management Plan were also considered to determine the full replacement and/or rehabilitation needs given that some water and wastewater system assets (e.g. water mains and sewer mains) can have life expectancies in the 50 to 100 year range. Rates are then developed that recover the full costs of water and wastewater services.

3.1 Full Cost Considerations

Calculation of the City's full cost of managing the water and wastewater systems is based on the approved 2021 budgets related to the primary activities required to deliver water and wastewater services to City customers. Higher costs are generally expected in the future as the water and wastewater business environment changes. The impact can be mitigated however by fully understanding, assessing and planning for future water and wastewater system costs.

Determination of the full cost of managing the City's water and wastewater systems takes into account the factors that have a bearing on the cost of providing reliable water and wastewater services to the customers over the long-term. These included both current and future considerations that would influence the cost of

managing the systems (and the revenues required to sustain them). Table 3-1 notes the main drivers of cost. The assumptions made are noted in the respective sections of this report.

Table 3-1: Cost Components and Drivers

Cost Component	Cost Drivers	Future Cost Implications
Water and Wastewater systems operations and maintenance (O&M)	This is the annual cost of operating and maintaining the current system including direct (e.g. operations staff) and indirect costs (e.g overhead, charge backs etc). Changes in regulations can result in additional (O&M) activities and added costs. This was evident when the regulations under the Safe Drinking Water Act took effect. Municipalities were required to undertake specific activities in the interest of water quality management (e.g sampling, analysis and reporting of water quality). More recently, the DWQMS meant additional costs for water system operational plans and licensing albeit not annually. It is expected that pending regulations under the Water Opportunities Act and greater enforcement of compliance requirements by the Ministry of the Environmnet and Climate Change (MOECC) would require more actions to be undertaken (and increased costs) ny municipalities.	This is a direct annual cost that is reasonably consistent (fixed) from year to year but requires adjustment to account for non-recurring items, operational changes, variable cost (e.g. chemical use) changes and inflation. Non-rate revenues from administrative fees and grants offset these costs. The long term impact of new regulations on costs are difficult to predict. However, the costs are expected to rise as more stringent requirements are established and compliance enforcement by the MOECC increases. The majority of operating costs are assumed to increase by 2% annually. Interfunctional transfers have been kept constant over the forecast period.
Regional Charges	Regional Charges for the Supply of Treated Water to the City. The cost of water treatment and supply as billed by the Region includes a fixed charge and variable charges based on a uniform volumetric rate. The fixed charge represents the City's proportionate share (based on the 3-year average volume consumed compared to other municipalities) of 25% of the Region's annual cost. The uniform rate is based on 75% of the Region's cost divided by the total volume of water produced by the Region. This cost is variable depending on consumption and is calculated as the product of the actual (metered) water purchased by the City multiplied by the Regional uniform water rate. Regional Charges to the City for Wastewater Treatment. The Region recovers 100% of its annual wastewater costs as a fixed charge to the Area Municipalities. The Region`s charge to the City for treatment of wastewater is based on the City's proportionate share of total Region-wide costs. A rolling historical three (3) year average volume (from October to September) is used by	Changes in Regional water costs and the level of the City's future consumption will impact on the cost of water supplied to the City. It is assumed that the Region's water costs increase by 3.0% annually The Region's total water flows are assumed to remain constant over the forecast period other than the increased flows generated by City growth. Changes in Regional wastewater costs and the level of the City's future wastewater flows will impact on the

Cost Component	Cost Drivers	Future Cost Implications
	the Region to calculate the City's proportionate share. The annual costs are paid by the City in equal monthly instalments in year calendar year. At the end of each year the actual volumes treated are determined by the Region based on actual flows and an adjustment to the City's cost share is made included in the charge two (2) years later.	cost of wastewater treated by the City It is assumed that the Region's wastewwater costs increase by 5.0% annually. The Region's total wastewater flows are assumed to remain constant over the forecast period other than the increased flows generated by City growth.
Effective Date of Annual Regional & City Rates	Timing of the Regional rate increases will have an impact of the annual charge to the City. Timing of the City rate increase will have an impact on the level of revenue generated from users.	For the purposes of the study the annual Region rate increase and City increase is assumed to occur on January 1.
Customer Growth	As the existing urban areas are developed, the addition of new customers would increase the total demand for water . A corresponding rise in wastewater volume requiring treatment would also be expected	The increase in demand, if significant, would increase volumes of water consumed and wastewater treated, and variable costs in the year the new customers are added. Customer Growth is based on projections contained within the City's 2019 Development Charges Background Study.
Consumption Volume (m3)	Consumption is a function of the number of customers (existing and new growth), weather conditions and the economic environment. The weather conditions have a significant influence on how much water is consumed in a given year. For example, lower temperatures and wet weather tend to result is less water consumption. Dry weather and higher temperatures increase water consumption. Wet weather would also mean more stormwater entering the wastewater system (known as inflow and infiltration) The loss of large (commercial or industrial) customers perhaps due to economic climate would reduce demand.	The annual consumption volume is unpredictable. Fluctuations can result in higher than anticipated costs or lower revenues and lead to budget deficits. An operating reserve would minimize the risk of deficits and stabilize rates (i.e. minimize rate spikes) It is assumed that consumption will continue to increase as a result of new customer growth.
New growth related services	This refers to installation of new assets to increase the system capacity to facilitate new development and build out of the approved service areas within the City	Would result in capital investments in the year the new infrastructure is needed. Note that financing of these costs can be through debt or cash from reserves after third party contributions are considered (e.g. grants, developer contributions etc.)

Cost Component	Cost Drivers	Future Cost Implications
		Growth related capital investments are as provided from the City's 2021 - 2030 capital plan.
Asset preservation and renewal	This is mainly the replacement of aging Tangible Capital Assets (TCA) e.g. old water mains, plant components, well conponents etc. that have exceeded their service life.	Would result in future capital expenditures in the year in which the assets require replacement or rehabilitation to extend their useful lives. Allowances must be made as part of the annual costs to account for the future replacement of these assets Financing can be through a combination of debt, contributions from the operating budget and reserve funds. Asset renewal needs are as provided from the City's 2021-2030 Capital Plan, and supplemented with additional lifecycle needs as determined by the City's 2016 Asset Management Plan.
Other capital expenditures	These are capital expenditures other than those needed for growth and asset renewal. These would include cost of studies and implementation of operational improvements of the water and wastewater systems such as water loss reduction measures and wastewater I & I reduction programs.	Would increase costs in the year the expenditure is required. Financing can be through a combination of debt and reserves. Other capital investments are as provided from the City's 2021 - 2030 capital plan.
Capital Financing	Capital financing for projects can be from four (4) main sources: Debt financing, reserves, annual rates and third party contributions (gas tax, grants etc.). Grant funding is available only when approved and is therefore not a predictable source of financing for financial planning purposes. The greater the debt financing, the higher the annual amount (costs) needed to repay the principal and interest on any current or future debt. Financing from reserves can only be used if sufficient funds are available. Therefore annual contributions to reserves are required to build balances for use in future years. Financing from rates do not increase annual costs but tend to drive up rates in the year the capital expenditure is required.	Annual costs would increase to provide for reserve contributions and debt repayment. It should be noted that using debt financing would minimize spikes in funding required for capital projects and allocates cost to future users It is assumed that debt financing will be used when funds from other sources (reserves, grants, etc) are insufficient to finance the current year's capital program. Debt financing will not exceed the City self imposed debt limit for water and wastewater capital investments.
Inflation	This is the annual rate of inflation as reported by Statistics Canada for the provision for cost of living adjustments each year (consumer and capital)	Annual inflation is assumed to be 2%. Inflation for capital related expenditures is 3%

Cost Component	Cost Drivers	Future Cost Implications
Market competition and pricing	The level of competition within the market place depends on the number of service providers available. Additionally, the capacity of industry service providers to meet the increasing demand for their services may tend to increase prices. Tender prices for future capital projects would be influenced by the market conditions at the time of tendering.	Potential higher prices depending on the future behaviour of the industry.

3.2 Full Cost Assessment

The full cost assessment identifies the current and future costs (i.e. the full costs) associated with the management of the water and wastewater systems over the next ten (10) years (2021 to 2030). The key cost areas include:

- Operations & Maintenance (O&M) cost projections;
- Cost of water supplied and wastewater treated by the Region;
- Capital Budget based on the approved capital forecast;
- Tangible Capital Asset (TCA) projections including asset replacement needs;
- Debt servicing requirements; and
- Reserve fund requirements.

The non-rate revenues associated with the systems are also identified. These are defined as revenues that are routinely generated each year by the daily operations and include administrative revenues such as service fees, penalties, operating grants and other direct user fees and service charges such as revenue from bulk water sales. It is important to note that the non-rate revenues do not include the revenues generated by the water and wastewater user rates. The full cost developed through the various analyses in this study identify the revenue requirements for the water and wastewater systems and form the basis for the future rates and charges.

3.3 Data Sources

The primary sources of data used in this review are listed in Table 3-2. In addition, information was also developed from discussions with input from City staff, as required.

Table 3-2: Data Sources

Item	Data Source
Asset Life Expectancy	• City's TCA Policy and Asset Management Plan • Information Provided by the City
Asset Replacement Costs	• City's TCA Policy and Asset Management Plan

	• Historical Costs Provided by the City indexed to 2021
Asset Values	• City's TCA Policy and Asset Management Plan • Information Provided by the City
O & M Costs and Revenue Projections	• City's 2021 Water Operating Budget
Capital Cost Projections	• City's 2021 Water Capital Budget and 2022-2030 Capital Forecasts
Debt	• City's 2021 Water and Wastewater Operating Budgets and 2022-2030 Capital Budget Forecasts
Investments, Reserve balances etc.	• Information provided by the City
Existing Customers	• City's Customer count Provided by the City
Growth	• Information Provided by the City including information contained in the City's 2019 DC Background Study
Water and Wastewater Volumes	• City's actual historical Consumption Volumes provided by the City

4 Customer Growth

The cost of service depends on the number and type of customers and corresponding demand. Although most costs are fixed, variable costs such as annual chemical use and hydro costs can increase depending on the level of customer growth and water consumption and wastewater treated. Capital costs related to increasing system capacity to accommodate customer growth can also be influenced by growth and demand. In addition, the current rate structure is comprised of a fixed (base charge) per customer plus a consumption charge based on the metered volume of water consumed (billed wastewater flows). Therefore forecasting customer growth and annual water consumption volumes is essential to projecting future costs, revenue requirements and rates.

4.1 Current Customers

There are currently approximately 24,084 metered water customers and 23,784 metered wastewater customers based on information provided by the City. This number is expected to increase over the 2021 – 2030 forecast period. Table 4-1 shows the current number of residential and commercial customers by metre size/class.

Table 4-1: 2021 Customer Count

Projected 2021 Water and Wastewater Customers		
Customer Class	Number of Water Customers	Number of Wastewater Customers
Single-Familty Residential Customers	17,593	17,311
Multi-Residentual Customers (2-6 units)	2,149	2,149
Multi-Residentual Customers (7 units or more)	3,004	3,004
Commercial Customers (by Meter Size / Class)		
5/8' & 3/4"	444	434
1"	124	120
1 1/2"	104	103
2"	92	90
3"	19	19
4"	5	5
6"	7	7
8"	2	1
10"	1	1
Commercial > 4 units	191	191
Commercial 2,3,4 units	349	349

4.2 Customer Growth Projections

Table 4-2 shows the increase in total customers over the 2021-2030 forecast period. Customer growth projections reflect the residential and commercial customer growth contained in the City's 2019 Development Charges Background Study.

Customer growth over the 2021-2030 forecast period is projected to be 2,619 new residential units. Commercial customer growth is also derived from the 2019 Development Charges Study. Projected employment growth is converted to reflect 232 new commercial customers over the 2021-2030 forecast period. Detailed customer growth projections by year are presented in Appendix B.

Table 4-2: Customer Growth Projection

Service	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Water	24,084	24,395	24,706	25,017	25,328	25,639	25,963	26,287	26,611	26,935
Wastewater	23,784	24,095	24,406	24,717	25,028	25,339	25,663	25,987	26,311	26,635

5 Volume Projections

5.1 2021 Water Consumption and Billed Wastewater Volume

Table 5-1 details the projected 2021 metered water consumption by meter size/customer class derived from billing records provided by the City. There are approximately 24,084 metered customers projected to consume approximately 4,523,655 m^3 of water in 2021. Residential customers account for 68% of metered water consumption and commercial customers account for 32%.

Table 5-1: 2021 Water Consumption (m^3)

Projected 2021 Water and Wastewater Volumes		
Customer Class	Billed Water Consumption	Billed Wastewater Flows
Single-Familty Residential Customers	2,517,417	2,471,256
Multi-Residentual Customers (2-6 units)	324,591	324,591
Multi-Residentual Customers (7 units or more)	226,079	225,959
Commercial Customers (by Meter Size / Class)		
5/8' & 3/4"	144,412	142,896
1"	146,689	145,291
1 1/2"	90,055	89,247
2"	288,535	285,678
3"	86,528	86,528
4"	14,090	14,090
6"	28,896	28,896
8"	9,994	9,893
10"	35,454	35,454
Commercial > 4 units	374,386	374,386
Commercial 2,3,4 units	236,529	236,409

Table 5-1 also details the projected 2021 billed wastewater volume by customer class derived from billing records provided by the City. It should be noted that the volume for wastewater billing are the metered water volumes for those wastewater customers that also have water services. This method of applying the wastewater rates to the metered water consumption volumes for billing purposes is standard industry practice because wastewater flows are typically not metered by municipalities.

There are approximately 23,784 metered wastewater customers that are projected to generate approximately 4,470,575 m^3 of billed wastewater in 2021. Again, residential customers account for 68% of the projected billed wastewater volume and commercial customers account for 32%.

It is projected that in 2021 approximately 10,962,000 m3 of wastewater volumes will be treated by the Region. These volumes include wastewater flows contributions from customers as well as inflow and infiltration (I&I) into the sanitary sewer system.

5.2 Projected Water Consumption and Billed Wastewater Volume

Projected water consumption and billed wastewater flow increases are based on projected customer growth by customer type multiplied by the estimated average customer consumption in that customer type. The 2021-2030 water consumption projections by customer class are shown below in Table 5-2 and billed wastewater volume in Table 5-3. Regional water volume purchases, and wastewater volumes treated by the Region are also shown.

Table 5-2: 2021-2030 Water Consumption Projection (m^3)

Water Uses (M^3)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Projected Water Users	24,084	24,395	24,706	25,017	25,328	25,639	25,963	26,287	26,611	26,935
Projected Water Consumption By Users	4,523,655	4,571,800	4,619,945	4,668,089	4,716,234	4,764,379	4,816,752	4,869,125	4,921,498	4,973,871
Total Water Purchased from Region	7,500,000	7,548,145	7,596,290	7,644,434	7,692,579	7,740,724	7,793,097	7,845,470	7,897,843	7,950,216

Table 5-3: 2021-2030 Billed Wastewater Volume Projection (m^3)

Wastewater Uses (M^3)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Projected Wastewater Users	23,784	24,095	24,406	24,717	25,028	25,339	25,663	25,987	26,311	26,635
Projected Wastewater Flows From Users	4,470,575	4,518,720	4,566,865	4,615,009	4,663,154	4,711,299	4,763,672	4,816,045	4,868,418	4,920,791
Projected Flows Treated By the Region	10,962,000	11,010,145	11,058,290	11,106,434	11,154,579	11,202,724	11,255,097	11,307,470	11,359,843	11,412,216

6 Capital Budget Requirements

The future water and wastewater capital budget requirements are presented in Appendices C and D respectively. These appendices reflect the projects identified by the City in its 2021 Capital Budget and 2022 to 2030 forecast. Additional asset management lifecycle provisions as determined by the City's 2016 Asset Management Plan (AMP) were also included for water, thereby ensuring that sufficient annual capital funding is being provided from rates to address the average annual capital lifecycle needs as recommended in the AMP.

There is approximately $55.7 million in projected water related capital expenditures and approximately $67.7million in projected wastewater related capital related expenditures required between 2021 and 2030. Contained within these capital forecasts are growth-related needs that are to service anticipated residential and non-residential growth in the City.

Appendices C and D also show the projected sources of financing for the annual water and wastewater capital requirements. The level of water and wastewater rates have a direct impact on the mix of capital financing. The

City will continue to finance its' capital requirements mainly through cash from the current budget, gas tax revenues, external contributions and developer contributions needed to fund growth related projects. Debt will be used to fund capital to the extent that it does not cause the City to exceed its self-imposed debt limit for water and wastewater set at 9%. The City will also incur debt to cash flow growth-related water projects as insufficient water development charges reserve funds are available over the forecast period. Repayment of growth-related debt will be funded from future development charge receipts and will therefore not impact user rates. Debt financing and the reserve fund requirements are discussed in Sections 6.1 and 6.2.

6.1 Debt Financing

Issuance of debt allows for funds to be available in the year the project is required to proceed, with repayment of the debt occurring in future years. This approach supports the principle of user pay such that the beneficiaries of the new assets pay for their use through the debt repayment. Financing from capital reserve requires that sufficient funds be available in the reserve in the year the project is undertaken, through annual contributions from the operating budget to the reserve in prior years. Therefore, without debt or reserve financing, major rate increases, or "spikes" would be required in the project year to raise sufficient funds to cover the project expenditures. As noted above the debt used to fund capital program will not cause the City to exceed its self-imposed debt limit for water and wastewater which is currently set at 9%, however increasing the self-imposed debt limit would allow for an increase in capital financing capacity of the city.

Approximately $18.7 million in new non growth-related water debt and $30.0 million in new non-growth-related wastewater debt is projected to be required over the forecast period to fund the capital programs. Approximately $0.8 million in growth-related water debt is projected to be required to cash flow growth-related water projects over the forecast period. The repayment of this debt will be funded from future development charge receipts and therefore will not impact on the rate payer and rates. It is assumed that new debt is issued with a term of 10 year and at an interest rate of 2.5%. Appendix E provides the details on 2021 - 2030 continuity of projected outstanding water and wastewater debt, showing annually new debt requirements and debt principal repayments.

6.2 Reserve Fund Requirements

There are two (2) separate capital related reserve funds for water and wastewater for which projections are made over the study period:

- The Capital Reserve; and
- Development Charges Reserve Fund.

Appendix F shows the continuity schedule for each capital reserve fund and development charges reserve fund projection. These schedules show the transfers to and from the respective reserve and the opening and closing balances. Reserve funds are assumed to earn 1.25 % annual interest on balances.

Water Capital Reserve Fund

The Water Capital Reserve Fund is a source of financing for water projects and has an opening balance in 2021 of approximately $1.8 million. Annual contributions to the water capital reserve are increasing over the forecast period to ensure sufficient funds are available to finance the water capital program, which includes financial provisions to ensure that funding is available toward meeting the recommended level of annual asset renewal as contained in the City's Asset Management Plan. Annual contributions to the capital reserve are required to increase $0.20 million per year to ensure the reserve is able to contribute towards financing the capital program while maintaining a reasonably constant balance over the forecast period. Average annual contribution over the forecast period is estimated at $1.0 million per year. The annual closing balance is projected to decrease slightly to approximately $1.3 million by 2030. It should be noted that industry best practice for water capital reserves is to have a balance of between 1-2% of replacement value of the infrastructure used. Based on the City's 2016 Asset Management Plan the current replacement value of water assets (inflated to 2021 dollars) is approximately $248 million. This would mean the City should have a water capital reserve balance of between $2.5 million and $5.0 million. As stated above increasing the self-imposed debt limit for water would allow for an increase in capital financing capacity of the city, thereby allowing of the City to build their water reserve to the appropriate level while ensuring the water capital program is maintained.

Wastewater Capital Reserve Fund

The Wastewater Capital Reserve Fund is a source of financing for wastewater projects and has an opening balance in 2021 of approximately $1.6 million. The annual contributions to the wastewater capital reserve are increasing so that sufficient funds are available to finance the wastewater capital program. Annual contributions to the capital reserve are required to increase $0.15 million per year to ensure the reserve is able to contribute towards financing the capital program while maintaining a reasonably constant balance over the forecast period. Average annual contribution over the forecast period is estimated at $0.75 million per year. The annual closing balance is projected to remain at $1.6 million by 2030. Similar to water, industry best practice for wastewater capital reserves is to have a balance of between 1-2% of replacement value of the infrastructure used. Based on the City's 2016 Asset Management Plan the current replacement value of wastewater assets (inflated to 2021 dollars) is approximately $330 million. This would mean the City should have a water capital reserve balance of between $3.3 million and $6.6 million. Again, increasing the self-imposed debt limit for wastewater would allow for an increase in capital financing capacity of the city, thereby allowing of the City to build their wastewater reserve to the appropriate level while ensuring the wastewater capital program is maintained.

Water Development Charges Reserve Fund

The Water Development Charges Reserve Fund has an opening balance in 2021 of $498 thousand, with an increase to $3.2 million by 2026. Annual funding provisions have been made by the City in the 2021-2030 Water Capital Program to reflect growth-related portions of capital projects contained therein. All capital funding provisions are funded by way of transfers from the water development charges reserve fund. Annual contributions to the water development charge reserve are based on the customer growth projections detailed in Section 4, and current water development charge rates indexed annually by 3%.

Wastewater Development Charges Reserve Fund

The Wastewater Development Charges Reserve Fund has an opening balance in 2021 of approximately $33 thousand, increasing to approximately $1.0 million in 2029.

As there is currently an insufficient balance in the water development charges reserve fund to fund the 2021 and 2022 growth capital needs it is expected that growth-related debt will be required to cash flow portions of the growth components of projects in those years. It is expected that future debt servicing on the growth-related debt will be recovered from the development charges reserve and future development charge contributions and therefore will not impact on the projected required user revenues. Annual contributions to the wastewater development charge reserve are based on the customer growth projections detailed in Section 4, and current wastewater development charge rates indexed annually by 3%.

7 Operations & Maintenance (O&M) Cost Projections

The annual operating budgets are based on the operations and maintenance needs of the City's water and wastewater systems. These include operations and maintenance costs related to the water system (i.e. water purchases and water distribution), and the wastewater system (i.e. treated wastewater and wastewater collection). These costs generally include the staffing, materials, utilities and other costs related to the following:

- Administration;
- Contracted Services;
- Minor Capital; and
- Maintenance.

Transfers to reserves and debt servicing are typically included in the annual O&M budgets. These costs have however been addressed separately for the purposes of this report and are noted in Section 6.

A portion of the O&M costs is offset by non-rate revenues. These include:

- Penalties and late payment charges;
- Administrative service fees and charges;
- Water Haulage fees;
- Water/Wastewater used on construction revenues;
- Recoveries ,and
- Government grants (when available).

The projection of the gross costs and non-rate revenues over the study period is based on the City's 2021 draft Operating Budgets. The assumptions used in arriving at these projections are as follows:

- 2021 and beyond, O&M costs (not including non-recurring costs, reserve transfers and debt servicing) will increase annually by 2%;

- Interdepartmental Transfers remain constant over the forecast period;
- Regional water charges for the supply of treated water to the City includes a fixed charge and variable charges based on the Region's uniform volumetric rate. The fixed charge represents the City's proportionate share (based on the 3-year average volume consumed compared to other municipalities) of 25% of the Region's annual cost. It is assumed that the City's proportionate share of those costs remain constant over the forecast period at 12.42%. The uniform rate is based on 75% of the Region's cost divided by the total volume of water produced by the Region. It is assumed that the Region's water costs increase by 3.0% annually. The Region's total water flows are assumed to remain constant over the forecast period.
- Regional wastewater treatment charges to the City are based on the City's proportionate share of total Region-wide costs. A rolling historical three (3) year average volume (from October to September) is used by the Region to calculate the City's proportionate share. At the end of each year the actual volumes of wastewater treated are determined by the Region based on actual flows and an adjustment to the City's cost share is made included in the charge two (2) years later. It is assumed that the Region's wastewater costs increase by 5.0% annually and that the City's proportionate share of those costs remain constant over the forecast period at 14.57%

Table 8.1 and Table 8.2 shows the City's 2021 draft operating budgets for water and wastewater services including the net amount to be recovered from customers.

Table 7-1: 2021 Water Operating Budget

Water Service 2021 Operating Budget	
Operating Expenditures	
Total O&M Costs	$ 3,161,186
Interpartmental Transfers	$ 1,480,555
Regional Water Charges - Fixed	$ 1,448,636
Regional Water Charges - Variable	$ 4,582,500
Sub Total Operating Expenditures	$10,672,877
Capital-Related	
Existing Debt (Principal) - Non-Growth Related	$ 861,795
Existing Debt (Interest) - Non-Growth Related	$ 155,035
New Non-Growth Related Debt (Principal)	$ 377,500
New Non-Growth Related Debt (Interest)	$ 75,500
Transfer to Water Capital Budget	$ 1,853,100
Transfer to Capital Reserves and Reserve Funds	$ 50,000
Sub Total Capital Related Expenditures	$ 3,372,930
Total Expenditures	$14,045,807
Total Operating Revenue	$ 755,536
Net Water Costs To Be Recovered From Users	**$13,290,271**

Appendix G details the projected 2021 – 2030 water systems gross operating & maintenance costs, non-rate revenues and net costs to be recovered from customers through the City's base and consumption charges. The

net annual costs of the water system are expected to increase from $13.3 million in 2021 to approximately $18.8 million by 2030.

Table 7-2: 2021 Wastewater Operating Budget

Wastewater Service 2021 Operating Budget	
Operating Expenditures	
Total O&M Costs	$ 1,868,146
Interdepartmental Transfers	$ 912,145
Regional Wastewater Charges - Fixed	$11,662,147
Sub Total Operating Expenditures	$14,442,438
Capital-Related	
Existing Debt (Principal) - Non-Growth Related	$ 561,332
Existing Debt (Interest) - Non-Growth Related	$ 68,607
New Non-Growth Related Debt (Principal)	$ 182,501
New Non-Growth Related Debt (Interest)	$ 36,500
Transfer to Wastewater Capital Budget	$ 1,964,020
Transfer to Capital Reserves and Reserve Funds	$ 80,000
Sub Total Capital Related Expenditures	$ 2,892,960
Total Expenditures	$17,335,398
Total Operating Revenue	$ 204,700
Net Wastewater Costs To Be Recovered From Users	**$17,130,698**

Appendix H summarizes the projected 2021 – 2030 wastewater systems gross operating & maintenance costs, non-rate revenues and net costs to be recovered from customers through the City's base and consumption charges. The net annual costs of the wastewater system are expected to increase from approximately $17.1 million in 2021 to $27.8 million by 2030.

8 Sustainable User Rates and Revenues

Appendix I presents the projected 2021 – 2030 sustainable water rates and revenues. Appendix J presents the projected 2021-2030 sustainable wastewater rates and revenues. These rates and revenues are based on the City's current water and wastewater rate structure. The costs and revenues contained in Section 6 (Capital Budget Requirements) and Section 7 (Operating & Maintenance Cost Projections), and the projected growth contained in Section 4 (Customer Growth) and Section 5 (Volume Projections) were considered in calculating the sustainable user rates and revenues as presented in this section.

8.1 Current Rate Structure

The City's current rate structure includes a fixed charge to a customer plus a uniform consumption rate. The fixed charge is based on the size of a customer's water meter, or whether the customer has multiple units such as an apartment building or an industrial mall that have a single meter.

8.1.1 Fixed (Base) Charge

The fixed charge is calculated according to Equivalent Units. Equivalent Units are based on the customers meter size or number of units associated with a multi-unit customer. The smallest meter size, which has an Equivalency Unit of 1, determines the baseline charge for the larger meter sizes or multi-unit customer. Once the baseline fixed charge is calculated, the fixed charge for the larger metered or multi-unit customers is determined by multiplying the baseline charge by their respective equivalency units. The equivalency units for each customer class are shown in Table 8-1. In 2021 the fixed charges are set to recover 30% of the user revenues required to fund the total net annual costs for water and wastewater. The projected base charge rates are set so this percentage will increase annually to where by 2028 50% of net water and wastewater costs will be recovered from base charge revenues. This is in keeping with best practice as revenues generated from the base charge component of a rate structure is considered stable, and therefore will minimize volatility of user revenues due to fluctuations in consumption. The annual percent recovery of net costs between base and uniform consumption charges is detailed in Appendices I & J.

Table 8-1: Equivalency Unit by Customer

Customer	Water Equivalency Units	Wastewater Equivalency Units
Single-Familty Residential Customers	$ 1.00000	$ 1.00000
Multi-Residentual Customers (2-6 units)	$ 0.86250	$ 0.86250
Multi-Residentual Customers (7 units or more)	$ 0.70625	$ 0.70625
Commercial Customers (by Meter Size / Class)		
5/8' & 3/4"	$ 1.00000	$ 1.00000
1"	$ 1.40000	$ 1.40000
1 1/2"	$ 1.80000	$ 1.80000
2"	$ 2.90000	$ 2.90000
3"	$ 11.00000	$ 11.00000
4"	$ 14.00000	$ 14.00000
6"	$ 21.00000	$ 21.00000
8"	$ 29.00000	$ 29.00000
10"	$ 40.00000	$ 40.00000
Commercial > 4 units	$ 0.70625	$ 0.70625
Commercial 2,3,4 units	$ 0.86250	$ 0.86250

8.1.2 Uniform Consumption Charge

The Uniform Consumption Rate is a single block water rate that is applied to each customer's metered consumption regardless of the type of customer. This portion of the charge is consistent with the concept of user pay as it increases with consumption and is generally within the control of the customer.

In 2021 the uniform consumption charge is set to recover 70% of the user revenues required to fund the total net annual costs for water and wastewater. The projected uniform consumption rates are set so this percentage will decrease annually to where by 2028 50% of net water and wastewater costs will be recovered from uniform consumption charge revenues. As noted above, this is in keeping with best practice as revenues generated from the consumption charge component of a rate structure is considered volatile as these revenues are dependent on the level of user consumption, which can be affected by many factors beyond the control of the municipality.

8.2 Current Rates and Charges

The City's current water and wastewater rates and charges are shown in Table 8-2. These rates and charges are set to recover the net costs of water and wastewater services as noted in Table 7-1 (Water Service 2021 Operating Budget) and Table 7-2 (Wastewater Service 2021 Operating Budget) and are used in developing the projected sustainable user rates and revenues noted below.

Table 8-2: 2021 Water and Wastewater Rates and Charges

Base Charge	Water Base Charge	Wastewater Base Charge
Single-Familty Residential Customers	$ 173.42	$ 226.92
Multi-Residentual Customers (2-6 units)	$ 149.57	$ 195.72
Multi-Residentual Customers (7 units or more)	$ 122.48	$ 160.26
Commercial Customers (by Meter Size / Class)		
5/8' & 3/4"	$ 173.42	$ 226.92
1"	$ 242.79	$ 317.69
1 1/2"	$ 312.16	$ 408.46
2"	$ 502.92	$ 658.07
3"	$ 1,907.62	$ 2,496.13
4"	$ 2,427.87	$ 3,176.90
6"	$ 3,641.81	$ 4,765.34
8"	$ 5,029.17	$ 6,580.71
10"	$ 6,936.78	$ 9,076.85
Commercial > 4 units	$ 122.48	$ 160.26
Commercial 2,3,4 units	$ 149.57	$ 195.72
Volumetric Rate	**Water Consumption Rate**	**Wastewater Treatment Rate**
(per cubic metre)	$ 2.0569	$ 2.6823

8.3 Water Rates and Revenue Projection

Table 8-3 presents the current and projected sustainable water rates and revenues for the six (6) year period 2021 – 2026. The 10-year projection of water rates and revenue is detailed in Appendix I. As noted at the bottom of Table 8-3, the split between the revenue generated from the base charge and revenue generated from the

volumetric will change over the forecast period to where more of the user revenue is being generated from the base charge. This is consistent with industry best practice as the majority of the City's cost related to the delivery of water is fixed in nature, including the 25% fixed portion of the cost of water purchased by the City from the Region.

Table 8-3: Projected Water Rates and Revenues

Projected Annual Water Base Charges and Revenues						
Customer Type	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Annual Increase % Increases	**Current Rates**	**10.77%**	**12.70%**	**12.30%**	**10.80%**	**9.96%**
ICI Customers- up to 3/4"	$ 173.42	$ 192.09	$ 216.49	$ 243.11	$ 269.37	$ 296.21
ICI Customers - 1"	$ 242.79	$ 268.93	$ 303.09	$ 340.36	$ 377.12	$ 414.69
ICI Customers - 1 1/2"	$ 312.16	$ 345.77	$ 389.69	$ 437.61	$ 484.87	$ 533.17
ICI Customers - 2"	$ 502.92	$ 557.07	$ 627.83	$ 705.03	$ 781.17	$ 859.00
ICI Customers - 3"	$ 1,907.62	$ 2,113.03	$ 2,381.42	$ 2,674.26	$ 2,963.08	$ 3,258.28
ICI Customers - 4"	$ 2,427.87	$ 2,689.31	$ 3,030.90	$ 3,403.61	$ 3,771.19	$ 4,146.90
ICI Customers - 6"	$ 3,641.81	$ 4,033.96	$ 4,546.35	$ 5,105.41	$ 5,656.78	$ 6,220.35
ICI Customers - 8"	$ 5,029.17	$ 5,570.71	$ 6,278.29	$ 7,050.33	$ 7,811.75	$ 8,590.01
ICI Customers - 10"	$ 6,936.78	$ 7,683.74	$ 8,659.72	$ 9,724.59	$ 10,774.82	$ 11,848.29
ICI Multi Unit Customers - > 4 Units	$ 122.48	$ 135.67	$ 152.90	$ 171.70	$ 190.24	$ 209.20
ICI Multi Unit Customers - 2,3,4 Units	$ 149.57	$ 165.68	$ 186.73	$ 209.69	$ 232.33	$ 255.48
Single Family Residential Customers	$ 173.42	$ 192.09	$ 216.49	$ 243.11	$ 269.37	$ 296.21
Multi-Residential Customers (2-6 Units)	$ 149.57	$ 165.68	$ 186.73	$ 209.69	$ 232.33	$ 255.48
Multi-Residential Customers (7 Units of more)	$ 122.48	$ 135.67	$ 152.90	$ 171.70	$ 190.24	$ 209.20
Projected Annual Revenue Generated from Water Base Charges	**$ 3,985,486**	**$ 4,593,071**	**$ 5,243,803**	**$ 5,964,234**	**$ 6,692,133**	**$ 7,450,972**
Projected Annual Uniform Water Rates and Revenues						
Customer Type	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Annual Increase % Increases	**Current Rates**	**-0.83%**	**-1.07%**	**-0.96%**	**-1.95%**	**-2.45%**
Uniform Rate per Cubic Metre	$ 2.0569	$ 2.0397	$ 2.0178	$ 1.9984	$ 1.9595	$ 1.9114
Projected Annual Uniform Water Rate Revenues	**$ 9,304,784**	**$ 9,325,326**	**$ 9,322,316**	**$ 9,328,673**	**$ 9,241,517**	**$ 9,106,744**
Total Water User Revenues	**$ 13,290,271**	**$ 13,918,397**	**$ 14,566,118**	**$ 15,292,907**	**$ 15,933,651**	**$ 16,557,717**
Projected Base (Fixed) Revenues vs. Uniform (Variable) Revenues						
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Base Rate Revenue Percentage	30%	33%	36%	39%	42%	45%
Uniform Rate Revenue Percentage	70%	67%	64%	61%	58%	55%

8.4 Wastewater Rates and Revenue Projection

Table 8-4 presents the current and projected sustainable wastewater rates and revenues for the six (6) year period 2021 – 2026. The 10 year projection of wastewater rates and revenue is detailed in Appendix J. As noted at the bottom of Table 8-4, the split between the revenue generated from the base charge and revenue generated from the volumetric will change over the forecast period to where more of the user revenue is being generated from the base charge. This is consistent with industry best practice as the majority of the City's cost related to the wastewater services delivered by the City is fixed in nature, including 100% of the cost for the treatment of wastewater by the Region.

Table 8-4: Projected Wastewater Rates and Revenues

Projected Annual Wastewater Base Charges and Revenues						
Customer Type	2021	2022	2023	2024	2025	2026
Annual Increase % Increases	Current Rates	10.54%	17.13%	14.73%	12.45%	11.69%
ICI Customers- up to 3/4"	$ 226.92	$ 250.84	$ 293.81	$ 337.09	$ 379.06	$ 423.37
ICI Customers - 1"	$ 317.69	$ 351.17	$ 411.33	$ 471.92	$ 530.68	$ 592.72
ICI Customers - 1 1/2"	$ 408.46	$ 451.51	$ 528.85	$ 606.76	$ 682.31	$ 762.06
ICI Customers - 2"	$ 658.07	$ 727.43	$ 852.04	$ 977.55	$ 1,099.27	$ 1,227.77
ICI Customers - 3"	$ 2,496.13	$ 2,759.21	$ 3,231.86	$ 3,707.95	$ 4,169.65	$ 4,657.05
ICI Customers - 4"	$ 3,176.90	$ 3,511.72	$ 4,113.27	$ 4,719.21	$ 5,306.83	$ 5,927.15
ICI Customers - 6"	$ 4,765.34	$ 5,267.58	$ 6,169.91	$ 7,078.81	$ 7,960.25	$ 8,890.73
ICI Customers - 8"	$ 6,580.71	$ 7,274.27	$ 8,520.35	$ 9,775.51	$ 10,992.72	$ 12,277.67
ICI Customers - 10"	$ 9,076.85	$ 10,033.48	$ 11,752.21	$ 13,483.46	$ 15,162.37	$ 16,934.72
ICI Multi Unit Customers - > 4 Units	$ 160.26	$ 177.15	$ 207.50	$ 238.07	$ 267.71	$ 299.00
ICI Multi Unit Customers - 2,3,4 Units	$ 195.72	$ 216.35	$ 253.41	$ 290.74	$ 326.94	$ 365.15
Single Family Residential Customers	$ 226.92	$ 250.84	$ 293.81	$ 337.09	$ 379.06	$ 423.37
Multi-Residential Customers (2-6 Units)	$ 195.72	$ 216.35	$ 253.41	$ 290.74	$ 326.94	$ 365.15
Multi-Residential Customers (7 Units of more)	$ 160.26	$ 177.15	$ 207.50	$ 238.07	$ 267.71	$ 299.00
Total	$ 5,139,209	$ 5,913,832	$ 7,018,242	$ 8,156,949	$ 9,290,515	$ 10,508,163
Projected Annual Uniform Wastewater Rates and Revenues						
Customer Type	2021	2022	2023	2024	2025	2026
Annual Increase % Increases	Current Rates	-0.94%	2.82%	1.19%	-0.48%	-0.92%
Uniform Rate per Cubic Metre	$ 2.6823	$ 2.6571	$ 2.7320	$ 2.7645	$ 2.7513	$ 2.7261
Projected Wastewater Flows Cubic Metres(	4,470,575	4,518,720	4,566,865	4,615,009	4,663,154	4,711,299
Projected Annual Uniform Wastewater Rate Revenues	$ 11,991,489	$ 12,006,871	$ 12,476,874	$ 12,758,306	$ 12,829,759	$ 12,843,310
Total Wastewater User Revenues	17,130,698	17,920,703	19,495,116	20,915,255	22,120,273	23,351,472
Projected Base (Fixed) Revenues vs. Uniform (Variable) Revenues						
	2021	2022	2023	2024	2025	2026
Base Rate Revenue Percentage	30%	33%	36%	39%	42%	45%
Uniform Rate Revenue Percentage	70%	67%	64%	61%	58%	55%

9 O.Reg 453/07 Water System Financial Plan No. 076-301

Regulation 188/07 under the Safe Drinking Water Act requires Ontario municipalities to apply for and obtain Drinking Water System Licences as part of their overall DWQMS. One of the requirements of holding a valid drinking water licence is preparing and submitting to the Province an updated financial plan in accordance with O.Reg. 453/07. The financial plan must include financial statements on the following:

- The proposed or projected financial position of the drinking water systems;
- The proposed or projected gross cash receipts and gross cash payments;
- The proposed or projected financial operations of the drinking water system; and
- Details on the extent to which the above information applies to the replacement of lead service pipes, if applicable.

Appendix K lists each requirement of the regulation and references the respective financial statements and other relevant information required under each regulatory requirement. The financial plan must apply to a period of at least six (6) years with the first year being the year the existing license expires. In the City's case an updated Water System Financial Plan is required for the period 2021 to 2026. This plan is based on the results of the rate study. Upon Council's approval the financial plan would be made available to the public at no charge

and posted on the City's website. It will also be submitted to the Province as part of the City's drinking water license renewal application.

This section presents an updated water system financial plan as defined in O.Reg. 453/07, thereby allowing the City to fulfil its obligations under the drinking water licensing regulations for the renewal of its drinking water systems licence. The number for the updated financial plan is 076-301.

9.1 Water Tangible Capital Assets (TCA) Analysis

The results of the rate study contained in this report are used as the basis for preparing the water system financial plan. The City's Tangible Capital Asset inventories were also used in the preparation of the water system financial plan. The amortization of the tangible capital assets is shown as a "non-cash" annual cost that reflects the annual "use" of assets until the end of their respective useful lives. Allowances are made to finance the replacement and/ or rehabilitation of the existing assets once they "expire" and can no longer play a role in providing the required drinking water service to customers. It should be noted however that since amortization is based on the original (historical) cost at the time the asset was placed in service it does not account for inflation since the year of installation. Therefore, basing asset replacement costs on amortization alone is not sufficient to cover the future replacement needs.

The TCA projections contained in the City's water financial plan are based on the following assumptions:

- Amortization of existing assets is based on the City's Tangible Capital Assets Policies and Procedures. Amortization of new infrastructure investments is based on straight line depreciation with half year depreciation charged in the year of acquisition;
- Historical costs, life expectancy and remaining useful life are as identified in the TCA data provided by the City;
- Fully depreciated assets continue to be used in service i.e. no asset removals; and
- New assets to be acquired are based on the capital forecast presented. The forecast includes projects in the City's Capital Budget Forecast and asset replacement projections based on the City's Asset Management Plan.

Water Asset Value

The water system is comprised of the following asset classes:

- Water Mains:
- Buildings
- Equipment
- Hydrants
- Water Meters.

Table 10-2 shows the current capital asset value based on historical cost and accumulated amortization to 2021. This is reflected as the net book value (NBV) i.e. the "accounting" value, and indicates that the water system as

a whole is approximately 27% depreciated or has approximately 73% remaining life based on the TCA data. This suggests that the water system assets are relatively new.

Table 9-1: Water – Asset Amortization and Book Value (NBV)

2021 Water Asset Details		
Histotorical Costs	$72,310,865	100%
Accumulated Amortization	$19,722,308	27%
Net Book Value	$52,588,557	73%

9.2 Water Financial Statements

This financial plan involves the review, analysis and assessment of financial information contained in the rate study including costs, revenues, debt, cash transactions and Tangible Capital Assets (TCA) to prepare the following three (3) financial statements covering the period 2021 - 2026 as required under O.Reg 453/07:

- Statement of Financial Position;
- Statement of Operations; and
- Statement of Cash Flow

9.2.1 Water - Statement of Financial Position

The Statement of Financial Position is presented in Table 9-2. This statement summarizes the City's water-related financial and non-financial assets i.e. Tangible Capital Assets (TCA) and liabilities, and provides the net financial asset (or net debt) position and accumulated surplus related to managing the water system. The financial assets are primarily cash balances in the water reserves and reserve funds. Liabilities consist of the development charge reserve fund balances (i.e. deferred revenues) and water long-term debt. The non-financial assets (TCA) include the City's water infrastructure. The historical costs are amortized over the asset life to arrive at the net book value each year from 2021 to 2026. New assets are added in the years acquired, developed or built. Contributed assets are primarily new infrastructure and facilities that would be transferred to the City's ownership and control by developers as they are completed. However this is assumed to be zero. It is also assumed that other non-financial assets such as inventory and prepaid expenses are zero.

Contained within the Statement of Financial Position are important indicators, the first being net financial assets (or net debt) which is defined as the difference between financial assets and liabilities. This indicator provides a measure of the water system's "future revenue requirement". Table 9-2 indicates that in 2021, the City's water system will be in a net debt position of $8.9 million. This will stay fairly constant over the forecast period with a net debt position of $8.9 million by 2026. The net debt position indicates that financial resources will be required to fund future operations. The net debt is due to long-term debt and deferred revenues that exceed available cash.

The next important indicator contained in the Statement of Financial Position is the net book value of TCA. Table 9-2 shows that net TCA are expected to increase over the forecast period by about $15.8 million. This indicates

that the City has plans to invest in tangible capital assets greater than the consumption of existing assets. Further, a consumption ratio consisting of the accumulated amortization of the City's TCA as a percent of historical cost ratio highlights the aged condition of the assets and their potential replacement needs. The City's Water Asset Consumption Ratio decreases over the forecast period from 27% to 22%, suggesting that the water system would be less than a quarter through its life expectancy by 2026. As this percentage is decreasing over time indicates the City is allocating adequate funds to finance the replacement or rehabilitation of aging assets as they expire.

Another important indicator in the Statement of Financial Position is the accumulated surplus. This indicator provides a measure of the resources available to the City for managing its water system. The accumulated surplus is projected to increase slightly from approximately $43.7 million in 2021 to approximately $60.3 million by 2026. The accumulated surplus consists of non-financial assets that are made up of the net TCA balance representing past investments in water infrastructure, offset by the net debt balances.

Table 9-2: Water – Statement of Financial Position

	2021	2022	2023	2024	2025	2026
Financial Assets						
Cash,Receivables and Investment	$2,570,296	$2,377,909	$2,459,967	$2,618,036	$2,925,706	$3,218,601
Total Financial Assets	$2,570,296	$2,377,909	$2,459,967	$2,618,036	$2,925,706	$3,218,601
Financial Liabilities						
Accounts Payable & Deferred Revenue	$740,514	$761,517	$993,229	$1,236,022	$1,490,280	$1,756,398
Long-term Liabilities	$10,728,287	$11,332,003	$11,731,509	$11,709,256	$10,821,590	$10,384,260
Total Financial Liabilities	$11,468,801	$12,093,521	$12,724,738	$12,945,278	$12,311,869	$12,140,658
Net Financial Assets (Net Debt)	($8,898,505)	($9,715,611)	($10,264,771)	($10,327,242)	($9,386,163)	($8,922,057)
Non-Financial Assets						
Tangible Capital Assets	$72,310,865	$75,896,670	$79,244,224	$82,377,016	$85,039,644	$88,194,255
Accumulated Amortization	($19,722,308)	($19,416,587)	($19,283,726)	($19,089,115)	($19,174,950)	($18,999,008)
Total Non-Financial Assets	$52,588,557	$56,480,082	$59,960,497	$63,287,902	$65,864,694	$69,195,247
Accumulated Surplus	$43,690,052	$46,764,472	$49,695,726	$52,960,660	$56,478,531	$60,273,190

Financial Indicators	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Increase (Decrease) in Net Financial Assets	($3,835,015)	($817,106)	($549,160)	($62,471)	$941,079	$464,106
Increase (Decrease) in Tangible Capital Assets	$6,020,899	$3,801,526	$3,480,414	$3,327,485	$2,576,792	$3,330,553
Increase (Decrease) in Accumulated Surplus	$1,808,384	$3,074,419	$2,931,255	$3,264,934	$3,517,871	$3,794,659
Water Asset Consumption Ratio	27%	26%	24%	23%	23%	22%

9.2.2 Water - Statement of Operations

The Statement of Operations is presented in Table 9-3 It summarizes the annual revenues and expenses associated with managing the City's water system. It provides a report on the transactions and events that have an influence on the accumulated surplus. The main revenue items included are:

- Revenues from Water Rates and Charges;

- Earned Revenues (external capital funding, grants amd capital and operating contributions from development charges); and
- Other Revenues (hauled water revenues, miscellaneous fees and charges).

The main expense items are:

- The annual cost of operating and maintaining the water systems and non-TCA capital;
- Interest on long-term debt; and
- Amortization expenses on existing and added TCA.

The operating surplus (or deficit) is an important indicator contained in the Statement of Operations. An operating surplus (deficit) measures whether operating revenues generated in a year were sufficient to cover operating expenses incurred in that year. It is important to note that an annual surplus is necessary to ensure funds will be available to address non-expense items such as TCA acquisitions over and above amortization expenses, reserve/reserve fund contributions for asset replacement and rate stabilization, and repayment of outstanding debt principal. A ratio of operating surplus to total revenue is shown in Table 9-3 and reflects the percent of total revenue that can be allocated to funding the non-expense items noted above.

Table 9-3: Water – Statement of Operation

	2021	2022	2023	2024	2025	2026
Water Revenue						
Rate Revenue	$13,290,271	$13,918,397	$14,566,118	$15,292,907	$15,933,651	$16,557,717
Earned Revenue	$22,500	$1,064,240	$665,000	$665,000	$665,000	$665,000
Other Revenue	$778,126	$790,602	$804,168	$819,889	$835,525	$852,212
Total Revenues	$14,090,897	$15,773,239	$16,035,286	$16,777,796	$17,434,175	$18,074,928
Water Expenses						
Gross	$10,672,877	$10,947,334	$11,230,301	$11,522,049	$11,822,855	$12,133,008
Non-TCA Capital	$25,000	$10,300	$10,609	$10,927	$11,255	$11,593
Operating Expenses	$10,697,877	$10,957,634	$11,240,910	$11,532,976	$11,834,110	$12,144,601
Interest on Debt	$230,535	$266,352	$284,506	$297,050	$298,085	$277,197
Amortization	$1,354,101	$1,474,833	$1,578,615	$1,682,836	$1,784,109	$1,858,471
Other	$0	$0	$0	$0	$0	$0
Total Expenses	$12,282,513	$12,698,819	$13,104,031	$13,512,862	$13,916,304	$14,280,269
Annual Surplus/(Deficit)	$1,808,384	$3,074,419	$2,931,255	$3,264,934	$3,517,871	$3,794,659
Accumulated Surplus/(Deficit), Beginning of Year	$41,881,668	$43,690,052	$46,764,472	$49,695,727	$52,960,660	$56,478,531
Accumulated Surplus/ (Deficit), End of Year	$43,690,052	$46,764,472	$49,695,727	$52,960,660	$56,478,531	$60,273,190

Financial Indicators	2021	2022	2023	2024	2025	2026
Increase (Decrease) in Total Revenues	N/A	$1,682,342	$262,047	$742,510	$656,379	$640,753
Increase (Decrease) in Total Expenses	N/A	$416,306	$405,212	$408,832	$403,442	$363,965
Increase (Decrease) in Annual Surplus	N/A	$1,266,036	($143,165)	$333,679	$252,937	$276,788
Operating Surplus Ratio	N/A	19.5%	18.3%	19.5%	20.2%	21.0%

9.2.3 Water - Statement of Cash Flows

The Statement of Cash Flow is presented in Table 9-4. This statement summarizes the main cash inflows and outflows related to the water system in four (4) main areas - operating, capital, investing and financing, and shows the annual changes in cash.

The operating cash transactions begin with the surplus or deficit identified in the Statement of Operations. This figure is adjusted to add or subtract non-cash items that were included as revenues or expenses (e.g. amortization expenses and earned revenues). It is assumed that there are no "investing activities" over the period. The capital section indicates the amounts to be spent to acquire capital assets (TCA) or to be received from the sale of assets. In the City's case, it is assumed that there are no assets to be sold to generate cash. The financing section identifies funds received from development charge receipts and interest earned on the reserve fund balance, and proceeds from the issuance of debenture as cash inflows, and the portion of debt repaid as cash outflows.

Table 9-4 indicates that cash is being generated from operations, which is used in funding the acquisition of TCA and towards building internal reserves. The City's cash position is projected to increase over the forecast period from $2.6 million in 2021 to a $3.2 million in 2026.

Table 9-4: Water – Statement of Cash Flow

	2021	2022	2023	2024	2025	2026
Cash Provided by:						
Operating Activities						
Annual Surplus/(Deficit)	$1,808,384	$3,074,419	$2,931,255	$3,264,934	$3,517,871	$3,794,659
Non-Cash Items						
Amortization	$1,354,101	$1,474,833	$1,578,615	$1,682,836	$1,784,109	$1,858,471
Earned Revenue	($22,500)	($1,064,240)	($665,000)	($665,000)	($665,000)	($665,000)
Net Change in Cash Provided by Operating Activities	$3,139,985	$3,485,013	$3,844,869	$4,282,770	$4,636,980	$4,988,130
Capital Activities						
Purchase of TCA	($6,997,500)	($5,366,359)	($5,059,029)	($5,010,241)	($4,360,901)	($5,189,024)
Net Change in Cash Used in Capital Activities	($6,997,500)	($5,366,359)	($5,059,029)	($5,010,241)	($4,360,901)	($5,189,024)
Financing Activities						
DC Collections	$264,781	$271,003	$281,712	$292,793	$304,258	$316,119
External Financing	$0	$814,240	$615,000	$615,000	$615,000	$615,000
Proceeds From Long-Term Debt	$5,146,900	$1,938,912	$1,858,911	$1,636,812	$887,005	$1,448,382
Repayment of Long-Term Debt	($1,239,295)	($1,335,195)	($1,459,405)	($1,659,065)	($1,774,671)	($1,885,712)
Net Change in Cash Used in Financing Activities	$4,172,386	$1,688,960	$1,296,217	$885,540	$31,591	$493,789
Net Change in Cash and Cash Equivalents	$314,871	($192,387)	$82,058	$158,069	$307,670	$292,895
Cash and Cash Equivalents, Beginning of the Year	$2,255,425	$2,570,296	$2,377,909	$2,459,967	$2,618,036	$2,925,706
Cash and Cash Equivalents, End of the Year	$2,570,296	$2,377,909	$2,459,967	$2,618,036	$2,925,706	$3,218,601

9.3 Lead Service Pipe Removal

The financial plan is also required to detail the extent to which the information described above relates directly to the replacement of lead service pipes.

The City has contained annual provisions in their capital budget for lead pipe replacement. Also, contained in their City's drinking water license are the following stipulations which would remain applicable for the period 2021 to 2026:

• The City is required to implement and comply with the Corrosion Control Plan prepared for the City by Niagara Region, Public Works; CH2M HILL, Water Business Group; and AMEC, Earth & Environmental. This is expected to continue.

• The City is not required to collect samples for the legislated lead sampling program under Schedule 15.1, as indicated in Subsection 15.1–11(9) of O. Reg. 170/03. This includes the reference to Schedule 15.1 sampling program in Section 7.2 of the November 2010 Corrosion Control Plan document. This also continues to apply.

10 Wastewater System Financial Plan

Preparing a Wastewater System Financial Plan is not mandatory but has become a municipal best practice over the past few years. It is typically prepared in accordance with the requirements of O.Reg 453/07 which applies to water systems.

This financial plan involves the review, analysis and assessment of financial information contained in the rate study including costs, revenues, debt, cash transactions and Tangible Capital Assets (TCA) to prepare the following three (3) financial statements covering the period 2020 to 2025 as required under O.Reg. 453/07:

- Statement of Financial Position;
- Statement of Operations; and
- Statement of Cash Flow.

The wastewater system financial plan applies to a period of (6) six years from 2020 to 2025 to be consistent with the period covered by the water system financial plan. It is anticipated that the financial plan would be made available to the public at no charge on the City's website following final approval of the rate study and financial plan by Council.

10.1 Wastewater Tangible Capital Assets (TCA) Analysis

The results of the rate study contained in this report are used as the basis for preparing the wastewater system financial plan. The City's Asset Inventories were also used in the preparation of the wastewater system financial plan. The amortization of the tangible capital assets is shown as a "non-cash" annual cost that reflects the annual "use" of assets until the end of their respective useful lives. Allowances are made to finance the replacement and/ or rehabilitation of the existing assets once they "expire" and can no longer play a role in providing the

required wastewater service to customers. However, it should be noted that since amortization is based on the original (historical) cost at the time the asset was placed in service it does not account for inflation since the year of installation. Therefore, basing asset replacement costs on amortization alone is not sufficient to cover the future replacement needs.

The TCA projections contained in the City's wastewater financial plan are based on the following assumptions:

- Amortization of existing assets is based on the City's Tangible Capital Assets policies and procedures. Amortization of new infrastructure investments is based on straight line depreciation with half year depreciation charged in the year of acquisition;
- Historical costs, life expectancy and remaining useful life as per the TCA data provided by the City;
- Fully depreciated assets continue to be used in service i.e. no asset removals; and
- New assets to be acquired are based on the capital forecast. The forecast includes projects in the City's Capital Budget Forecast and asset replacement projections based on the City's Asset Management Plan.

Wastewater Asset Value

The wastewater system is comprised of the following asset classes:

- Sewer Mains;
- Manholes
- Laterals; and
- Equipment.

Table 10-1 shows the current capital asset value based on historical cost and accumulated amortization to 2021. This is reflected as the net book value (NBV) i.e. the "accounting" value, and indicates that the wastewater system as a whole is approximately 21% depreciated or has approximately 79% remaining life based on the TCA data. This suggests that the water system assets are relatively new

Table 10-1: Wastewater – Asset Amortization and 2020 Net Book Value (NBV)

2021 Wastewater Asset Details		
Historical Cost	$56,723,375	100%
Accumulated Amortization	$11,724,463	21%
Net Book Value	$44,998,912	79%

10.2 Wastewater Financial Statements

This financial plan involves the review, analysis and assessment of financial information contained in the rate study including costs, revenues, debt, cash transactions and Tangible Capital Assets (TCA) to prepare the following three (3) financial statements covering the period 2021 - 2026 as required under O.Reg 453/07:

- Statement of Financial Position;

- Statement of Operations; and
- Statement of Cash Flow.

10.2.1 Wastewater - Statement of Financial Position

The Statement of Financial Position is presented in Table 10-2. This statement summarizes the City's wastewater related financial and non-financial assets (Tangible Capital Assets – TCA) and liabilities, and provides the net financial asset/ (net debt) position and accumulated surplus related to managing the wastewater system. The financial assets are primarily cash balances in the wastewater reserves and reserve funds. Liabilities consist of the development charge reserve fund balances (i.e. deferred revenues) and wastewater long-term debt. The non-financial assets (TCA) include the n's wastewater infrastructure. The historical costs are amortized over the asset life to arrive at the net book City value each year from 2021 to 2026. New assets are added in the years acquired, developed or built. Contributed assets are primarily new infrastructure that would be transferred to the City's ownership and control by developers as they are completed. However this is assumed to be zero. It is also assumed that other non-financial assets such as inventory and prepaid expenses are zero.

Contained within the Statement of Financial Position are important indicators, the first being net financial assets (or net debt) which is defined as the difference between financial assets and liabilities. This indicator provides a measure of the wastewater system's "future revenue requirement". Table 10.2 indicates that in 2021 the City's wastewater system will be in a net debt position in the amount of $5.3 million. There will be an increase in the net debt position to $16.9 million by 2026. The net debt position indicates that financial resources will be required to fund future operations. The increase in the net debt position is due to a combination of an increase in liabilities, mainly through an increase in long-term debt, slightly offset by the increase in cash. The next important indicator contained in the Statement of Financial Position is the net book value of TCA. Table 10-2 shows that net TCA are expected to grow by $32.3 million over the forecast period, or from $45.0 million in 2021 to $77.3 million 2026. This indicates that the City has plans to invest in tangible capital assets well in excess of the consumption of existing assets. Further, a consumption ratio consisting of the accumulated amortization of the City's TCA as a percent of historical cost ratio highlights the aged condition of the assets and their potential replacement needs. The City's Wastewater Asset Consumption Ratio reduces from 21% in 2021 to 10% in 2026.

Another important indicator in the Statement of Financial Position is the accumulated surplus. This indicator provides measure of the resources available to the City for managing its wastewater system. The accumulated surplus is projected to increase from approximately $39.7 million in 2021 to approximately $60.3 million by 2026. The accumulated surplus consists of non-financial assets that are made up of the net TCA balance representing past investments in wastewater infrastructure, and is either increased by net financial assets, or offset by the net debt balances.

Table 10-2: Wastewater - Statement of Financial Position

	2021	2022	2023	2024	2025	2026
Financial Assets						
Cash,Receivables and Investment	$1,656,128	$1,585,161	$1,594,733	$1,628,653	$1,698,488	$1,948,715
Total Financial Assets	$1,656,128	$1,585,161	$1,594,733	$1,628,653	$1,698,488	$1,948,715
Financial Liabilities						
Accounts Payable & Deferred Revenue	$0	$0	$75,298	$158,184	$248,952	$347,907
Long-term Liabilities	$6,998,312	$13,799,751	$17,193,874	$18,890,067	$19,554,971	$18,547,751
Total Financial Liabilities	$6,998,312	$13,799,751	$17,269,172	$19,048,251	$19,803,923	$18,895,658
Net Financial Assets (Net Debt)	($5,342,184)	($12,214,590)	($15,674,439)	($17,419,598)	($18,105,435)	($16,946,943)
Non-Financial Assets						
Tangible Capital Assets	$56,723,375	$65,390,139	$71,732,030	$77,264,278	$82,301,045	$86,095,099
Accumulated Amortization	($11,724,463)	($10,263,540)	($9,509,632)	($9,088,032)	($8,872,943)	($8,816,797)
Total Non-Financial Assets	$44,998,912	$55,126,599	$62,222,398	$68,176,246	$73,428,101	$77,278,302
Accumulated Surplus	$39,656,728	$42,912,008	$46,547,959	$50,756,648	$55,322,666	$60,331,359

Financial Indicators	2021	2022	2023	2024	2025	2026
Increase (Decrease) in Net Financial Assets	($3,903,749)	($6,872,406)	($3,459,849)	($1,745,159)	($685,838)	$1,158,493
Increase (Decrease) in Tangible Capital Assets	$7,368,235	$10,127,687	$7,095,790	$5,953,848	$5,251,855	$3,850,200
Increase (Decrease) in Accumulated Surplus	$3,464,486	$3,255,280	$3,635,951	$4,208,690	$4,566,017	$5,008,693
Water Asset Consumption Ratio	21%	16%	13%	12%	11%	10%

10.2.2 Wastewater - Statement of Operations

The Statement of Operations is presented in Table 10-3 It summarizes the annual revenues and expenses associated with managing the City's wastewater system. It provides a report on the transactions and events that have an influence on the accumulated surplus. The main revenue items included are:

- Revenues from Wastewater Rates and Charges;
- Earned Revenues (capital and operating contributions from development charges, gas tax, external contributions and capital grants); and
- Other Revenues (miscellaneous fees and charges).

The main expense items are:

- The annual cost of operating and maintaining the wastewater system and non-TCA capital;
- Interest on long-term debt; and
- Amortization expenses on existing and new TCA.

The operating surplus/ (deficit) is an important indicator contained in the Statement of Operations. An operating surplus/ (deficit) measures whether operating revenues generated in a year were sufficient to cover operating expenses incurred in that year. It is important to note that an annual surplus is necessary to ensure funds will be available to address non-expense items such as TCA acquisitions over and above amortization expenses, reserve/reserve fund contributions for asset replacement and rate stabilization, and repayment of outstanding

debt principal. A ratio of operating surplus to total revenue is shown in Table 10-3 and reflects the percent of total revenue that can be allocated to funding the non-expense items noted above.

Table 10-3: Wastewater - Statement of Operations

	2021	2022	2023	2024	2025	2026
Water Revenue						
Rate Revenue	$17,130,698	$17,920,703	$19,495,116	$20,915,255	$22,120,273	$23,351,472
Earned Revenue	$1,471,152	$1,026,684	$759,450	$759,450	$759,450	$759,450
Other Revenue	$225,146	$228,364	$231,728	$235,988	$239,462	$245,761
Total Revenues	$18,826,996	$19,175,752	$20,486,294	$21,910,692	$23,119,185	$24,356,683
Water Expenses						
Gross	$14,442,438	$14,868,943	$15,509,618	$16,181,183	$16,885,160	$17,623,147
Non-TCA Capital	$50,000	$0	$0	$0	$28,138	$0
Operating Expenses	$14,492,438	$14,868,943	$15,509,618	$16,181,183	$16,913,298	$17,623,147
Interest on Debt	$105,107	$174,077	$345,040	$430,886	$473,780	$491,151
Amortization	$764,965	$877,451	$995,685	$1,089,934	$1,166,089	$1,233,692
Other	$0	$0	$0	$0	$0	$0
Total Expenses	$15,362,510	$15,920,472	$16,850,343	$17,702,003	$18,553,167	$19,347,990
Annual Surplus/(Deficit)	$3,464,486	$3,255,280	$3,635,951	$4,208,690	$4,566,018	$5,008,693
Accumulated Surplus/(Deficit), Beginning of Year	$36,192,241	$39,656,728	$42,912,008	$46,547,959	$50,756,648	$55,322,666
Accumulated Surplus/ (Deficit), End of Year	$39,656,728	$42,912,008	$46,547,959	$50,756,648	$55,322,666	$60,331,359

Financial Indicators	2021	2022	2023	2024	2025	2026
Increase (Decrease) in Total Revenues	N/A	$348,756	$1,310,542	$1,424,399	$1,208,492	$1,237,498
Increase (Decrease) in Total Expenses	N/A	$557,962	$929,871	$851,660	$851,164	$794,822
Increase (Decrease) in Annual Surplus	N/A	($209,206)	$380,671	$572,739	$357,328	$442,676
Operating Surplus Ratio	N/A	17.0%	17.7%	19.2%	19.7%	20.6%

10.2.3 Wastewater - Statement of Cash Flows

The Statement of Cash Flow is presented in Table 10-4. This statement summarizes the main cash inflows and outflows related to the wastewater system in four (4) main areas - operating, capital, investing and financing, and shows the annual changes in cash.

The operating cash transactions begin with the surplus or deficit identified in the Statement of Operations. This figure is adjusted to add or subtract non-cash items that were included as revenues or expenses (e.g. amortization expenses). It is assumed that there were no "investing activities" over the period. The capital section indicates the amounts spent to acquire capital assets (TCA) or received from the sale of assets. In the City's case, it is assumed that there are no assets to be sold to generate cash. The financing section identifies funds received from development charge receipts and interest earned on the reserve fund balance, external financing such as provincial and federal grants, and proceeds from the issuance of debenture as cash inflows, and the portion of debt repaid as cash outflows.

Table 10-4 indicates that cash is generated from operations, which is used in funding the acquisition of TCA and towards building internal reserves. The City's cash position is projected to increase slightly over the forecast period from $1.7 million in 2021 to approximately $1.9 million in 2026.

Table 10-4: Wastewater - Statement of Cash Flows

	2021	2022	2023	2024	2025	2026
Cash Provided by:						
Operating Activities						
Annual Surplus/(Deficit)	$3,464,486	$3,255,280	$3,635,951	$4,208,690	$4,566,018	$5,008,693
Non-Cash Items						
Amortization	$764,965	$877,451	$995,685	$1,089,934	$1,166,089	$1,233,692
Earned Revenue	($1,471,152)	($1,026,684)	($759,450)	($759,450)	($759,450)	($759,450)
Net Change in Cash Provided by Operating Activities	$2,758,299	$3,106,047	$3,872,186	$4,539,174	$4,972,658	$5,482,935
Capital Activities						
Purchase of TCA	($8,133,200)	($11,005,138)	($8,091,485)	($7,043,782)	($6,417,945)	($5,083,892)
Net Change in Cash Used in Capital Activities	($8,133,200)	($11,005,138)	($8,091,485)	($7,043,782)	($6,417,945)	($5,083,892)
Financing Activities						
DC Collections	$207,622	$212,445	$219,748	$227,336	$235,218	$243,404
External Financing	$1,230,000	$814,240	$615,000	$615,000	$615,000	$615,000
Proceeds From Long-Term Debt	$4,748,028	$7,735,529	$4,918,634	$3,696,824	$2,936,343	$1,551,973
Repayment of Long-Term Debt	($743,833)	($934,090)	($1,524,511)	($2,000,631)	($2,271,439)	($2,559,193)
Net Change in Cash Used in Financing Activities	$5,441,816	$7,828,124	$4,228,871	$2,538,528	$1,515,122	($148,816)
Net Change in Cash and Cash Equivalents	$66,916	($70,967)	$9,572	$33,920	$69,835	$250,227
Cash and Cash Equivalents, Beginning of the Year	$1,589,212	$1,656,128	$1,585,161	$1,594,733	$1,628,653	$1,698,488
Cash and Cash Equivalents, End of the Year	$1,656,128	$1,585,161	$1,594,733	$1,628,653	$1,698,488	$1,948,715

11 Conclusions & Recommendations

The following are the main conclusions regarding the water system:

1. Approximately $55.7 million in water capital expenditures is identified between 2021 and 2030. Approximately $20.3 million will be funded from transfers from the water operating budget, $18,7 million from the issuance of long-term debt, $5.7 million from other sources such as Gas Tax and external contributions, $0.7 million from development charges, and $10.2 million from the water capital reserve.
2. The net annual water expenditures are expected to increase approximately $5.5 million, from $13.3 million in 2021 to $18.8 million by 2030.
3. The financial statements for the water system are prepared based on the results of the rate study analyses and projections, indicate the following:
    - The accumulated surplus is projected to increase from approximately $43.7 million in 2021 to approximately $60.3 million by 2026.
    - The operating surplus ratio is projected to remain constant at approximately 18-21%.
    - The cash position is projected to increase from $2.6 million in 2021 to a $3.2 million in 2026.

    These indicate that the financial outlook for the water system over the 6-year period 2021 to 2026 is good.

The following are the main conclusions regarding the wastewater system:

4. Approximately $67.7 million in wastewater capital expenditures is identified between 2021 and 2030. Approximately $21.5 million will be funded from transfers from the wastewater operating budget, $30.8 million from the issuance of long-term debt of which $0.8 million is growth related and therefore serviced from future development charge receipts, $7.0 million from other sources such as Gas Tax and external contributions, $0.8 million from development charges, and $7.7 million from the wastewater capital reserve.
5. The net annual wastewater expenditures are expected to increase approximately $10.7 million, from $17.1 million in 2021 to $27.8 million by 2030.
6. The financial statements for the wastewater system are prepared based on the results of the rate study analyses and projections, indicate the following:
    - The accumulated surplus is projected to increase from approximately $39.7 million in 2021 to approximately $62.0 million by 2026.
    - The operating surplus ratio is projected to remain constant at approximately 17-21%.
    - The cash position is projected to increase from $1.7million in 2020 to $1.9 million in 2026.

    These indicate that the financial outlook for the water system over the 6-year period 2021 to 2026 is good.

The following are the main recommendations resulting from the water and wastewater rate study:

7. That implementation of Water Rates and Charges as contained in Appendix I be approved to achieve full cost recovery and long-term sustainable financing of the City's water system.
8. That implementation of Wastewater Rates and Charges as contained in Appendix J be approved to achieve full cost recovery and long-term sustainable financing of the City's wastewater system.
9. That transfers to the water and wastewater capital reserves be increased to levels as presented in Appendix F to adequately fund the capital requirements, subject to annual reviews, of the water and wastewater system's capital needs.
10. That the O.Reg. 453/07 Water System Financial Plan No. 076-301 including the Financial Statements contained herein be approved by Council and submitted to the Province of Ontario in accordance with the Drinking Water System License renewal requirements and O. Reg. 453/07.
11. That the Wastewater System Financial Plan including the Financial Statements contained herein be received by Council.
12. That a copy of the Water Financial Plan No. 076-301 and the Wastewater Financial Plan be posted on the City's website and made available to the public at no charge.

APPENDICIES

Appendix A

2021 Water and Wastewater Rate By-Law No. 2020-151 (Appendix IV)

2021 WATER AND WASTEWATER SERVICES RATE STRUCTURE

	2020	Proposed 2021	$ Difference
Water Fixed Cost *(yr)*	145.14	173.42	$28.28
Water Consumption Rate *(m^3)*	2.1746	2.0569	$(0.1177)
Wastewater Service Charge *(yr)*	193.40	226.92	$33.52
Wastewater Treatment Rate *(m^3)*	2.8953	2.6823	$(0.213)
Commercial Wastewater Treatment Rate *(m^3)*	2.8953	2.6823	$(0.213)

Customer	Annual Consumption m^3	2020 Annual Bill	Proposed 2021 Annual Bill	Yearly $ Difference
Low Residential # of accounts = 5,750	75	$719	$756	$37
Average Residential # of accounts = 9,250	180	$1,251	1253	$2
Multi-Residential (4 units) # of accounts = 876	175	$2,055	$2,211	$155
Multi-Residential (100 units) # of accounts = 7	10,725	$78,284	$79,102	$818
Commercial # of accounts = 701	24,600	$131,829	$124,991	$(6,837)
Industrial # of accounts = 41	16,356	$109,925	$109,421	$(503)

Appendix B

Customer Growth Projections

APPENDIX B: CUSTOMER GROWTH PROJECTIONS

Water Customer Growth										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ICI Customers- up to 3/4"	444	464	484	504	524	544	577	610	643	676
ICI Customers - 1"	124	124	124	124	124	124	124	124	124	124
ICI Customers - 1 1/2"	104	104	104	104	104	104	104	104	104	104
ICI Customers - 2"	92	92	92	92	92	92	92	92	92	92
ICI Customers - 3"	19	19	19	19	19	19	19	19	19	19
ICI Customers - 4"	5	5	5	5	5	5	5	5	5	5
ICI Customers - 6"	7	7	7	7	7	7	7	7	7	7
ICI Customers - 8"	2	2	2	2	2	2	2	2	2	2
ICI Customers - 10"	1	1	1	1	1	1	1	1	1	1
ICI Multi Unit Customers - > 4 Units	191	191	191	191	191	191	191	191	191	191
ICI Multi Unit Customers - 2,3,4 Units	349	349	349	349	349	349	349	349	349	349
Single Family Residential Customers	17,593	17,884	18,175	18,466	18,757	19,048	19,339	19,630	19,921	20,212
Multi-Residential Customers (2-6 Units)	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149
Multi-Residential Customers (7 Units of more)	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004
Total	**24,084**	**24,395**	**24,706**	**25,017**	**25,328**	**25,639**	**25,963**	**26,287**	**26,611**	**26,935**

Wastewater Customer Growth										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ICI Customers- up to 3/4"	434	454	474	494	514	534	567	600	633	666
ICI Customers - 1"	120	120	120	120	120	120	120	120	120	120
ICI Customers - 1 1/2"	103	103	103	103	103	103	103	103	103	103
ICI Customers - 2"	90	90	90	90	90	90	90	90	90	90
ICI Customers - 3"	19	19	19	19	19	19	19	19	19	19
ICI Customers - 4"	5	5	5	5	5	5	5	5	5	5
ICI Customers - 6"	7	7	7	7	7	7	7	7	7	7
ICI Customers - 8"	1	1	1	1	1	1	1	1	1	1
ICI Customers - 10"	1	1	1	1	1	1	1	1	1	1
ICI Multi Unit Customers - > 4 Units	191	191	191	191	191	191	191	191	191	191
ICI Multi Unit Customers - 2,3,4 Units	349	349	349	349	349	349	349	349	349	349
Single Family Residential Customers	17,311	17,602	17,893	18,184	18,475	18,766	19,057	19,348	19,639	19,930
Multi-Residential Customers (2-6 Units)	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149
Multi-Residential Customers (7 Units of more)	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004
Total	**23,784**	**24,095**	**24,406**	**24,717**	**25,028**	**25,339**	**25,663**	**25,987**	**26,311**	**26,635**

Appendix C

Water Capital Forecast

APPENDIX C: WATER CAPITAL FORECAST

Water Service 2021 Capital Budget and 2022 - 2030 Forecast										
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
CAST IRON WATERMAIN REPLACEMENTS	$3,775,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BROADWAY AREA - CONSTRUCTION OF TRUNK SANITARY SEWER (WATERMAIN)	$1,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CADY STREET ROAD & WATERMAIN REPLACEMENT (WATER)	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FLEET REPLACEMENTS WATER ENG	$ 238,300	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SCHOLFIELD AVENUE INFRASTRUCTURE RENEWALS (WATER)	$ 169,200	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SOUTHWORTH STREET INFRASTRUCTURE RENEWALS (WATER)	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PARKDALE PLACE INFRASTRUCTURE RENEWALS (WATER)	$ 160,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WATER METER REPLACEMENTS	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WEST MAIN AREA (NIAGARA TO PCD PHASE 2-4 DESIGN)(WATER)	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IVA STREET CONSTRUCTION - DEVELOPMENT AGREEMENT (WATER)	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SUMBLER ROAD WATERMAIN REPLACEMENT	$ 400,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NORTHAVEN ROAD WATERMAIN REPLACEMENT	$ 280,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
RIVERBANK STREET WATERMAIN REPLACEMENT	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
STATE STREET WATERMAIN REPLACEMENT	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ELIZABETH STREET WEST INFRASTRUCTURE RENEWALS (WATER)	$ 175,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LEAD SERVICE REPLACEMENT PROGRAM (PRIVATE SIDE)	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WATER MODEL UPDATES & WATER MASTER PLAN	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22164 - Southworth Street - Gordon to McCabe	$ -	$ 360,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22165 - West Main Area Infrastructure Improvements	$ -	$1,030,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22170 - Commercial Street Area Infrastructure Improvements	$ -	$1,545,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22301 - Fleet Replacements Water Eng	$ -	$ 151,733	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22751 - Water Meter Replacements	$ -	$ 206,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22752 - Lead Service Replacement Program (Private Side)	$ -	$ 25,750	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22755 - Water Model Updates	$ -	$ 10,300	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22757 - District Meter Installations & Water Loss Initiative	$ -	$ 52,530	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22758 - Patterson Avenue	$ -	$ 226,600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22765 - Alberta Street Infrastructure Renewals (Water)	$ -	$ 401,700	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-22770 - Broadway Area Infrastructure Improvements (Water)	$ -	$1,030,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23165 - West Main Area Infrastructure Improvements	$ -	$ -	$ 424,360	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23170 - Commercial Street Area Infrastructure Improvements	$ -	$ -	$2,121,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23301 - Fleet Replacements Water Eng	$ -	$ -	$ 68,806	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23370 - David Street Storm Sewer Replacement	$ -	$ -	$ 742,630	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23751 - Water Meter Replacements	$ -	$ -	$ 212,180	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ 26,523	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23755 - Water Model Updates	$ -	$ -	$ 10,609	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ 55,188	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-23770 - Broadway Area Infrastructure Improvements	$ -	$ -	$1,060,900	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24170 - Commercial Street Area Infrastructure Improvements	$ -	$ -	$ -	$2,185,454	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24301 - Fleet Replacements Water Eng	$ -	$ -	$ -	$ 306,266	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24370 - David Street Storm Sewer Replacement	$ -	$ -	$ -	$ 764,909	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24751 - Water Meter Replacements	$ -	$ -	$ -	$ 218,545	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ -	$ 27,318	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24755 - Water Model Updates	$ -	$ -	$ -	$ 10,927	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ -	$ 57,980	$ -	$ -	$ -	$ -	$ -	$ -
10-910-24770 - Broadway Area Infrastructure Improvements	$ -	$ -	$ -	$1,092,727	$ -	$ -	$ -	$ -	$ -	$ -

APPENDIX C: WATER CAPITAL FORECAST

Water Service
2021 Capital Budget and 2022 - 2030 Forecast

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
10-910-25170 - Commercial Street Area Infrastructure Improvements	$ -	$ -	$ -	$ -	$2,251,018	$ -	$ -	$ -	$ -	$ -
10-910-25301 - Fleet Replacements Water Eng	$ -	$ -	$ -	$ -	$ 302,467	$ -	$ -	$ -	$ -	$ -
10-910-25751 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ 225,102	$ -	$ -	$ -	$ -	$ -
10-910-25752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ -	$ -	$ 28,138	$ -	$ -	$ -	$ -	$ -
10-910-25755 - Water Model Updates	$ -	$ -	$ -	$ -	$ 11,255	$ -	$ -	$ -	$ -	$ -
10-910-25757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ -	$ -	$ 60,915	$ -	$ -	$ -	$ -	$ -
10-910-25770 - Broadway Area Infrastructure Improvements	$ -	$ -	$ -	$ -	$1,125,509	$ -	$ -	$ -	$ -	$ -
10-910-26301 - Fleet Replacements Water Eng	$ -	$ -	$ -	$ -	$ -	$ 427,946	$ -	$ -	$ -	$ -
10-910-26750 - Cast Iron Watermain Replacement Program	$ -	$ -	$ -	$ -	$ -	$4,057,459	$ -	$ -	$ -	$ -
10-910-26751 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ 231,855	$ -	$ -	$ -	$ -
10-910-26752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ -	$ -	$ -	$ 28,982	$ -	$ -	$ -	$ -
10-910-26755 - Water Model Updates	$ -	$ -	$ -	$ -	$ -	$ 11,593	$ -	$ -	$ -	$ -
10-910-26757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ -	$ -	$ -	$ 63,997	$ -	$ -	$ -	$ -
10-910-27301 - Fleet Replacements Water Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ 135,901	$ -	$ -	$ -
10-910-27750 - Cast Iron Watermain Replacement Program	$ -	$ -	$ -	$ -	$ -	$ -	$4,673,521	$ -	$ -	$ -
10-910-27751 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ 245,975	$ -	$ -	$ -
10-910-27752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,747	$ -	$ -	$ -
10-910-27755 - Water Model Updates	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,299	$ -	$ -	$ -
10-910-27757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ -	$ -	$ -	$ -	$ 69,252	$ -	$ -	$ -
10-910-28301 - Fleet Replacements Water Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 79,553	$ -	$ -
10-910-28750 - Cast Iron Watermain Replacement Program	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$4,813,726	$ -	$ -
10-910-28751 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 253,354	$ -	$ -
10-910-28752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 31,669	$ -	$ -
10-910-28755 - Water Model Updates	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,668	$ -	$ -
10-910-28757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 72,756	$ -	$ -
10-910-29301 - Fleet Replacements Water Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 207,002	$ -
10-910-29750 - Cast Iron Watermain Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$4,958,138	$ -
10-910-29751 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 260,955	$ -
10-910-29752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 32,619	$ -
10-910-29755 - Water Model Updates	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,048	$ -
10-910-29757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 76,438	$ -
10-910-30301 - Fleet Replacements Water Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 221,477
10-910-30750 - Cast Iron Watermain Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$5,375,666
10-910-30751 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 268,783
10-910-30752 - Lead Service Replacement Program (Private Side)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,598
10-910-30755 - Water Model Updates	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,439
10-910-30757 - District Meter Installations & Water Loss Initiative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 80,306
Total Capital Expenditures - Capital Program	**$7,022,500**	**$5,040,113**	**$4,722,995**	**$4,664,127**	**$4,004,403**	**$4,821,831**	**$5,167,694**	**$5,263,726**	**$5,548,200**	**$5,993,269**
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Additional Asset Management Needs	$ -	$ 336,546	$ 346,643	$ 357,042	$ 367,753	$ 378,786	$ 390,149	$ 401,854	$ 413,910	$ 426,327
Total Capital Expenditures	**$7,022,500**	**$5,376,660**	**$5,069,638**	**$5,021,169**	**$4,372,156**	**$5,200,617**	**$5,557,843**	**$5,665,580**	**$5,962,109**	**$6,419,596**
Capital Financing										
Provincial/Federal Grants										
Gas Tax Funding		$ 414,240	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000
External Contributions		$ 400,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Development Charges	$ 22,500	$ 250,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Non-Growth Related Debenture Requirements	$5,146,900	$1,938,912	$1,858,911	$1,636,812	$ 887,005	$1,448,382	$1,449,916	$1,361,605	$1,416,031	$1,579,929
Growth Related Debenture Requirements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operating Contributions (Capital From Current)	$1,853,100	$1,890,162	$1,927,965	$1,966,525	$2,005,855	$2,045,972	$2,086,892	$2,128,629	$2,171,202	$2,214,626
Water Capital Reserve	$ -	$ 483,346	$ 617,762	$ 752,832	$ 814,296	$1,041,263	$1,356,035	$1,510,346	$1,709,876	$1,960,041
Total Capital Financing	**$7,022,500**	**$5,376,660**	**$5,069,638**	**$5,021,169**	**$4,372,156**	**$5,200,617**	**$5,557,843**	**$5,665,580**	**$5,962,109**	**$6,419,596**

Appendix D

Wastewater Capital Forecast

APPENDIX D: WASTEWATER CAPITAL FORECAST

Wastewater Service 2021 Capital Budget and 2022 - 2030 Forecast										
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SANITARY SEWER SEPERATION/ REPLACEMENTS	$1,825,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BROADWAY AREA - CONSTRUCTION OF TRUNK SANITARY SEWER	$2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BROADWAY AREA INFLOW/INFILTRATION REDUCTION INVESTIGATION	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CLARE AVENUE INFRASTRUCTURE RENEWALS (WASTEWATER)	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FLEET REPLACEMENTS SANITARY ENG	$ 91,600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SCHOLFIELD AVENUE INFRASTRUCTURE RENEWALS (WASTEWATER)	$ 573,600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SOUTHWORTH STREET INFRASTRUCTURE RENEWALS (WASTEWATER)	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PARKDALE PLACE INFRASTRUCTURE RENEWALS (WASTEWATER)	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WATER METER REPLACEMENTS	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WEST MAIN AREA (NIAGARA TO PCD PHASE 2-4 DESIGN)(WASTEWATER)	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
COMMERCIAL ST MSP & ONTARIO ST TRUNK SEWER (PHASE 1)	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IVA STREET CONSTRUCTION - DEVELOPMENT AGREEMENT (WASTEWATER)	$ 45,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NORTHAVEN RD WATERMAIN REPLACEMENT(WASTEWATER)	$ 240,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
RIVERBANK STREET WATERMAIN REPLACEMENT (WASTEWATER)	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
STATE STREET WATERMAIN REPLACEMENT (WASTEWATER)	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ELIZABETH STREET WEST INFRASTRUCTURE RENEWALS (WASTEWATER)	$ 208,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CSO & SEWER SYSTEM FLOW LEVEL MONITORING (MANDATORY)	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HAGAR STREET SEWER BULKHEAD REMOVALS	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LINCOLN / COVENTRY AREA INFLOW/INFILTRATION REDUCTION INVESTIGATION	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FOURTH STREET SANITARY SEWER REPLACEMENT	$ 275,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FIFTH STREET SEWER REPLACEMENT	$ 325,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SIXTH STREET SANITARY SEWER REPLACEMENT	$ 350,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
RIVER INFLOW INVESTIGATION & INSTALL OF CHECK VALVES	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DAIN CITY INFILTRATION/INFLOW REDUCTION PROGRAM	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SANITARY SEWER MODEL UPDATE	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22164 - Southworth Street - Gordon to McCabe	$ -	$ 412,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22165 - West Main Area Infrastructure Improvements	$ -	$ 2,575,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22170 - Commercial Street Area Infrastructure Improvements	$ -	$ 3,090,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22700 - Water Meter Replacements	$ -	$ 206,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ 206,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22704 - Inflow / Infiltration Reduction	$ -	$ 210,120	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22706 - Private Site Disconnection (SWAP) Program	$ -	$ 187,048	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22709 - Catchbasin Separation Work	$ -	$ 107,120	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22711 - Patterson Avenue	$ -	$ 200,850	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22715 - Dain City Infiltration/Inflow Reduction Program	$ -	$ 515,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22730 - Broadway Area Inflow/Infiltration Reduction	$ -	$ 515,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22740 - Lincoln/Coventry Area I/I Reduction	$ -	$ 515,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22741 - Welland River Inflow Reduction	$ -	$ 206,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-22770 - Broadway Area Infrastructure Improvements (Wastewater)	$ -	$ 2,060,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23165 - West Main Area Infrastructure Improvements	$ -	$ -	$ 477,405	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23170 - Commercial Street Area Infrastructure Improvements	$ -	$ -	$2,121,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23302 - Fleet Replacements Sanitary Eng	$ -	$ -	$ 44,558	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23370 - David Street Storm Sewer Replacement	$ -	$ -	$ 742,630	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23700 - Water Meter Replacements	$ -	$ -	$ 212,180	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ -	$ 212,180	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23704 - Inflow / Infiltration Reduction	$ -	$ -	$ 318,270	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ 196,267	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23708 - Sanitary Lateral Rehabilitation	$ -	$ -	$ 53,045	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23715 - Dain City Infiltration/Inflow Reduction Program	$ -	$ -	$ 530,450	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23730 - Broadway Area Inflow/Infiltration Reduction	$ -	$ -	$ 530,450	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23740 - Lincoln/Coventry Area I/I Reduction	$ -	$ -	$ 530,450	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-23770 - Broadway Area Infrastructure Improvements (Wastewater)	$ -	$ -	$2,121,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24170 - Commercial Street Area Infrastructure Improvements	$ -	$ -	$ -	$2,185,454	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24370 - David Street Storm Sewer Replacement	$ -	$ -	$ -	$ 764,909	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24700 - Water Meter Replacements	$ -	$ -	$ -	$ 218,545	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ -	$ -	$ 218,545	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24704 - Inflow / Infiltration Reduction	$ -	$ -	$ -	$ 229,649	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ -	$ 92,769	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24708 - Sanitary Lateral Rehabilitation	$ -	$ -	$ -	$ 55,729	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24730 - Broadway Area Inflow/Infiltration Reduction	$ -	$ -	$ -	$ 546,364	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24740 - Lincoln/Coventry Area I/I Reduction	$ -	$ -	$ -	$ 546,364	$ -	$ -	$ -	$ -	$ -	$ -
10-330-24770 - Broadway Area Infrastructure Improvements (Wastewater)	$ -	$ -	$ -	$2,185,454	$ -	$ -	$ -	$ -	$ -	$ -

APPENDIX D: WASTEWATER CAPITAL FORECAST

Wastewater Service 2021 Capital Budget and 2022 - 2030 Forecast Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
10-330-25170 - Commercial Street Area Infrastructure Improvements	$ -	$ -	$ -	$ -	$ 2,251,018	$ -	$ -	$ -	$ -	$ -
10-330-25302 - Fleet Replacements Sanitary Eng	$ -	$ -	$ -	$ -	$ 1,465	$ -	$ -	$ -	$ -	$ -
10-330-25700 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ 225,102	$ -	$ -	$ -	$ -	$ -
10-330-25701 - Asset Management Plan Update	$ -	$ -	$ -	$ -	$ 28,138	$ -	$ -	$ -	$ -	$ -
10-330-25702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ -	$ -	$ -	$ 225,102	$ -	$ -	$ -	$ -	$ -
10-330-25704 - Inflow / Infiltration Reduction	$ -	$ -	$ -	$ -	$ 241,269	$ -	$ -	$ -	$ -	$ -
10-330-25706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ -	$ -	$ 97,463	$ -	$ -	$ -	$ -	$ -
10-330-25730 - Broadway Area Inflow/Infiltration Reduction	$ -	$ -	$ -	$ -	$ 562,754	$ -	$ -	$ -	$ -	$ -
10-330-25740 - Lincoln/Coventry Area I/I Reduction	$ -	$ -	$ -	$ -	$ 562,754	$ -	$ -	$ -	$ -	$ -
10-330-25770 - Broadway Area Infrastructure Improvements (Wastewater)	$ -	$ -	$ -	$ -	$ 2,251,018	$ -	$ -	$ -	$ -	$ -
10-330-26302 - Fleet Replacements Sanitary Eng	$ -	$ -	$ -	$ -	$ -	$ 389,342	$ -	$ -	$ -	$ -
10-330-26700 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ 231,855	$ -	$ -	$ -	$ -
10-330-26702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ -	$ -	$ -	$ -	$ 231,855	$ -	$ -	$ -	$ -
10-330-26704 - Inflow / Infiltration Reduction	$ -	$ -	$ -	$ -	$ -	$ 253,476	$ -	$ -	$ -	$ -
10-330-26706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ -	$ -	$ -	$ 102,394	$ -	$ -	$ -	$ -
10-330-26707 - Sewer Rehabilitation Program (Replace or Lining)	$ -	$ -	$ -	$ -	$ -	$ 3,874,970	$ -	$ -	$ -	$ -
10-330-27302 - Fleet Replacements Sanitary Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ 38,618	$ -	$ -	$ -
10-330-27700 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ 245,975	$ -	$ -	$ -
10-330-27702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ -	$ -	$ -	$ -	$ -	$ 245,975	$ -	$ -	$ -
10-330-27704 - Inflow / Infiltration Reduction	$ -	$ -	$ -	$ -	$ -	$ -	$ 274,291	$ -	$ -	$ -
10-330-27706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ -	$ -	$ -	$ -	$ 110,803	$ -	$ -	$ -
10-330-27707 - Sewer Rehabilitation Program (Replace or Lining)	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,078,414	$ -	$ -	$ -
10-330-27708 - Sanitary Lateral Rehabilitations	$ -	$ -	$ -	$ -	$ -	$ -	$ 66,487	$ -	$ -	$ -
10-330-28302 - Fleet Replacements Sanitary Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 39,903	$ -	$ -
10-330-28700 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 253,354	$ -	$ -
10-330-28702 - CSO & Sewer System Flow Level MonitoringCSO & Sewer System Flow	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 253,354	$ -	$ -
10-330-28704 - Inflow / Infiltration Reduction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 288,171	$ -	$ -
10-330-28706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 116,410	$ -	$ -
10-330-28707 - Sewer Rehabilitation Program (Replace or Lining)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,288,357	$ -	$ -
10-330-28708 - Sanitary Lateral Rehabilitation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 69,851	$ -	$ -
10-330-29302 - Fleet Replacements Sanitary Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 51,408	$ -
10-330-29700 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 260,955	$ -
10-330-29702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 260,955	$ -
10-330-29704 - Inflow / Infiltration Reduction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 302,753	$ -
10-330-29706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 122,300	$ -
10-330-29707 - Sewer Rehabilitation Program (Replace or Lining)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,492,793	$ -
10-330-29708 - Sanitary Lateral Rehabilitation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 73,386	$ -
10-330-30300 - Fleet Replacements Sanitary Eng	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,668
10-330-30700 - Water Meter Replacements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 268,783
10-330-30701 - Asset Management Plan Update	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,598
10-330-30702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 268,783
10-330-30704 - Inflow / Infiltration Reduction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 318,071
10-330-30706 - Private Side Disconnection (SWAP) Program	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 128,488
10-330-30707 - Sewer Rehabilitation Program (Replace or Lining	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,818,409
10-330-30708 - Sanitary Lateral Rehabilitation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 77,099
Total Capital Expenditures - Capital Program	$ 8,183,200	$ 11,005,138	$ 8,091,484	$ 7,043,782	$ 6,446,083	$ 5,083,892	$ 5,060,563	$ 5,309,401	$ 5,564,550	$ 5,921,900
	$ 2,021	$ 2,022	$ 2,023	$ 2,024	$ 2,025	$ 2,026	$ 2,027	$ 2,028	$ 2,029	$ 2,030
Additional Asset Management Needs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Capital Expenditures	$ 8,183,200	$ 11,005,138	$ 8,091,484	$ 7,043,782	$ 6,446,083	$ 5,083,892	$ 5,060,563	$ 5,309,401	$ 5,564,550	$ 5,921,900
Capital Financing										
Provincial/Federal Grants										$ -
Gas Tax Funding	$ 830,000	$ 414,240	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000	$ 415,000
External Contributions	$ 400,000	$ 400,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Development Charges	$ 241,152	$ 131,531	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Non-Growth Related Debenture Requirements	$ 4,039,868	$ 7,617,060	$ 4,918,634	$ 3,696,824	$ 2,936,343	$ 1,551,973	$ 1,237,895	$ 1,270,248	$ 1,298,602	$ 1,394,264
Growth Related Debenture Requirements	$ 708,160	$ 118,469	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operating Contributions (Capital From Current)	$ 1,964,020	$ 2,003,300	$ 2,043,366	$ 2,084,234	$ 2,125,918	$ 2,168,437	$ 2,211,806	$ 2,256,042	$ 2,301,162	$ 2,347,186
Wastewater Capital Reserve	$ -	$ 320,538	$ 464,484	$ 597,724	$ 718,822	$ 698,482	$ 945,862	$ 1,118,111	$ 1,299,786	$ 1,515,450
Total Capital Financing	$ 8,183,200	$ 11,005,138	$ 8,091,484	$ 7,043,782	$ 6,446,083	$ 5,083,892	$ 5,060,563	$ 5,309,401	$ 5,564,550	$ 5,921,900

Appendix E

Debt Projections

APPENDIX E: DEBT CONTINUITY SCHEDULES

Table E-1

Water Service Non Growth-Related Debt	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	6,820,682	10,728,287	11,332,003	11,731,509	11,709,256	10,821,590	10,384,260	9,847,061	9,131,720	8,664,369
New Debt	5,146,900	1,938,912	1,858,911	1,636,812	887,005	1,448,382	1,449,916	1,361,605	1,416,031	1,579,929
Principal Repayment	1,239,295	1,335,195	1,459,405	1,659,065	1,774,671	1,885,712	1,987,115	2,076,946	1,883,382	1,891,564
Interest Payment	230,535	266,352	284,506	297,050	298,085	277,197	266,890	253,192	234,726	224,653
Closing Balance	**10,728,287**	**11,332,003**	**11,731,509**	**11,709,256**	**10,821,590**	**10,384,260**	**9,847,061**	**9,131,720**	**8,664,369**	**8,352,734**

(Note: There is no projected growth-related debt for water)

Table E-2

Wastewater Service Non Growth-Related Debt	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	2,994,117	6,290,152	13,036,331	16,505,819	18,279,260	19,023,343	18,097,283	16,745,731	15,293,597	13,786,868
New Debt	4,039,868	7,617,060	4,918,634	3,696,824	2,936,343	1,551,973	1,237,895	1,270,248	1,298,602	1,394,264
Principal Repayment	743,833	870,881	1,449,147	1,923,383	2,192,259	2,478,034	2,589,447	2,722,382	2,805,330	2,990,627
Interest Payment	105,107	156,373	325,954	413,685	458,509	477,861	455,270	421,714	385,545	348,569
Closing Balance	**6,290,152**	**13,036,331**	**16,505,819**	**18,279,260**	**19,023,343**	**18,097,283**	**16,745,731**	**15,293,597**	**13,786,868**	**12,190,506**

Table E-3

Wastewater Service Growth-Related Debt	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	-	708,160	763,420	688,055	610,807	531,628	450,469	367,281	282,013	194,614
New Debt	708,160	118,469	-	-	-	-	-	-	-	-
Principal Repayment	-	63,209	75,364	77,248	79,179	81,159	83,188	85,268	87,399	89,584
Interest Payment	-	17,704	19,085	17,201	15,270	13,291	11,262	9,182	7,050	4,865
Closing Balance	**708,160**	**763,420**	**688,055**	**610,807**	**531,628**	**450,469**	**367,281**	**282,013**	**194,614**	**105,030**

Appendix F

Reserve and Reserve Fund Projections

APPENDIX F: RESERVE AND RESERVE FUND PROJECTIONS

Table F-1

Water Service Water Capital Reserve										
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	$ 1,757,192	$ 1,829,782	$ 1,616,391	$ 1,466,737	$ 1,380,954	$ 1,434,366	$ 1,461,142	$ 1,372,046	$ 1,328,096	$ 1,284,073
Transfer from Operating	$ 50,000	$ 250,000	$ 450,000	$ 650,000	$ 850,000	$ 1,050,000	$ 1,250,000	$ 1,450,000	$ 1,650,000	$ 1,850,000
Transfer to Capital		$ 483,346	$ 617,762	$ 752,832	$ 814,296	$ 1,041,263	$ 1,356,035	$ 1,510,346	$ 1,709,876	$ 1,960,041
Closing Balance	$ 1,807,192	$ 1,596,436	$ 1,448,629	$ 1,363,905	$ 1,416,658	$ 1,443,103	$ 1,355,107	$ 1,311,700	$ 1,268,220	$ 1,174,032
Interest	22,590	19,955	18,108	17,049	17,708	18,039	16,939	16,396	15,853	14,675

Table F-2

Water Service Water Development Charges Reserve Fund										
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	$ 498,233	$ 740,514	$ 761,517	$ 993,229	$ 1,236,022	$ 1,490,280	$ 1,756,398	$ 2,096,218	$ 2,451,341	$ 2,822,289
Development Charge Proceeds	255,639	261,602	269,450	277,533	285,859	294,435	363,941	374,859	386,105	397,688
Transfer to Capital	$ 22,500	$ 250,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Transfer to Operating	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Closing Balance	$ 731,372	$ 752,116	$ 980,967	$ 1,220,762	$ 1,471,881	$ 1,734,714	$ 2,070,339	$ 2,421,077	$ 2,787,446	$ 3,169,977
Interest	$ 9,142	$ 9,401	$ 12,262	$ 15,260	$ 18,399	$ 21,684	$ 25,879	$ 30,263	$ 34,843	$ 39,625

Table F-3

Wastewater Service Wastewater Capital Reserve										
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	$ 1,555,682	$ 1,656,128	$ 1,585,160	$ 1,519,434	$ 1,469,857	$ 1,448,924	$ 1,600,198	$ 1,654,764	$ 1,687,486	$ 1,688,546
Transfer from Operating	80,000	230,000	380,000	530,000	680,000	830,000	980,000	1,130,000	1,280,000	1,430,000
Transfer to Capital		$ 320,538	$ 464,484	$ 597,724	$ 718,822	$ 698,482	$ 945,862	$ 1,118,111	$ 1,299,786	$ 1,515,450
Closing Balance	$ 1,635,682	$ 1,565,590	$ 1,500,676	$ 1,451,711	$ 1,431,036	$ 1,580,442	$ 1,634,335	$ 1,666,653	$ 1,667,700	$ 1,603,096
Interest	20,446	19,570	18,758	18,146	17,888	19,756	20,429	20,833	20,846	20,039

Table F-4

Wastewater Service Wastewater Development Charges Reserve Fund										
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	$ 33,530	$ -	$ -	$ 75,298	$ 158,184	$ 248,952	$ 347,907	$ 505,951	$ 674,969	$ 855,369
Development Charge Proceeds	207,622	212,445	218,818	225,383	232,144	239,108	296,248	305,135	314,289	323,718
Transfer to Capital	$ 241,152	$ 131,531	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Transfer to Operating	$ -	$ 80,913	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450
Closing Balance	$ -	$ -	$ 74,369	$ 156,231	$ 245,879	$ 343,611	$ 499,705	$ 666,637	$ 844,809	$ 1,034,638
Interest	$ -	$ -	$ 930	$ 1,953	$ 3,073	$ 4,295	$ 6,246	$ 8,333	$ 10,560	$ 12,933

Appendix G

Operating Budget Forecast
WATER

APPENDIX G: WATER OPERATING BUDGET FORECAST

Water Service 2021 - 2030 Operating Budget Forecast Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Expenditures										
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
510010 - SALARIES/WAGES	$ 1,315,126	$ 1,341,429	$ 1,368,257	$ 1,395,622	$ 1,423,535	$ 1,452,005	$ 1,481,045	$ 1,510,666	$ 1,540,880	$ 1,571,697
510020 - OTHER SALARIES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
510040 - PART-TIME	$ 59,946	$ 61,145	$ 62,368	$ 63,615	$ 64,887	$ 66,185	$ 67,509	$ 68,859	$ 70,236	$ 71,641
510100 - OVERTIME	$ 75,000	$ 76,500	$ 78,030	$ 79,591	$ 81,182	$ 82,806	$ 84,462	$ 86,151	$ 87,874	$ 89,632
510200 - EMPLOYEE BENEFITS	$ 471,550	$ 480,981	$ 490,601	$ 500,413	$ 510,421	$ 520,629	$ 531,042	$ 541,663	$ 552,496	$ 563,546
520010 - OFFICE EQUIP/SUPPLIES	$ 5,500	$ 5,610	$ 5,722	$ 5,837	$ 5,953	$ 6,072	$ 6,194	$ 6,318	$ 6,444	$ 6,573
520020 - POSTAGE	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297	$ 44,163	$ 45,046	$ 45,947	$ 46,866	$ 47,804
520030 - OPERATING EQUIP/SUPPLIES	$ 500,000	$ 510,000	$ 520,200	$ 530,604	$ 541,216	$ 552,040	$ 563,081	$ 574,343	$ 585,830	$ 597,546
520040 - EQIPMENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
520050 - ADVERTISING	$ 1,000	$ 1,020	$ 1,040	$ 1,061	$ 1,082	$ 1,104	$ 1,126	$ 1,149	$ 1,172	$ 1,195
520090 - CONFERENCES/CONVENTIONS	$ 4,400	$ 4,488	$ 4,578	$ 4,669	$ 4,763	$ 4,858	$ 4,955	$ 5,054	$ 5,155	$ 5,258
520100 - PROFESSIONAL DEVELOPMENT	$ 41,800	$ 42,636	$ 43,489	$ 44,358	$ 45,246	$ 46,151	$ 47,074	$ 48,015	$ 48,975	$ 49,955
520110 - MEMBERSHIPS	$ 2,200	$ 2,244	$ 2,289	$ 2,335	$ 2,381	$ 2,429	$ 2,478	$ 2,527	$ 2,578	$ 2,629
520200 - MILEAGE & MEETINGS	$ 500	$ 510	$ 520	$ 531	$ 541	$ 552	$ 563	$ 574	$ 586	$ 598
520230 - UNIFORMS/CLOTHING	$ 8,000	$ 8,160	$ 8,323	$ 8,490	$ 8,659	$ 8,833	$ 9,009	$ 9,189	$ 9,373	$ 9,561
520240 - MEAL ALLOWANCE	$ 4,000	$ 4,080	$ 4,162	$ 4,245	$ 4,330	$ 4,416	$ 4,505	$ 4,595	$ 4,687	$ 4,780
520250 - MISCELLANEOUS	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297	$ 44,163	$ 45,046	$ 45,947	$ 46,866	$ 47,804
520270 - LEASES - PROPERTY	$ 814	$ 830	$ 847	$ 864	$ 881	$ 899	$ 917	$ 935	$ 954	$ 973
520340 - BANK SERVICE CHARGES	$ 1,200	$ 1,224	$ 1,248	$ 1,273	$ 1,299	$ 1,325	$ 1,351	$ 1,378	$ 1,406	$ 1,434
520470 - CONTINGENCIES	$ 77,500	$ 79,050	$ 80,631	$ 82,244	$ 83,888	$ 85,566	$ 87,278	$ 89,023	$ 90,804	$ 92,620
520610 - UTILITIES - HYDRO	$ 3,500	$ 3,570	$ 3,641	$ 3,714	$ 3,789	$ 3,864	$ 3,942	$ 4,020	$ 4,101	$ 4,183
520620 - UTILITIES - WTR/SWR	$ 650	$ 663	$ 676	$ 690	$ 704	$ 718	$ 732	$ 747	$ 762	$ 777
520650 - MOBILE COMMUNICATIONS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
530000 - OUTSIDE CONSULTING	$ 43,000	$ 43,860	$ 44,737	$ 45,632	$ 46,545	$ 47,475	$ 48,425	$ 49,393	$ 50,381	$ 51,389
540000 - OUTSIDE CONTRACTS	$ 120,000	$ 122,400	$ 124,848	$ 127,345	$ 129,892	$ 132,490	$ 135,139	$ 137,842	$ 140,599	$ 143,411
540120 - CNTRCT-UTILITY CUTS	$ 275,000	$ 280,500	$ 286,110	$ 291,832	$ 297,669	$ 303,622	$ 309,695	$ 315,889	$ 322,206	$ 328,650
540310 - CNTRCT - LEAK DETECTION PRGM	$ 2,500	$ 2,550	$ 2,601	$ 2,653	$ 2,706	$ 2,760	$ 2,815	$ 2,872	$ 2,929	$ 2,988
550040 - AUDIT FEES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
560020 - FUEL - VEHICLES	$ 68,000	$ 69,360	$ 70,747	$ 72,162	$ 73,605	$ 75,077	$ 76,579	$ 78,111	$ 79,673	$ 81,266
580010 - INTERDEPT TRANSFERS	$ 1,480,555	$ 1,480,555	$ 1,480,555	$ 1,480,555	$ 1,480,555	$ 1,480,555	$ 1,480,555	$ 1,480,555	$ 1,480,555	$ 1,480,555
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Regional Water Charges - Fixed	$ 1,448,636	$ 1,492,095	$ 1,536,858	$ 1,582,964	$ 1,630,453	$ 1,679,366	$ 1,729,747	$ 1,781,640	$ 1,835,089	$ 1,890,141
Regional Water Charges - Variable	$ 4,582,500	$ 4,750,274	$ 4,923,990	$ 5,103,854	$ 5,290,078	$ 5,482,882	$ 5,685,578	$ 5,895,502	$ 6,112,903	$ 6,338,043
Sub Total Operating Expenditures	$10,672,877	$10,947,334	$11,230,301	$11,522,049	$11,822,855	$12,133,008	$12,455,869	$12,788,905	$13,132,380	$13,486,649
Capital-Related										
Existing Debt (Principal) - Non-Growth Related	$ 861,795	$ 875,789	$ 815,449	$ 833,086	$ 781,943	$ 788,993	$ 733,697	$ 662,774	$ 312,321	$ 154,833
Existing Debt (Interest) - Non-Growth Related	$ 155,035	$ 137,680	$ 118,846	$ 101,016	$ 81,781	$ 63,535	$ 44,437	$ 25,826	$ 8,674	$ 2,477
Existing Debt (Principal) - Growth Related	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Existing Debt (Interest) - Growth Related	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Non-Growth Related Debt (Principal)	$ 377,500	$ 459,406	$ 643,956	$ 825,979	$ 992,728	$ 1,096,719	$ 1,253,418	$ 1,414,171	$ 1,571,061	$ 1,736,731
New Non-Growth Related Debt (Interest)	$ 75,500	$ 128,673	$ 165,660	$ 196,034	$ 216,305	$ 213,662	$ 222,453	$ 227,366	$ 226,052	$ 222,176
New Growth Related Debt (Principal)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Growth Related Debt (Interest)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Water Capital Budget	$ 1,853,100	$ 1,890,162	$ 1,927,965	$ 1,966,525	$ 2,005,855	$ 2,045,972	$ 2,086,892	$ 2,128,629	$ 2,171,202	$ 2,214,626
Transfer to Capital Reserves and Reserve Funds	$ 50,000	$ 250,000	$ 450,000	$ 650,000	$ 850,000	$ 1,050,000	$ 1,250,000	$ 1,450,000	$ 1,650,000	$ 1,850,000
Sub Total Capital Related Expenditures	$ 3,372,930	$ 3,741,710	$ 4,121,877	$ 4,572,639	$ 4,928,612	$ 5,258,881	$ 5,590,897	$ 5,908,767	$ 5,939,310	$ 6,180,843
Total Expenditures	$14,045,807	$14,689,043	$15,352,178	$16,094,688	$16,751,467	$17,391,889	$18,046,766	$18,697,672	$19,071,690	$19,667,492
Non-Rate Revenues										
310490 - WATER WASTEWATER CONST FEE	$ 157,000	$ 160,140	$ 163,343	$ 166,610	$ 169,942	$ 173,341	$ 176,807	$ 180,344	$ 183,951	$ 187,630
310540 - WATER/WASTER REVENUE LOSS	$ (2,500)	$ (2,550)	$ (2,601)	$ (2,653)	$ (2,706)	$ (2,760)	$ (2,815)	$ (2,872)	$ (2,929)	$ (2,988)
310600 - WATER HAULAGE	$ 220,000	$ 224,400	$ 228,888	$ 233,466	$ 238,135	$ 242,898	$ 247,756	$ 252,711	$ 257,765	$ 262,920
310610 - PENALTY	$ 90,000	$ 91,800	$ 93,636	$ 95,509	$ 97,419	$ 99,367	$ 101,355	$ 103,382	$ 105,449	$ 107,558
310620 - WATER METER INSPECTION FEE	$ 75,000	$ 76,500	$ 78,030	$ 79,591	$ 81,182	$ 82,806	$ 84,462	$ 86,151	$ 87,874	$ 89,632
320390 - FEE/SC - EXTRNL SERVICES	$ 204,036	$ 208,117	$ 212,279	$ 216,525	$ 220,855	$ 225,272	$ 229,778	$ 234,373	$ 239,061	$ 243,842
320760 - FEE/SC - TURN-OFF CHGS	$ 12,000	$ 12,240	$ 12,485	$ 12,734	$ 12,989	$ 13,249	$ 13,514	$ 13,784	$ 14,060	$ 14,341
330360 - MISCELLANEOUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total-Non Rate Revenues	$ 755,536	$ 770,647	$ 786,060	$ 801,781	$ 817,816	$ 834,173	$ 850,856	$ 867,873	$ 885,231	$ 902,935
Operating Subsidies										
Contributions from Development Charges Reserve Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Operating Revenue	$ 755,536	$ 770,647	$ 786,060	$ 801,781	$ 817,816	$ 834,173	$ 850,856	$ 867,873	$ 885,231	$ 902,935
Net Water Costs To Be Recovered From Users	$13,290,271	$13,918,397	$14,566,118	$15,292,907	$15,933,651	$16,557,717	$17,195,930	$17,829,799	$18,186,460	$18,764,557

Appendix H

Operating Budget Forecast
WASTEWATER

APPENDIX H: WASTEWATER OPERATING BUDGET FORECAST

Wastewater Service 2021 - 2030 Operating Budget Forecast										
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Expenditures										
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
510010 - SALARIES/WAGES	$ 585,000	$ 596,700	$ 608,634	$ 620,807	$ 633,223	$ 645,887	$ 658,805	$ 671,981	$ 685,421	$ 699,129
510020 - OTHER SALARIES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
510040 - PART-TIME	$ 47,946	$ 48,905	$ 49,883	$ 50,881	$ 51,898	$ 52,936	$ 53,995	$ 55,075	$ 56,176	$ 57,300
510100 - OVERTIME	$ 20,000	$ 20,400	$ 20,808	$ 21,224	$ 21,649	$ 22,082	$ 22,523	$ 22,974	$ 23,433	$ 23,902
510200 - EMPLOYEE BENEFITS	$ 223,650	$ 228,123	$ 232,685	$ 237,339	$ 242,086	$ 246,928	$ 251,866	$ 256,904	$ 262,042	$ 267,282
520020 - POSTAGE	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297	$ 44,163	$ 45,046	$ 45,947	$ 46,866	$ 47,804
520030 - OPERATING EQUIP/SUPPLIES	$ 130,000	$ 132,600	$ 135,252	$ 137,957	$ 140,716	$ 143,531	$ 146,401	$ 149,329	$ 152,316	$ 155,362
520100 - PROFESSIONAL DEVELOPMENT	$ 5,500	$ 5,610	$ 5,722	$ 5,837	$ 5,953	$ 6,072	$ 6,194	$ 6,318	$ 6,444	$ 6,573
520200 - MILEAGE & MEETINGS	$ 200	$ 204	$ 208	$ 212	$ 216	$ 221	$ 225	$ 230	$ 234	$ 239
520230 - UNIFORMS/CLOTHING	$ 5,000	$ 5,100	$ 5,202	$ 5,306	$ 5,412	$ 5,520	$ 5,631	$ 5,743	$ 5,858	$ 5,975
520240 - MEAL ALLOWANCE	$ 2,200	$ 2,244	$ 2,289	$ 2,335	$ 2,381	$ 2,429	$ 2,478	$ 2,527	$ 2,578	$ 2,629
520250 - MISCELLANEOUS	$ 40,000	$ 40,800	$ 41,616	$ 42,448	$ 43,297	$ 44,163	$ 45,046	$ 45,947	$ 46,866	$ 47,804
520270 - LEASES - PROPERTY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
520470 - CONTINGENCIES	$ 77,500	$ 79,050	$ 80,631	$ 82,244	$ 83,888	$ 85,566	$ 87,278	$ 89,023	$ 90,804	$ 92,620
520600 - UTILITIES - HEAT	$ 1,000	$ 1,020	$ 1,040	$ 1,061	$ 1,082	$ 1,104	$ 1,126	$ 1,149	$ 1,172	$ 1,195
520610 - UTILITIES - HYDRO	$ 5,500	$ 5,610	$ 5,722	$ 5,837	$ 5,953	$ 6,072	$ 6,194	$ 6,318	$ 6,444	$ 6,573
520620 - UTILITIES - WTR/SWR	$ 650	$ 663	$ 676	$ 690	$ 704	$ 718	$ 732	$ 747	$ 762	$ 777
530000 - OUTSIDE CONSULTING	$ 21,000	$ 21,420	$ 21,848	$ 22,285	$ 22,731	$ 23,186	$ 23,649	$ 24,122	$ 24,605	$ 25,097
540000 - OUTSIDE CONTRACTS	$ 200,000	$ 204,000	$ 208,080	$ 212,242	$ 216,486	$ 220,816	$ 225,232	$ 229,737	$ 234,332	$ 239,019
540120 - CNTRCT-UTILITY CUTS	$ 275,000	$ 280,500	$ 286,110	$ 291,832	$ 297,669	$ 303,622	$ 309,695	$ 315,889	$ 322,206	$ 328,650
540330 - CNTRCT - SWR CCTV	$ 150,000	$ 153,000	$ 156,060	$ 159,181	$ 162,365	$ 165,612	$ 168,924	$ 172,303	$ 175,749	$ 179,264
550040 - AUDIT FEES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
560020 - FUEL - VEHICLES	$ 38,000	$ 38,760	$ 39,535	$ 40,326	$ 41,132	$ 41,955	$ 42,794	$ 43,650	$ 44,523	$ 45,414
580010 - INTERDEPT TRANSFERS	$ 912,145	$ 912,145	$ 912,145	$ 912,145	$ 912,145	$ 912,145	$ 912,145	$ 912,145	$ 912,145	$ 912,145
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Regional Wastewater Charges - Fixed	$11,662,147	$12,051,289	$12,653,854	$13,286,547	$13,950,874	$14,648,418	$15,380,838	$16,149,880	$16,957,374	$17,805,243
Sub Total Operating Expenditures	$14,442,438	$14,868,943	$15,509,618	$16,181,183	$16,885,160	$17,623,147	$18,398,819	$19,207,938	$20,058,350	$20,949,995
Capital-Related										
Existing Debt (Principal) - Non-Growth Related	$ 561,332	$ 510,287	$ 399,649	$ 408,617	$ 309,650	$ 286,264	$ 204,357	$ 167,172	$ 72,858	$ 2,312
Existing Debt (Interest) - Non-Growth Related	$ 68,607	$ 55,376	$ 43,546	$ 34,548	$ 24,821	$ 17,829	$ 11,234	$ 6,357	$ 2,312	$ 75,170
Existing Debt (Principal) - Growth Related	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Existing Debt (Interest) - Growth Related	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Non-Growth Related Debt (Principal)	$ 182,501	$ 360,594	$ 1,049,498	$ 1,514,766	$ 1,882,610	$ 2,191,769	$ 2,385,091	$ 2,555,211	$ 2,732,472	$ 2,916,695
New Non-Growth Related Debt (Interest)	$ 36,500	$ 100,997	$ 282,408	$ 379,137	$ 433,688	$ 460,032	$ 444,037	$ 415,357	$ 383,233	$ 347,386
New Growth Related Debt (Principal)	$ -	$ 63,209	$ 75,364	$ 77,248	$ 79,179	$ 81,159	$ 83,188	$ 85,268	$ 87,399	$ 89,584
New Growth Related Debt (Interest)	$ -	$ 17,704	$ 19,085	$ 17,201	$ 15,270	$ 13,291	$ 11,262	$ 9,182	$ 7,050	$ 4,865
Transfer to Wastewater Capital Budget	$ 1,964,020	$ 2,003,300	$ 2,043,366	$ 2,084,234	$ 2,125,918	$ 2,168,437	$ 2,211,806	$ 2,256,042	$ 2,301,162	$ 2,347,186
Transfer to Capital Reserves and Reserve Funds	$ 80,000	$ 230,000	$ 380,000	$ 530,000	$ 680,000	$ 830,000	$ 980,000	$ 1,130,000	$ 1,280,000	$ 1,430,000
Sub Total Capital Related Expenditures	$ 2,892,960	$ 3,341,468	$ 4,292,917	$ 5,045,751	$ 5,551,137	$ 6,048,781	$ 6,330,973	$ 6,624,587	$ 6,866,487	$ 7,213,199
Total Expenditures	$17,335,398	$18,210,411	$19,802,535	$21,226,934	$22,436,297	$23,671,927	$24,727,792	$25,832,525	$26,924,837	$28,163,194
Non-Rate Revenues										
310490 - WATER WASTEWATER CONST FEE	$ 26,000	$ 26,520	$ 27,050	$ 27,591	$ 28,143	$ 28,706	$ 29,280	$ 29,866	$ 30,463	$ 31,072
310540 - WATER/WASTER REVENUE LOSS	$ (3,500)	$ (3,570)	$ (3,641)	$ (3,714)	$ (3,789)	$ (3,864)	$ (3,942)	$ (4,020)	$ (4,101)	$ (4,183)
310610 - PENALTY	$ 130,000	$ 132,600	$ 135,252	$ 137,957	$ 140,716	$ 143,531	$ 146,401	$ 149,329	$ 152,316	$ 155,362
320390 - FEE/SC - EXTRNL SERVICES	$ 52,200	$ 53,244	$ 54,309	$ 55,395	$ 56,503	$ 57,633	$ 58,786	$ 59,961	$ 61,161	$ 62,384
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total-Non Rate Revenues	$ 204,700	$ 208,794	$ 212,970	$ 217,229	$ 221,574	$ 226,005	$ 230,525	$ 235,136	$ 239,839	$ 244,635
Operating Subsidies										
Contributions from Development Charges Reserve Fund	$ -	$ 80,913	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450	$ 94,450
Total Operating Revenue	$ 204,700	$ 289,707	$ 307,419	$ 311,679	$ 316,023	$ 320,455	$ 324,975	$ 329,586	$ 334,288	$ 339,085
Net Wastewater Costs To Be Recovered From Users	$17,130,698	$17,920,703	$19,495,116	$20,915,255	$22,120,273	$23,351,472	$24,402,817	$25,502,940	$26,590,549	$27,824,109

Appendix I

Sustainable Water Rates and Charges

APPENDIX I SUSTAINABLE WATER RATES AND REVENUES

BASE RATE CALCULATION

Projected Number of Water Accounts

Water Customer Growth										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ICI Customers- up to 3/4"	444	464	484	504	524	544	577	610	643	676
ICI Customers - 1"	124	124	124	124	124	124	124	124	124	124
ICI Customers - 1 1/2"	104	104	104	104	104	104	104	104	104	104
ICI Customers - 2"	92	92	92	92	92	92	92	92	92	92
ICI Customers - 3"	19	19	19	19	19	19	19	19	19	19
ICI Customers - 4"	5	5	5	5	5	5	5	5	5	5
ICI Customers - 6"	7	7	7	7	7	7	7	7	7	7
ICI Customers - 8"	2	2	2	2	2	2	2	2	2	2
ICI Customers - 10"	1	1	1	1	1	1	1	1	1	1
ICI Multi Unit Customers - > 4 Units	191	191	191	191	191	191	191	191	191	191
ICI Multi Unit Customers - 2,3,4 Units	349	349	349	349	349	349	349	349	349	349
Single Family Residential Customers	17,593	17,884	18,175	18,466	18,757	19,048	19,339	19,630	19,921	20,212
Multi-Residential Customers (2-6 Units)	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149
Multi-Residential Customers (7 Units of more)	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004
Total	24,084	24,395	24,706	25,017	25,328	25,639	25,963	26,287	26,611	26,935

Projected Annual Water Base Charges

Water Base Charges										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Increase %Increases										
ICI Customers- up to 3/4"	$ 173.42	$ 192.09	$ 216.49	$ 243.11	$ 269.37	$ 296.21	$ 323.96	$ 345.50	$ 348.04	$ 354.71
ICI Customers - 1"	$ 242.79	$ 268.93	$ 303.09	$ 340.36	$ 377.12	$ 414.69	$ 453.54	$ 483.71	$ 487.26	$ 496.59
ICI Customers - 1 1/2"	$ 312.16	$ 345.77	$ 389.69	$ 437.61	$ 484.87	$ 533.17	$ 583.13	$ 621.91	$ 626.48	$ 638.48
ICI Customers - 2"	$ 502.92	$ 557.07	$ 627.83	$ 705.03	$ 781.17	$ 859.00	$ 939.48	$ 1,001.96	$ 1,009.33	$ 1,028.66
ICI Customers - 3"	$ 1,907.62	$ 2,113.03	$ 2,381.42	$ 2,674.26	$ 2,963.08	$ 3,258.28	$ 3,563.56	$ 3,800.54	$ 3,828.49	$ 3,901.81
ICI Customers - 4"	$ 2,427.87	$ 2,689.31	$ 3,030.90	$ 3,403.61	$ 3,771.19	$ 4,146.90	$ 4,535.44	$ 4,837.06	$ 4,872.63	$ 4,965.93
ICI Customers - 6"	$ 3,641.81	$ 4,033.96	$ 4,546.35	$ 5,105.41	$ 5,656.78	$ 6,220.35	$ 6,803.16	$ 7,255.58	$ 7,308.94	$ 7,448.90
ICI Customers - 8"	$ 5,029.17	$ 5,570.71	$ 6,278.29	$ 7,050.33	$ 7,811.75	$ 8,590.01	$ 9,394.84	$ 10,019.62	$ 10,093.30	$ 10,286.58
ICI Customers - 10"	$ 6,936.78	$ 7,683.74	$ 8,659.72	$ 9,724.59	$ 10,774.82	$ 11,848.29	$ 12,958.40	$ 13,820.16	$ 13,921.80	$ 14,188.38
ICI Multi Unit Customers - > 4 Units	$ 122.48	$ 135.67	$ 152.90	$ 171.70	$ 190.24	$ 209.20	$ 228.80	$ 244.01	$ 245.81	$ 250.51
ICI Multi Unit Customers - 2,3,4 Units	$ 149.57	$ 165.68	$ 186.73	$ 209.69	$ 232.33	$ 255.48	$ 279.42	$ 298.00	$ 300.19	$ 305.94
Single Family Residential Customers	$ 173.42	$ 192.09	$ 216.49	$ 243.11	$ 269.37	$ 296.21	$ 323.96	$ 345.50	$ 348.04	$ 354.71
Multi-Residential Customers (2-6 Units)	$ 149.57	$ 165.68	$ 186.73	$ 209.69	$ 232.33	$ 255.48	$ 279.42	$ 298.00	$ 300.19	$ 305.94
Multi-Residential Customers (7 Units of more)	$ 122.48	$ 135.67	$ 152.90	$ 171.70	$ 190.24	$ 209.20	$ 228.80	$ 244.01	$ 245.81	$ 250.51

Projected Annual Revenue Generated from Water Base Charges

Water Base Charge Revenues										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ICI Customers- up to 3/4"	$ 76,998	$ 89,131	$ 104,783	$ 122,530	$ 141,150	$ 161,137	$ 186,925	$ 210,757	$ 223,793	$ 239,784
ICI Customers - 1"	$ 30,106	$ 33,347	$ 37,583	$ 42,205	$ 46,763	$ 51,422	$ 56,239	$ 59,979	$ 60,421	$ 61,578
ICI Customers - 1 1/2"	$ 32,464	$ 35,960	$ 40,527	$ 45,511	$ 50,426	$ 55,450	$ 60,645	$ 64,678	$ 65,154	$ 66,402
ICI Customers - 2"	$ 46,268	$ 51,251	$ 57,760	$ 64,863	$ 71,868	$ 79,028	$ 86,433	$ 92,180	$ 92,858	$ 94,637
ICI Customers - 3"	$ 36,245	$ 40,148	$ 45,247	$ 50,811	$ 56,298	$ 61,907	$ 67,708	$ 72,210	$ 72,741	$ 74,134
ICI Customers - 4"	$ 12,139	$ 13,447	$ 15,155	$ 17,018	$ 18,856	$ 20,735	$ 22,677	$ 24,185	$ 24,363	$ 24,830
ICI Customers - 6"	$ 25,493	$ 28,238	$ 31,824	$ 35,738	$ 39,597	$ 43,542	$ 47,622	$ 50,789	$ 51,163	$ 52,142
ICI Customers - 8"	$ 10,058	$ 11,141	$ 12,557	$ 14,101	$ 15,623	$ 17,180	$ 18,790	$ 20,039	$ 20,187	$ 20,573
ICI Customers - 10"	$ 6,937	$ 7,684	$ 8,660	$ 9,725	$ 10,775	$ 11,848	$ 12,958	$ 13,820	$ 13,922	$ 14,188
ICI Multi Unit Customers - > 4 Units	$ 23,393	$ 25,912	$ 29,204	$ 32,795	$ 36,336	$ 39,957	$ 43,700	$ 46,606	$ 46,949	$ 47,848
ICI Multi Unit Customers - 2,3,4 Units	$ 52,201	$ 57,823	$ 65,167	$ 73,181	$ 81,084	$ 89,162	$ 97,516	$ 104,001	$ 104,766	$ 106,772
Single Family Residential Customers	$ 3,050,971	$ 3,435,401	$ 3,934,758	$ 4,489,356	$ 5,052,584	$ 5,642,155	$ 6,265,063	$ 6,782,244	$ 6,933,404	$ 7,169,390
Multi-Residential Customers (2-6 Units)	$ 214,290	$ 356,048	$ 401,272	$ 450,616	$ 499,282	$ 549,024	$ 600,464	$ 640,396	$ 645,108	$ 657,459
Multi-Residential Customers (7 Units of more)	$ 367,923	$ 407,541	$ 459,306	$ 515,786	$ 571,490	$ 628,426	$ 687,306	$ 733,013	$ 738,404	$ 752,543
Total	$ 3,985,486	$ 4,593,071	$ 5,243,803	$ 5,964,234	$ 6,692,133	$ 7,450,972	$ 8,254,046	$ 8,914,900	$ 9,093,230	$ 9,382,278

UNIFORM RATE CALCULATION

Projected Annual Uniform Water Rates & Revenues

Water Customer Volume Projection										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Uniform Rate per Cubic Metre	$ 2.0569	$ 2.0397	$ 2.0178	$ 1.9984	$ 1.9595	$ 1.9114	$ 1.8564	$ 1.8309	$ 1.8477	$ 1.8863
Projected Water Consumption (Cubic Metres)	4,523,655	4,571,800	4,619,945	4,668,089	4,716,234	4,764,379	4,816,752	4,869,125	4,921,498	4,973,871
Projected Annual Uniform Water Rate Revenues	$ 9,304,784	$ 9,325,326	$ 9,322,316	$ 9,328,673	$ 9,241,517	$ 9,106,744	$ 8,941,884	$ 8,914,900	$ 9,093,230	$ 9,382,278

TOTAL WATER USER REVENUES

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Water Base Charge Revenues	$ 3,985,486	$ 4,593,071	$ 5,243,803	$ 5,964,234	$ 6,692,133	$ 7,450,972	$ 8,254,046	$ 8,914,900	$ 9,093,230	$ 9,382,278
Total Water Uniform Rate Revenues	$ 9,304,784	$ 9,325,326	$ 9,322,316	$ 9,328,673	$ 9,241,517	$ 9,106,744	$ 8,941,884	$ 8,914,900	$ 9,093,230	$ 9,382,278
Total Water User Revenues	$13,290,271	$13,918,397	$14,566,118	$15,292,907	$15,933,651	$16,557,717	$17,195,930	$17,829,799	$18,186,460	$18,764,557

WATER USER REVENUE SPLIT

Projected Base (Fixed) Revenues vs. Uniform (Variable) Revenues										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Base Rate Revenue Percentage	30%	33%	36%	39%	42%	45%	48%	50%	50%	50%
Uniform Rate Revenue Percentage	70%	67%	64%	61%	58%	55%	52%	50%	50%	50%

Appendix J

Sustainable Wastewater Rates and Charges

APPENDIX J SUSTAINABLE WASTEWATER RATES AND REVENUES

BASE RATE CALCULATION

Projected Number of Wastewater Accounts

Wastewater Customer Growth										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ICI Customers- up to 3/4"	434	454	474	494	514	534	567	600	633	666
ICI Customers - 1"	120	120	120	120	120	120	120	120	120	120
ICI Customers - 1 1/2"	103	103	103	103	103	103	103	103	103	103
ICI Customers - 2"	90	90	90	90	90	90	90	90	90	90
ICI Customers - 3"	19	19	19	19	19	19	19	19	19	19
ICI Customers - 4"	5	5	5	5	5	5	5	5	5	5
ICI Customers - 6"	7	7	7	7	7	7	7	7	7	7
ICI Customers - 8"	1	1	1	1	1	1	1	1	1	1
ICI Customers - 10"	1	1	1	1	1	1	1	1	1	1
ICI Multi Unit Customers - > 4 Units	191	191	191	191	191	191	191	191	191	191
ICI Multi Unit Customers - 2,3,4 Units	349	349	349	349	349	349	349	349	349	349
Single Family Residential Customers	17,311	17,602	17,893	18,184	18,475	18,766	19,057	19,348	19,639	19,930
Multi-Residential Customers (2-6 Units)	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149
Multi-Residential Customers (7 Units of more)	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004
Total	23,784	24,095	24,406	24,717	25,028	25,339	25,663	25,987	26,311	26,635

Projected Annual Wastewater Base Charges

Wastewater Base Charges										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Increase % Increases										
ICI Customers- up to 3/4"	$ 226.92	$ 250.84	$ 293.81	$ 337.09	$ 379.06	$ 423.37	$ 465.84	$ 500.68	$ 515.47	$ 532.69
ICI Customers - 1"	$ 317.69	$ 351.17	$ 411.33	$ 471.92	$ 530.68	$ 592.72	$ 652.18	$ 700.95	$ 721.66	$ 745.77
ICI Customers - 1 1/2"	$ 408.46	$ 451.51	$ 528.85	$ 606.76	$ 682.31	$ 762.06	$ 838.52	$ 901.22	$ 927.85	$ 958.85
ICI Customers - 2"	$ 658.07	$ 727.43	$ 852.04	$ 977.55	$ 1,099.27	$ 1,227.77	$ 1,350.95	$ 1,451.97	$ 1,494.87	$ 1,544.81
ICI Customers - 3"	$ 2,496.13	$ 2,759.21	$ 3,231.86	$ 3,707.95	$ 4,169.65	$ 4,657.05	$ 5,124.28	$ 5,507.46	$ 5,670.20	$ 5,859.64
ICI Customers - 4"	$ 3,176.90	$ 3,511.72	$ 4,113.27	$ 4,719.21	$ 5,306.83	$ 5,927.15	$ 6,521.81	$ 7,009.49	$ 7,216.62	$ 7,457.72
ICI Customers - 6"	$ 4,765.34	$ 5,267.58	$ 6,169.91	$ 7,078.81	$ 7,960.25	$ 8,890.73	$ 9,782.71	$ 10,514.24	$ 10,824.93	$ 11,186.58
ICI Customers - 8"	$ 6,580.71	$ 7,274.27	$ 8,520.35	$ 9,775.51	$ 10,992.72	$ 12,277.67	$ 13,509.46	$ 14,519.67	$ 14,948.71	$ 15,448.14
ICI Customers - 10"	$ 9,076.85	$ 10,033.48	$ 11,752.21	$ 13,483.46	$ 15,162.37	$ 16,934.72	$ 18,633.74	$ 20,027.13	$ 20,618.91	$ 21,307.77
ICI Multi Unit Customers - > 4 Units	$ 160.26	$ 177.15	$ 207.50	$ 238.07	$ 267.71	$ 299.00	$ 329.00	$ 353.60	$ 364.05	$ 376.22
ICI Multi Unit Customers - 2,3,4 Units	$ 195.72	$ 216.35	$ 253.41	$ 290.74	$ 326.94	$ 365.15	$ 401.79	$ 431.83	$ 444.60	$ 459.45
Single Family Residential Customers	$ 226.92	$ 250.84	$ 293.81	$ 337.09	$ 379.06	$ 423.37	$ 465.84	$ 500.68	$ 515.47	$ 532.69
Multi-Residential Customers (2-6 Units)	$ 195.72	$ 216.35	$ 253.41	$ 290.74	$ 326.94	$ 365.15	$ 401.79	$ 431.83	$ 444.60	$ 459.45
Multi-Residential Customers (7 Units of more)	$ 160.26	$ 177.15	$ 207.50	$ 238.07	$ 267.71	$ 299.00	$ 329.00	$ 353.60	$ 364.05	$ 376.22

Projected Annual Revenue Generated from Wastewater Base Charges

Wastewater Base Charge Revenues										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ICI Customers- up to 3/4"	$ 98,484	$ 113,880	$ 139,264	$ 166,521	$ 194,837	$ 226,079	$ 264,133	$ 300,407	$ 326,294	$ 354,774
ICI Customers - 1"	$ 38,123	$ 42,141	$ 49,359	$ 56,631	$ 63,682	$ 71,126	$ 78,262	$ 84,114	$ 86,599	$ 89,493
ICI Customers - 1 1/2"	$ 42,071	$ 46,505	$ 54,471	$ 62,496	$ 70,278	$ 78,492	$ 86,367	$ 92,826	$ 95,569	$ 98,762
ICI Customers - 2"	$ 59,226	$ 65,468	$ 76,683	$ 87,980	$ 98,934	$ 110,499	$ 121,585	$ 130,677	$ 134,538	$ 139,033
ICI Customers - 3"	$ 47,427	$ 52,425	$ 61,405	$ 70,451	$ 79,223	$ 88,484	$ 97,361	$ 104,642	$ 107,734	$ 111,333
ICI Customers - 4"	$ 15,884	$ 17,559	$ 20,566	$ 23,596	$ 26,534	$ 29,636	$ 32,609	$ 35,047	$ 36,083	$ 37,289
ICI Customers - 6"	$ 33,357	$ 36,873	$ 43,189	$ 49,552	$ 55,722	$ 62,235	$ 68,479	$ 73,600	$ 75,774	$ 78,306
ICI Customers - 8"	$ 6,581	$ 7,274	$ 8,520	$ 9,776	$ 10,993	$ 12,278	$ 13,509	$ 14,520	$ 14,949	$ 15,448
ICI Customers - 10"	$ 9,077	$ 10,033	$ 11,752	$ 13,483	$ 15,162	$ 16,935	$ 18,634	$ 20,027	$ 20,619	$ 21,308
ICI Multi Unit Customers - > 4 Units	$ 30,610	$ 33,836	$ 39,632	$ 45,471	$ 51,133	$ 57,110	$ 62,839	$ 67,538	$ 69,534	$ 71,857
ICI Multi Unit Customers - 2,3,4 Units	$ 68,306	$ 75,505	$ 88,439	$ 101,467	$ 114,102	$ 127,439	$ 140,225	$ 150,710	$ 155,164	$ 160,348
Single Family Residential Customers	$ 3,928,232	$ 4,415,233	$ 5,257,057	$ 6,129,579	$ 7,003,121	$ 7,944,925	$ 8,877,579	$ 9,687,122	$10,123,368	$10,616,598
Multi-Residential Customers (2-6 Units)	$ 280,401	$ 464,930	$ 544,572	$ 624,794	$ 702,591	$ 784,718	$ 863,447	$ 928,013	$ 955,435	$ 987,356
Multi-Residential Customers (7 Units of more)	$ 481,430	$ 532,170	$ 623,330	$ 715,154	$ 804,203	$ 898,207	$ 988,322	$ 1,062,226	$ 1,093,614	$ 1,130,151
Total	$ 5,139,209	$ 5,913,832	$ 7,018,242	$ 8,156,949	$ 9,290,515	$10,508,163	$11,713,352	$12,751,470	$13,295,274	$13,912,055

UNIFORM RATE CALCULATION

Projected Annual Uniform Wastewater Rates & Revenues

Wastewater Customer Volume Projection										
Customer Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Uniform Rate per Cubic Metre	$ 2.6823	$ 2.6571	$ 2.7320	$ 2.7645	$ 2.7513	$ 2.7261	$ 2.6638	$ 2.6477	$ 2.7309	$ 2.8272
Projected Wastewater Flows Cubic Metres(	4,470,575	4,518,720	4,566,865	4,615,009	4,663,154	4,711,299	4,763,672	4,816,045	4,868,418	4,920,791
Projected Annual Uniform Wastewater Rate Revenues	$11,991,489	$12,006,871	$12,476,874	$12,758,306	$12,829,759	$12,843,310	$12,689,465	$12,751,470	$13,295,274	$13,912,055

TOTAL WASTEWATER USER REVENUES

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Wastewater Base Charge Revenues	5,139,209	5,913,832	7,018,242	8,156,949	9,290,515	10,508,163	11,713,352	12,751,470	13,295,274	13,912,055
Total Wastewater Uniform Rate Revenues	11,991,489	12,006,871	12,476,874	12,758,306	12,829,759	12,843,310	12,689,465	12,751,470	13,295,274	13,912,055
Total Wastewater User Revenues	17,130,698	17,920,703	19,495,116	20,915,255	22,120,273	23,351,472	24,402,817	25,502,940	26,590,549	27,824,109

WASTEWATER USER REVENUE SPLIT

Projected Base (Fixed) Revenues vs. Uniform (Variable) Revenues										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Base Rate Revenue Percentage	30%	33%	36%	39%	42%	45%	48%	50%	50%	50%
Uniform Rate Revenue Percentage	70%	67%	64%	61%	58%	55%	52%	50%	50%	50%

Appendix K

Requirement of O. Reg. 453/07

Appendix K: Requirements of O.Reg. 453/07

Requirements			How Requirements are Met
1.	The financial plans must be approved by a resolution that is passed by,		
	i.	The council of the municipality, if the owner of the drinking water system is a municipality.	• It is expected the Council will approve the Updated Financial Plan in February 2021.
	ii.	The governing body of the owner, if the owner of the drinking water system has a governing body and is not a municipality.	• N/A
2.	The financial plans must apply to a period of at least six years.		• Applies for 6 years from 2021 to 2026 inclusive.
3.	The first year to which the financial plans must apply must be the year determined in accordance with the following rules:		
	i.	If the financial plans are required by subsection 2, the first year to which the financial plans must apply must be the year in which the drinking water system's existing municipal drinking water licence would otherwise expire.	• The licence expires in 2021 for the water systems (No. 076-301). Therefore, the first year of the Updated Financial Plan is 2021
	ii.	If the financial plans are required by a condition that was included in a municipal drinking water licence under subsection 1 (3), the first year to which the financial plans must apply must be the later of 2010 and the year in which the first licence for the system was issued.	• N/A
4.	Subject to subsection (2), for each year to which the financial plans apply, the financial plans must include the following:		
	i.	Details of the proposed or projected financial position of the drinking water system itemized by:	• See Statement of Financial Position for all water systems combined in Financial Plan.
		a. Total financial assets	• See Statement of Financial Position for all water systems combined in Financial Plan.
		b. Total liabilities	• See Statement of Financial Position for all water systems combined in Financial Plan.
		c. Net financial assets (debt)	• See Statement of Financial Position for all water systems combined in Financial Plan.
		d. Non-financial assets that are tangible capital assets, tangible capital assets under construction, inventories of supplies and prepaid expenses.	• See Statement of Financial Position for all water systems combined in Financial Plan. TCA Projections in Financial Plan.
		e. Changes in tangible capital assets that are additions, donations, write downs and disposals.	• See Statement of Financial Position for all water systems combined in Financial Plan. TCA Projections in Financial Plan.

Appendix K: Requirements of O.Reg. 453/07

	ii.	Details of the proposed or projected financial operations of the drinking water system itemized by,	• See Statement of Operations for all water systems combined in Financial Plan.
		a. Total revenues, further itemized by water rates, user charges and other revenues.	• See Statement of Operations for all water systems combined in Financial Plan.
		b. Total expenses, further itemized by amortization expenses, interest expenses and other expenses	• See Statement of Operations for all water systems combined in Financial Plan.
		c. Annual surplus or deficit, and	• See Statement of Operations for all water systems combined in Financial Plan.
		d. Accumulated surplus or deficit	• See Statement of Operations for all water systems combined in Financial Plan.
	iii.	Details of the drinking water system's proposed or projected gross cash receipts and gross cash payments itemized by,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		a. Operating transactions that are cash received from revenues, cash paid for operating expenses and finance charges, - done in full cost report	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		b. Capital transactions that are proceeds on the sale of tangible capital assets and cash used to acquire capital assets,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		c. Investing transactions that are acquisitions and disposal of investments,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		d. Financing transactions that are proceeds from the issuance of debt and debt repayment.	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		e. Changes in cash and cash equivalents during the year,	• See Statement of Cash Flow for all water systems combined in Financial Plan.
		f. Cash and cash equivalents at the beginning and end of the year.	• See Statement of Cash Flow for all water systems combined in Financial Plan.
	iv.	Details of the extent to which the information described in subparagraphs i, ii and iii relates directly to the replacement of lead service pipes as defined in section 15.1- 3 of Schedule 15.1 to Ontario Regulation 170/03 (Drinking Water Systems), made under the Act.	• There is no dedicated lead service pipe removal program in place. If lead pipe is discovered during normal operations, it is replaced accordingly. Therefore, there are no significant material financial costs associated with lead pipe removal.
5.	The owner of the drinking water system must.		
	i.	Make the financial plans available, on request, to members of the public who are served by the drinking water system without charge,	• This will be done by the municipality following Council approval.
	ii.	Make the financial plans available to members of the public without charge through publication on the Internet, if the owner maintains a website on the Internet,	• The Financial Plan will be posted on the municipality's website and made available for public review at no charge.

Appendix K: Requirements of O.Reg. 453/07

	iii.	Provide notice advising the public of the availability of the financial plans under subparagraphs i and ii, if applicable, in a manner that, in the opinion of the owner, will bring the notice to the attention of members of the public who are served by the drinking water system.	• A notice will be issued following Council approval.
6.	The owner of the drinking water system must give a copy of the financial plans to the Ministry of Municipal Affairs and Housing. O. Reg. 453/07, s. 3 (1).		• Will be submitted following Council approval.
		Each of the following sub-subparagraphs applies only if the information referred to in the sub-subparagraph is known to the owner at the time the financial plans are prepared.	• The Financial Plan was prepared using available information at the time of preparation and may not contain all desired items. Reasonable assumptions were made and these are noted in the Financial Plan.
	1.	Sub-subparagraphs 4 i A, B and C of subsection (1).	• The Financial Plan was prepared using available information at the time of preparation and may not contain all desired items. Reasonable assumptions were made and these are noted in the Financial Plan.
	2.	Sub-subparagraphs 4 iii A, C, E and F of subsection (1). O. Reg. 453/07, s. 3 (2).	• The Financial Plan was prepared using available information at the time of preparation and may not contain all desired items. Reasonable assumptions were made and these are noted in the Financial Plan.

APPROVALS
GENERAL MANAGER
CFO
CAO

20-48

COUNCIL

CORPORATE SERVICES

CLERKS DIVISION

REPORT CLK-2021-04
FEBRUARY 16, 2021

SUBJECT: **RESULTS – WELLAND WARD AND COUNCIL REVIEW - PUBLIC ENGAGEMENT SURVEY**

AUTHORS: **TARA STEPHENS, CITY CLERK**

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

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information staff report CLK-2021-04: Results – Welland Ward and Council Review - Public Engagement Survey.

ORIGIN AND BACKGROUND:

On June 16, 2020, council approved a motion requesting staff to prepare a report regarding reducing the number of councillors to eight (8) and increasing the number of wards to eight (8) for the 2022 municipal election. In addition, council requested the process include an engagement survey for residents, business owners and community partners.

On September 8, 2020, report CLK-2020-19: Council Composition & Ward Boundaries was presented to council. The report identified information regarding council composition and the process for conducting a ward boundary review. Following the discussion on the matter, council approved a motion directing staff to commence a public engagement process to determine the optimal number of councillors and wards for Welland.

COMMENTS AND ANALYSIS:

On October 21, 2020, the Welland Wards & Councillors Review survey was launched on YourChannel. In addition to the online survey, participants had the option to call in their input related to the survey. The engagement survey ended on November 30, 2020.

Residents, business owners and community partners were encouraged to participate in the survey and attend in the public meetings.

Advertisements for the engagement survey were published on the following platforms:

- City of Welland Website.
- Social Media – Facebook and Twitter.
- Civic Corner.
- LED Screen at the Civic Square.
- Welland Community Wellness Complex.
- Giant FM.
- Brochures included in Welland Hydro bills in November 2020.

The public engagement survey requested participants complete the following questions:

1. What Welland ward do you live in?

☐ Ward 1 ☐ Ward 2 ☐ Ward 3
☐ Ward 4 ☐ Ward 5 ☐ Ward 6
☐ Unknown

2. The City of Welland is divided into six (6) wards, are you satisfied with the current number?

☐ Yes ☐ No
___ If no, how many wards would you prefer?

3. The City of Welland Council consists of the mayor and 12 councillors. Are you satisfied with the current number of councillors?

☐ Yes ☐ No
___ If no, how many councillors would you prefer?

4. Welland City Council is comprised of 12 councillors. There are two (2) councillors per ward. Are you satisfied with having two (2) councillors per ward?

☐ Yes ☐ No
___ If no, how many councillors would you prefer to have per ward?

The questions included permitted the participant to provide their own input on the composition of council and the number of wards within the municipality.

The Results

Public Meetings

Two (2) public meetings were held on November 5 and November 19, 2020. On November 5, 2020 there were 10 individual in attendance, 6 of those individuals

participated in the discussion. On November 19, 2020 there were 9 individuals in attendance, 3 of those individuals participated in the discussion.

YourChannel Submissions

802 participants completed the engagement survey through YourChannel. (See appendix I). A summary of the survey results are as follows:

Question 1 – What Welland Ward do you live in?

Option	Total Responses
Ward 1	129
Ward 2	174
Ward 3	144
Ward 4	128
Ward 5	113
Ward 6	92
Unknown	22

Question 2 – The City of Welland is divided into six (6) wards, are you satisfied with the current number?

Option	Total Responses
Yes	575
No	227

Question 3 – How many wards would you prefer to have in the City of Welland?

# of Wards/Comments	Total Responses
One City Wide/At Large/Eliminate Wards	38
2	4
3	24
4	61
5	12
6	17
7	2
8	40
9	2
10	2
12	3
3 – 4	3
4 or 5 is max	2
8 or 9	1
The Number needs to expand with developments	1
Growing City – 1 – 2 Additional Wards Justified	1

Divide Cooks Mill More Please	1
There are to many council members	1
Create more wards to balance city	1
0. We don't need a ward system. Or 3 max	1
Realigned by population forecast and commonality	1
Should increase to 7 or 8 as city expands	1
I would like more wards, less councillors	1
At least 1 more, Ward 4 is massive geographically	1
3.6 is two many for the population	1
No more than 4	1
Downtown own ward. Ward 2 and remaining ward 3 as 1	1
Divide to represent equal border area to tax payer	1
It should reflect the expansion of new homes	1
6 plus 1 at large	1

Question 4 – The City of Welland Council consists of the Mayor and 12 members of council. Are you satisfied with the current number of councillors?

Option	Total Responses
Yes	311
No	491

Question 5 – How many councilors would you prefer to have in the City of Welland?

# of Councillors	Total Responses
0	2
1	3
2	3
3	1
4	22
5	3
6	276
7	5
8	62
9	1
9. Wards 1, 2, 3 are small and don't require 2	1
10	6
11	1

14	1
One per ward	37
3-4	1
Less than what we have now	1
Sixteen, two in each of eight wards	1
1-2 Additional wards = 2 – 4 additional councillors	1
Numbers should increase with development	1
Pending readjustment of current ward area distribu	1
I think Welland should not have a city council	1
Smaller wards 1 reps, larger wards 2 reps	1
Max 8 council with 4 wards…currently overkill	1
8 councillors, 2 for each ward of my proposal	1
Reduce to 4 wards. Redefine ward boundaries	1
1/ward or redesign the wards perhaps up to 8-9	1
10 max. Split ward 5	1
8, for 8 wards or (preferably) at large	1
Add one permanent fluently bilingual councillor	1
4 to 6	3
24	1
6 to 8 councillors at large	2
2 councillors making Welland one ward amalgamation	1
8 to 10/8 or 10	2
Maximum 6 and 1 mayor	1
6 to 8, recent 48% stipend increase unacceptable	6
6 to 8	5
Why do we need two councillors per ward	1
Less councillors would be more effective	1
Maximum 8	1
4 wards, 2 councillors 8 total, 33% in savings	1
6 to 8 at the most	1
Mayor, 4 city by ward, 2 dual at large	1
1 Mayor 24 Councillors	1
20	1
6 – 12 is waste of taxpayers money	1

At the wages they earn 2 should handle the city	1
6 with an alternate for each ward	1
4 or 5 total	1
1 for every 10K residents	1
5 + 1 mayor	2
8 only…too much $ is spent on salaries	1
6 t 8 some need to with size (population) if	1
R3duce the number of municipalities to one or thr	1
Too many for the population of Welland	2
6 Add support staff to assist the councillors	1
Less than two per ward	1
4 councillors max. until population exceeds 80,000	1
I like the idea of more wards with one rep each	1
9 ,,quantity of councillors is not in best interest	1
Less, costly to city, I see no changes in Welland	1
Too much bureaucracy	1
6 or 7 members, some are there to collect their mo	1
Six and possibly one spare floater who can assist	1

Question 6 – Welland City Council is comprised of 12 councillors. There are two (2) councillors per ward. Are you satisfied with having two (2) councillors per ward?

Option	Total Responses
Yes	334
No	470

Question 7 – How many councillors would you prefer to have per ward?

# of Councillors	Total Responses
0	3
1	379
2	4
3	2
4	2
6	21

8	2
9	2
10	1
1 – 2	1
1 or 0	1
0 at large	8
1-8 wards, 2 – 4 wards	1
1 for small, 2 for larger	3
If 8 wards, one per	1
1 ½ per ward/ 4 wards	1
One Niagara City	1
1 per ward, serve 5,000 homes	1
Not specific councillors	1
1 but prefer 8 at large	1
0, no ward system, 1 at most	1
2 for Welland Amalgamation	1
two per ward, three wards	1
Less than 1 per ward	1
1 per 8 wards or 2 per 4 wards	1
6 – 8 in total for the city	1
One and 3 wards	1
Total 6 councillors at large	4
0 wards. Elect the best 12	1
2 or more	1
If reduced to 4 wards 8 councillors	1
1 with emergency alternate	1
No wards; but 1	1
6 at large for city	1
One, but incr # of wards to 8	1
2 time 3 wards, or one time 6	1
4 wards, 1 per ward	2
One, Toronto, Mississauga	1
1 maybe 2 in some larger wards	1
Six total no wards, NF has 8	1
1 per quarter of the city	1
Less than 2	1
2 for 3 wards	1
1 at most. Population is small	1
See answer 4 & 5	1
1 Councillor with 8 wards	1
6 plus 1 at large	1

Voicemail Submissions

There were 53 participants completed the engagement survey through our voicemail system. (See appendix II).

Additional Responses

Staff received two additional responses through the mail. (See appendix III).

Cost

The cost to conduct the public engagement survey was $5,450.00. This was funded through the 2020 Corporate Contingency Account. These funds were used for radio and civic corner advertisements, and brochures that were included in the Welland Hydro mailout.

Next Steps

The direction from council on September 8, 2020 was for staff to commence a public engagement process to determine the optimal number of councillors and wards for Welland. Residents, business owners, and community partners have provided input regarding the composition of council and the number of wards for the municipality.

FINANCIAL CONSIDERATION:

N/A

OTHER DEPARTMENT IMPLICATIONS:

CLT has reviewed and support the recommendation.

SUMMARY AND CONCLUSION:

This staff report has been prepared to provide the results of the public engagement survey which was conducted by staff in relation to a Welland Ward and Councillor Review.

ATTACHMENT:

Appendix I – Council and Ward System Satisfaction Survey – Survey Response Report.

Appendix II – Voicemail Submissions.

Appendix III – Additional Responses.

Council and Ward System Satisfaction Survey

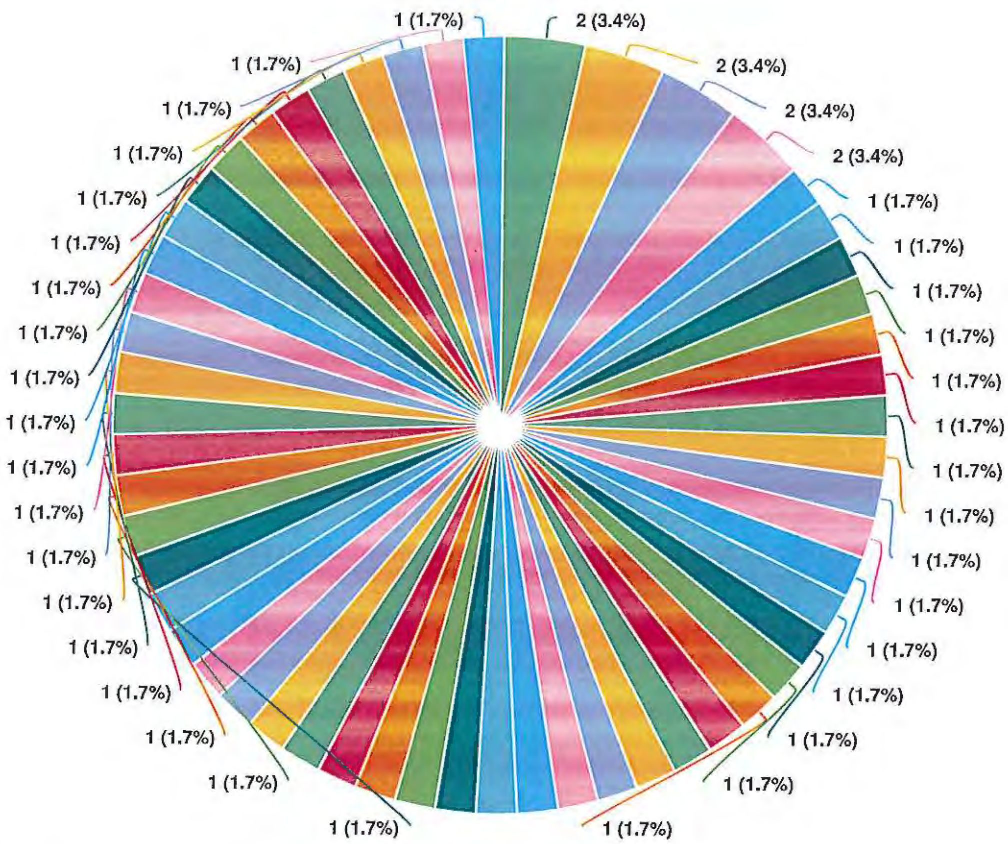
SURVEY RESPONSE REPORT
01 October 2020 - 02 December 2020

PROJECT NAME:
Welland Wards & Councillors Review

BANG THE TABLE engagementHQ

REGISTRATION QUESTIONS

Q1 Postal Code



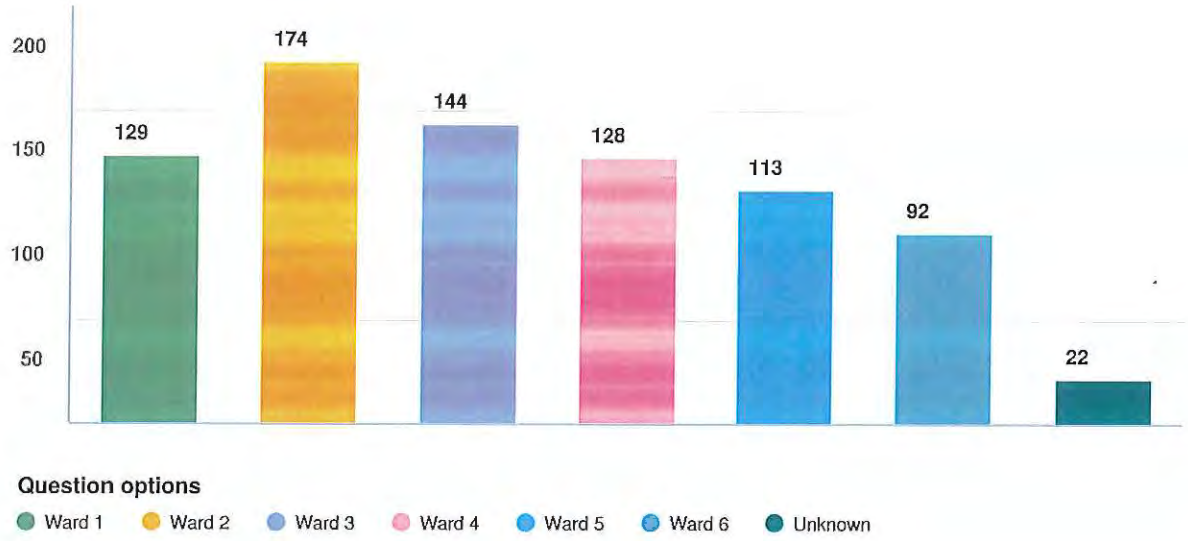
Question options

- Welland, ON, L3C 0C4
- Welland, ON, L3B 5N4
- Welland, ON, L3C 5Z2
- Welland, ON, L3C 6Z5
- Welland, ON, L3C 1W5
- Welland, ON, L3C 0E1
- Welland, ON, L3C 4G8
- Welland, ON, L3C 4S8
- Welland, ON, L3C 3Y4
- Welland, ON, L3C 5A3
- Welland, ON, L3B 4G4
- Welland, ON, L3B 2L3
- Welland, ON, L3C5E8
- Port Robinson, ON, L0S 1K0
- Welland, ON, L3B 1N5
- Welland, ON, L3C 2R8
- Welland, ON, L3C 1A2
- Welland, ON, L3C 6G6
- Welland, ON, L3C 7K3
- Welland, ON, L3C 4L4
- Welland, ON, L3B 3N9
- Welland, ON, L3B 3W7
- Welland, ON, L3C 0C2
- Welland, ON, L3C 7J7
- Welland, ON, L3B 4P4
- Welland, ON, L3B 4C4
- Welland, ON, L3B 5M3
- Welland, ON, L3C 7J6
- Welland, ON, L3C 2Z5
- Welland, ON, L3B 6G5
- Welland, ON, L3B 0B3
- Welland, ON, L3C 4N1
- Welland, ON, L3B 3N8
- Welland, ON, L3B 4R6
- Welland, ON, L3C 0C5
- Welland, ON, L3B 5A7
- Welland, ON, L3C 1X9
- Welland, ON, L3B 4P2
- Welland, ON, L3C 2E6
- Welland, ON, L3C2P7
- Welland, ON, L3C0B9
- Welland, ON, L3C6Z7
- Welland, ON, L3B1A5
- Welland, ON, L3C3K1
- Welland, ON, L3C6G6
- Welland, ON, L3C0C4
- Welland, ON, L3C2S2
- Welland, ON, L3C7M9
- Welland, ON, L3B5A3
- Welland, ON, L3C5G2
- Welland, ON, L3C1X8
- Welland, ON, L3C4T7
- Welland, ON, L3B5M7
- Welland, ON, L3C2K9
- Welland, ON, L3C3S4

Mandatory Question (59 response(s))
Question type: Region Question

SURVEY QUESTIONS

Q1 What Welland ward do you live in?



Mandatory Question (802 response(s))
Question type: Checkbox Question

Q2 The City of Welland is divided into six (6) wards, are you satisfied with the current number?

Mandatory Question (802 response(s))
Question type: Checkbox Question

Q3 How many wards would you prefer to have in the City of Welland?

Screen Name Redacted 10/21/2020 07:11 AM	8 wards, 8 councillors ... 1 per ward
Screen Name Redacted 10/21/2020 09:50 AM	4
Screen Name Redacted 10/21/2020 09:15 AM	The number needs to expand with new developments
Screen Name Redacted 10/21/2020 09:19 AM	4
Screen Name Redacted 10/21/2020 09:23 AM	8
Screen Name Redacted 10/21/2020 09:33 AM	Eight
Screen Name Redacted 10/21/2020 09:58 AM	8. Newly developed areas need own representation
Screen Name Redacted 10/21/2020 10:16 AM	Growing city = 1-2 additional wards justified
Screen Name Redacted 10/21/2020 01:45 PM	One City Wide
Screen Name Redacted 10/21/2020 02:49 PM	4
Screen Name Redacted 10/21/2020 03:22 PM	0
Screen Name Redacted 10/21/2020 04:33 PM	8
Screen Name Redacted 10/21/2020 05:06 PM	8
Screen Name Redacted 10/21/2020 06:13 PM	Welland only needs about 4

Screen Name Redacted 10/21/2020 07:05 PM	4 or 8
Screen Name Redacted 10/21/2020 07:36 PM	4
Screen Name Redacted 10/21/2020 08:16 PM	4
Screen Name Redacted 10/21/2020 08:21 PM	6
Screen Name Redacted 10/22/2020 06:12 AM	3-4
Screen Name Redacted 10/22/2020 06:16 AM	8
Screen Name Redacted 10/22/2020 07:10 AM	8
Screen Name Redacted 10/22/2020 07:34 AM	8 - need to accommodate new growth in city
Screen Name Redacted 10/22/2020 07:55 AM	4
Screen Name Redacted 10/22/2020 08:05 AM	0
Screen Name Redacted 10/22/2020 08:45 AM	Divide Cooks Mills more please.
Screen Name Redacted 10/22/2020 09:09 AM	6 - 1 councillor for each ward
Screen Name Redacted 10/22/2020 09:27 AM	4
Screen Name Redacted 10/22/2020 09:57 AM	4
Screen Name Redacted 10/22/2020 10:04 AM	4

Screen Name Redacted 10/22/2020 11:01 AM	6
Screen Name Redacted 10/22/2020 01:08 PM	3
Screen Name Redacted 10/22/2020 01:24 PM	4
Screen Name Redacted 10/22/2020 01:25 PM	5
Screen Name Redacted 10/22/2020 01:46 PM	Should be no wards....Niagara should be one city..
Screen Name Redacted 10/22/2020 03:11 PM	Four
Screen Name Redacted 10/22/2020 03:26 PM	4
Screen Name Redacted 10/22/2020 03:28 PM	2
Screen Name Redacted 10/22/2020 04:17 PM	0
Screen Name Redacted 10/22/2020 05:02 PM	4 wards, North, South, East, West.. 4 boundaries
Screen Name Redacted 10/22/2020 05:39 PM	3
Screen Name Redacted 10/22/2020 06:21 PM	There are to many council members
Screen Name Redacted 10/22/2020 07:26 PM	4
Screen Name Redacted 10/22/2020 09:16 PM	At large
Screen Name Redacted 10/23/2020 05:08 AM	3: Cooks Mills, E of Rec. Canal, W of Rec. Canal

Screen Name Redacted 10/23/2020 05:30 AM	Create more wards to balance city
Screen Name Redacted 10/23/2020 07:13 AM	five
Screen Name Redacted 10/23/2020 07:46 AM	8
Screen Name Redacted 10/23/2020 08:28 AM	NO Wards. Have councillors elected "at large"
Screen Name Redacted 10/23/2020 09:59 AM	1 - elected should be able to serve any resident
Screen Name Redacted 10/23/2020 10:20 AM	6
Screen Name Redacted 10/23/2020 10:36 AM	8
Screen Name Redacted 10/23/2020 11:09 AM	8
Screen Name Redacted 10/23/2020 12:51 PM	8
Screen Name Redacted 10/23/2020 02:54 PM	1 city wide council, no wards
Screen Name Redacted 10/23/2020 02:54 PM	6
Screen Name Redacted 10/23/2020 04:10 PM	4 or 5 is max
Screen Name Redacted 10/23/2020 07:03 PM	No wards. .All Councillors work as one team
Screen Name Redacted 10/23/2020 09:39 PM	The number of wards seems fine
Screen Name Redacted 10/24/2020 05:13 AM	8 or 9

Screen Name Redacted 10/24/2020 05:59 AM	Two East side and west side
Screen Name Redacted 10/24/2020 06:02 AM	1
Screen Name Redacted 10/24/2020 06:38 AM	0
Screen Name Redacted 10/24/2020 07:03 AM	8
Screen Name Redacted 10/24/2020 07:54 AM	1. None, at large 2. 8 with 8 councillors
Screen Name Redacted 10/24/2020 08:03 AM	4
Screen Name Redacted 10/24/2020 08:24 AM	3
Screen Name Redacted 10/24/2020 08:32 AM	only 4 wards with 2 councillors.
Screen Name Redacted 10/24/2020 08:41 PM	8
Screen Name Redacted 10/25/2020 07:21 AM	Get rid of ward system
Screen Name Redacted 10/25/2020 10:01 AM	8.
Screen Name Redacted 10/25/2020 11:16 AM	4
Screen Name Redacted 10/25/2020 12:53 PM	8 wards with 8 councilors
Screen Name Redacted 10/25/2020 04:37 PM	8
Screen Name Redacted 10/25/2020 07:58 PM	4 is lots

Screen Name Redacted 10/26/2020 09:25 AM	8
Screen Name Redacted 10/26/2020 09:43 AM	8
Screen Name Redacted 10/26/2020 09:52 AM	Four wards
Screen Name Redacted 10/26/2020 10:15 AM	One
Screen Name Redacted 10/26/2020 10:51 AM	3
Screen Name Redacted 10/26/2020 10:55 AM	3
Screen Name Redacted 10/26/2020 10:36 PM	4
Screen Name Redacted 10/27/2020 08:03 AM	4
Screen Name Redacted 10/27/2020 10:10 AM	I think that three wards with two alderman per war
Screen Name Redacted 10/27/2020 10:44 AM	8
Screen Name Redacted 10/27/2020 12:29 PM	0. We don't need a ward system. Or 3 max
Screen Name Redacted 10/27/2020 12:47 PM	8
Screen Name Redacted 10/27/2020 12:55 PM	8
Screen Name Redacted 10/27/2020 02:39 PM	Four
Screen Name Redacted 10/27/2020 03:53 PM	6

Screen Name Redacted 10/27/2020 04:16 PM	0
Screen Name Redacted 10/27/2020 04:47 PM	4 or 5
Screen Name Redacted 10/27/2020 05:22 PM	6
Screen Name Redacted 10/27/2020 06:01 PM	8
Screen Name Redacted 10/28/2020 06:43 AM	12
Screen Name Redacted 10/28/2020 02:46 PM	3
Screen Name Redacted 10/28/2020 03:12 PM	None
Screen Name Redacted 10/28/2020 06:08 PM	Realigned buy population forecast and commonality.
Screen Name Redacted 10/29/2020 04:47 AM	8 Wards with 8 councillors
Screen Name Redacted 10/29/2020 05:16 AM	8
Screen Name Redacted 10/29/2020 09:59 AM	should increase to 7 or 8 as city expands
Screen Name Redacted 10/29/2020 11:09 AM	four
Screen Name Redacted 10/30/2020 10:30 AM	4. NW, SW, NE & SE of old canal.
Screen Name Redacted 10/30/2020 05:38 PM	4
Screen Name Redacted 10/30/2020 05:38 PM	Three

Screen Name Redacted 10/30/2020 05:50 PM	ONE
Screen Name Redacted 10/30/2020 06:41 PM	4
Screen Name Redacted 10/30/2020 06:49 PM	0
Screen Name Redacted 10/30/2020 06:57 PM	One city wide ward & total 6 councillors at large
Screen Name Redacted 10/30/2020 08:28 PM	5
Screen Name Redacted 10/30/2020 10:20 PM	4
Screen Name Redacted 10/31/2020 05:37 AM	3
Screen Name Redacted 10/31/2020 08:09 AM	4
Screen Name Redacted 10/31/2020 09:43 AM	six
Screen Name Redacted 10/31/2020 02:28 PM	4
Screen Name Redacted 10/31/2020 03:10 PM	5
Screen Name Redacted 10/31/2020 03:50 PM	I would like more wards, less councillors.
Screen Name Redacted 10/31/2020 05:20 PM	6
Screen Name Redacted 10/31/2020 05:34 PM	Five
Screen Name Redacted 10/31/2020 05:41 PM	eight (8) wards with 2 reps = 16 plus 1 mayor =17

Screen Name Redacted 11/01/2020 12:34 AM	4 at most.
Screen Name Redacted 11/01/2020 01:31 AM	6
Screen Name Redacted 11/01/2020 08:04 AM	4
Screen Name Redacted 11/01/2020 12:00 PM	8
Screen Name Redacted 11/01/2020 02:42 PM	4
Screen Name Redacted 11/02/2020 10:15 AM	3 - 4
Screen Name Redacted 11/02/2020 10:19 AM	There should only be 3 or at most 4 wards.
Screen Name Redacted 11/02/2020 11:00 AM	0 Councillors voted @ large assigned to ward after
Screen Name Redacted 11/02/2020 12:32 PM	2 one east side 1 west side
Screen Name Redacted 11/02/2020 02:59 PM	At least 1 more, Ward 4 is massive geographically
Screen Name Redacted 11/02/2020 08:41 PM	3 is more than enough
Screen Name Redacted 11/03/2020 07:23 AM	4
Screen Name Redacted 11/03/2020 04:04 PM	3
Screen Name Redacted 11/03/2020 07:49 PM	8 wards 3 councilors per ward
Screen Name Redacted 11/03/2020 07:51 PM	10

Screen Name Redacted 11/04/2020 11:04 AM	nine
Screen Name Redacted 11/04/2020 11:55 AM	4
Screen Name Redacted 11/04/2020 04:03 PM	8
Screen Name Redacted 11/05/2020 05:11 AM	4
Screen Name Redacted 11/05/2020 01:25 PM	3.6 is two many for the population..
Screen Name Redacted 11/05/2020 05:49 PM	4
Screen Name Redacted 11/06/2020 07:33 AM	1
Screen Name Redacted 11/06/2020 09:50 AM	5
Screen Name Redacted 11/06/2020 11:54 AM	4 wards
Screen Name Redacted 11/06/2020 04:02 PM	8
Screen Name Redacted 11/06/2020 06:41 PM	Four Wards
Screen Name Redacted 11/07/2020 07:44 AM	7
Screen Name Redacted 11/07/2020 10:03 AM	1
Screen Name Redacted 11/07/2020 10:46 AM	Zero..6 to 8 members at large
Screen Name Redacted 11/08/2020 10:58 AM	4

Screen Name Redacted 11/09/2020 05:43 PM	4
Screen Name Redacted 11/09/2020 06:12 PM	0. Councillors do absolutely nothing for taxprs
Screen Name Redacted 11/09/2020 06:27 PM	One city wide
Screen Name Redacted 11/10/2020 08:21 AM	4
Screen Name Redacted 11/10/2020 08:53 AM	no more than 4
Screen Name Redacted 11/10/2020 09:06 AM	six
Screen Name Redacted 11/10/2020 10:42 AM	No wards councillors of the whole
Screen Name Redacted 11/11/2020 01:28 PM	6
Screen Name Redacted 11/12/2020 06:57 AM	No wards. Councillors elected at large
Screen Name Redacted 11/12/2020 09:02 AM	4
Screen Name Redacted 11/12/2020 10:26 AM	None. Elect 6 individuals at large
Screen Name Redacted 11/12/2020 11:12 AM	5 wards
Screen Name Redacted 11/12/2020 11:13 AM	5 wards
Screen Name Redacted 11/12/2020 01:33 PM	9
Screen Name Redacted 11/13/2020 09:17 AM	8, with growth in Dane city and off webber rd

Screen Name Redacted 11/13/2020 10:15 AM	6
Screen Name Redacted 11/13/2020 12:07 PM	4
Screen Name Redacted 11/13/2020 12:29 PM	Three wards seems adequate for the city size
Screen Name Redacted 11/13/2020 04:23 PM	I believe we should have a single ward system
Screen Name Redacted 11/14/2020 02:28 AM	no wards
Screen Name Redacted 11/14/2020 09:08 AM	4, merge the smaller areas into one
Screen Name Redacted 11/14/2020 07:02 PM	4-North,South,East and West
Screen Name Redacted 11/14/2020 07:08 PM	4 wards would be enough
Screen Name Redacted 11/15/2020 07:06 AM	4
Screen Name Redacted 11/15/2020 11:04 AM	I believe 4 wards are sufficient.
Screen Name Redacted 11/16/2020 10:33 AM	4
Screen Name Redacted 11/16/2020 01:54 PM	None. Counillors should be elected at large.
Screen Name Redacted 11/17/2020 09:09 AM	3
Screen Name Redacted 11/17/2020 09:17 AM	8
Screen Name Redacted 11/17/2020 10:13 AM	a total of 8 wards and one more in a few years

Screen Name Redacted 11/17/2020 01:47 PM	downtown own ward. ward 2 and remaining ward3 as 1
Screen Name Redacted 11/17/2020 08:17 PM	7
Screen Name Redacted 11/18/2020 07:55 AM	5
Screen Name Redacted 11/18/2020 10:37 AM	5
Screen Name Redacted 11/18/2020 11:52 AM	four, divide city into four quarters.
Screen Name Redacted 11/18/2020 01:15 PM	None - at large members are fine
Screen Name Redacted 11/18/2020 01:53 PM	8
Screen Name Redacted 11/18/2020 02:10 PM	Zero
Screen Name Redacted 11/18/2020 02:10 PM	0 we should have 6 at large councillor
Screen Name Redacted 11/18/2020 02:52 PM	Divide to represent equal border area to tax payer
Screen Name Redacted 11/18/2020 04:38 PM	3
Screen Name Redacted 11/18/2020 05:25 PM	4
Screen Name Redacted 11/18/2020 07:27 PM	10
Screen Name Redacted 11/19/2020 06:24 AM	12. Keep amount of councilors but divide city up
Screen Name Redacted 11/19/2020 06:15 AM	four--south east and west, north east and west

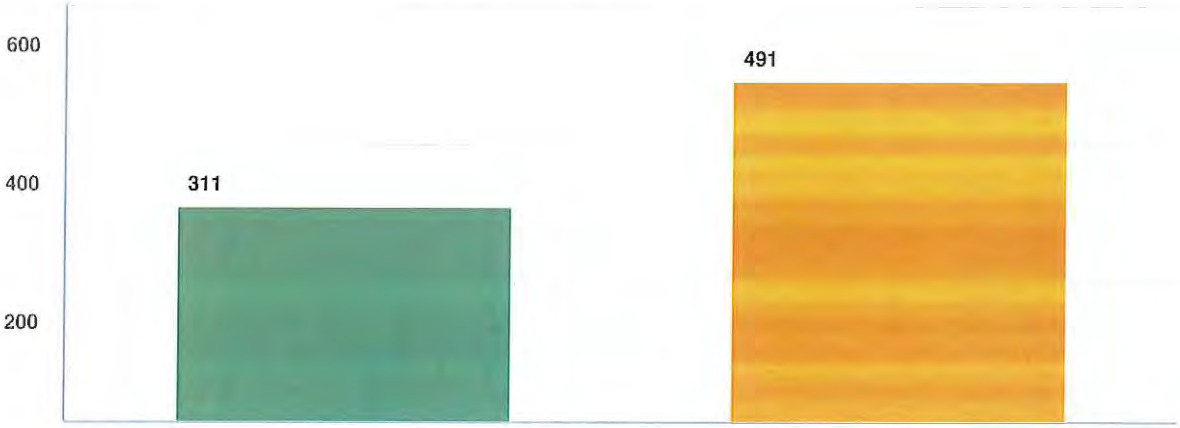
Screen Name Redacted 11/19/2020 08:27 AM	4 Wards Max. until population exceeds 80,000 Min.
Screen Name Redacted 11/19/2020 08:47 AM	4
Screen Name Redacted 11/19/2020 12:15 PM	8
Screen Name Redacted 11/19/2020 02:27 PM	Six
Screen Name Redacted 11/19/2020 05:58 PM	No wards councillors at large
Screen Name Redacted 11/20/2020 03:06 AM	It should reflect the expansion of new homes
Screen Name Redacted 11/20/2020 05:08 AM	4
Screen Name Redacted 11/20/2020 06:21 AM	Two
Screen Name Redacted 11/20/2020 08:52 AM	6 is enough
Screen Name Redacted 11/20/2020 09:43 AM	3
Screen Name Redacted 11/20/2020 01:33 PM	4
Screen Name Redacted 11/20/2020 02:48 PM	6 , but dont need 2-3 reps in some wards
Screen Name Redacted 11/20/2020 06:35 PM	8 wards of equal population
Screen Name Redacted 11/21/2020 07:18 AM	Have it all as one ward.
Screen Name Redacted 11/21/2020 09:10 AM	3

Screen Name Redacted 11/21/2020 11:15 AM	8
Screen Name Redacted 11/22/2020 02:40 PM	6
Screen Name Redacted 11/23/2020 08:13 AM	6 plus 1 at large
Screen Name Redacted 11/23/2020 09:41 AM	3
Screen Name Redacted 11/23/2020 02:43 PM	12
Screen Name Redacted 11/24/2020 08:39 AM	Half of current number .
Screen Name Redacted 11/24/2020 02:56 PM	None
Screen Name Redacted 11/24/2020 03:44 PM	3
Screen Name Redacted 11/25/2020 01:59 PM	8
Screen Name Redacted 11/25/2020 04:11 PM	3
Screen Name Redacted 11/25/2020 06:47 PM	3
Screen Name Redacted 11/26/2020 04:00 PM	4 with 2 councillors for each ward
Screen Name Redacted 11/26/2020 06:27 PM	5 is enough
Screen Name Redacted 11/27/2020 05:58 AM	1
Screen Name Redacted 11/27/2020 10:25 AM	There should be 4 wards only, too many for populat

Screen Name Redacted	3
Screen Name Redacted	3
Screen Name Redacted	4

Mandatory Question (227 response(s))
Question type: Single Line Question

Q4 The City of Welland Council consists of the Mayor and 12 members of council. Are you satisfied with the current number of C...



Question options

Yes No

Mandatory Question (802 response(s))
Question type: Checkbox Question

Q5 How many Councillors would you prefer to have in the City of Welland?

Screen Name Redacted 10/21/2020 07:11 AM	8 wards , 8 councillors ... 1 per ward
Screen Name Redacted 10/21/2020 08:50 AM	8
Screen Name Redacted 10/21/2020 08:53 AM	6
Screen Name Redacted 10/21/2020 09:06 AM	6
Screen Name Redacted 10/21/2020 09:15 AM	Numbers should increase with development
Screen Name Redacted 10/21/2020 09:19 AM	4

Screen Name Redacted 10/21/2020 09:23 AM	8
Screen Name Redacted 10/21/2020 09:24 AM	6
Screen Name Redacted 10/21/2020 09:30 AM	Less than what we now
Screen Name Redacted 10/21/2020 09:33 AM	One per ward ie 8
Screen Name Redacted 10/21/2020 09:45 AM	6
Screen Name Redacted 10/21/2020 09:49 AM	6
Screen Name Redacted 10/21/2020 09:58 AM	Sixteen, two in each of eight wards.
Screen Name Redacted 10/21/2020 10:16 AM	1-2 additional wards = 2-4 additional councillors
Screen Name Redacted 10/21/2020 10:22 AM	6
Screen Name Redacted 10/21/2020 10:59 AM	6 .....one per ward
Screen Name Redacted 10/21/2020 11:30 AM	6
Screen Name Redacted 10/21/2020 12:12 PM	One per ward. With the current 6 ward system.
Screen Name Redacted 10/21/2020 12:42 PM	Six. Burlington manages with just six.
Screen Name Redacted 10/21/2020 01:06 PM	6
Screen Name Redacted 10/21/2020 01:45 PM	6

Screen Name Redacted 10/21/2020 02:30 PM	6
Screen Name Redacted 10/21/2020 02:43 PM	8
Screen Name Redacted 10/21/2020 03:22 PM	8 plus mayor
Screen Name Redacted 10/21/2020 04:12 PM	1
Screen Name Redacted 10/21/2020 04:29 PM	6
Screen Name Redacted 10/21/2020 04:33 PM	8
Screen Name Redacted 10/21/2020 04:43 PM	SIX
Screen Name Redacted 10/21/2020 05:14 PM	6
Screen Name Redacted 10/21/2020 06:06 PM	1 per ward
Screen Name Redacted 10/21/2020 06:13 PM	Six councillors would suffice/ one per ward.
Screen Name Redacted 10/21/2020 07:05 PM	8
Screen Name Redacted 10/21/2020 07:38 PM	7
Screen Name Redacted 10/21/2020 08:06 PM	6
Screen Name Redacted 10/21/2020 08:07 PM	6
Screen Name Redacted 10/21/2020 08:16 PM	6

Screen Name Redacted 10/21/2020 08:21 PM	6 councillors plus 1 mayor
Screen Name Redacted 10/21/2020 09:30 PM	6
Screen Name Redacted 10/22/2020 05:30 AM	Six
Screen Name Redacted 10/22/2020 05:56 AM	6
Screen Name Redacted 10/22/2020 06:12 AM	3-4
Screen Name Redacted 10/22/2020 06:16 AM	8
Screen Name Redacted 10/22/2020 06:46 AM	9. Wards 1, 2, 3 are small and don't require 2
Screen Name Redacted 10/22/2020 06:47 AM	6
Screen Name Redacted 10/22/2020 07:10 AM	Pending readjustment of current ward area distribu
Screen Name Redacted 10/22/2020 07:34 AM	8 + Mayor
Screen Name Redacted 10/22/2020 07:55 AM	8
Screen Name Redacted 10/22/2020 08:05 AM	0
Screen Name Redacted 10/22/2020 09:09 AM	6
Screen Name Redacted 10/22/2020 09:27 AM	4
Screen Name Redacted 10/22/2020 09:57 AM	8

Screen Name Redacted 10/22/2020 10:04 AM	six
Screen Name Redacted 10/22/2020 11:01 AM	6
Screen Name Redacted 10/22/2020 01:08 PM	6
Screen Name Redacted 10/22/2020 01:24 PM	6
Screen Name Redacted 10/22/2020 01:25 PM	10
Screen Name Redacted 10/22/2020 01:46 PM	I think Welland should not have a city council
Screen Name Redacted 10/22/2020 02:14 PM	Six
Screen Name Redacted 10/22/2020 02:17 PM	Smaller wards 1 reps, larger wards 2 reps
Screen Name Redacted 10/22/2020 02:45 PM	6
Screen Name Redacted 10/22/2020 03:11 PM	Max 8 council with 4 wards... currently overkill
Screen Name Redacted 10/22/2020 03:26 PM	8
Screen Name Redacted 10/22/2020 03:28 PM	2
Screen Name Redacted 10/22/2020 04:17 PM	6
Screen Name Redacted 10/22/2020 04:38 PM	6
Screen Name Redacted 10/22/2020 04:47 PM	8- at large

Screen Name Redacted 10/22/2020 05:02 PM	8 Councillors, 2 for each ward of my proposal
Screen Name Redacted 10/22/2020 05:15 PM	6
Screen Name Redacted 10/22/2020 05:39 PM	6
Screen Name Redacted 10/22/2020 05:44 PM	6
Screen Name Redacted 10/22/2020 06:21 PM	6
Screen Name Redacted 10/22/2020 06:25 PM	6
Screen Name Redacted 10/22/2020 07:26 PM	8
Screen Name Redacted 10/22/2020 07:42 PM	Six
Screen Name Redacted 10/22/2020 09:16 PM	6
Screen Name Redacted 10/23/2020 03:44 AM	6
Screen Name Redacted 10/23/2020 05:08 AM	4 to 6
Screen Name Redacted 10/23/2020 05:08 AM	6
Screen Name Redacted 10/23/2020 05:50 AM	SIX
Screen Name Redacted 10/23/2020 06:32 AM	Reduce to 4 wards. Redefine ward boundaries.
Screen Name Redacted 10/23/2020 06:38 AM	One per ward. With large pay hike, work for it.

Screen Name Redacted 10/23/2020 06:59 AM	6 councillors
Screen Name Redacted 10/23/2020 07:13 AM	five will do the job
Screen Name Redacted 10/23/2020 07:31 AM	6
Screen Name Redacted 10/23/2020 07:46 AM	8
Screen Name Redacted 10/23/2020 08:17 AM	6
Screen Name Redacted 10/23/2020 08:26 AM	7 based on the the number of residents
Screen Name Redacted 10/23/2020 09:59 AM	6 councillors + Mayor
Screen Name Redacted 10/23/2020 10:07 AM	A Mayor and six councillors (one per ward).
Screen Name Redacted 10/23/2020 10:19 AM	6
Screen Name Redacted 10/23/2020 10:20 AM	6
Screen Name Redacted 10/23/2020 10:21 AM	6
Screen Name Redacted 10/23/2020 10:36 AM	8
Screen Name Redacted 10/23/2020 10:52 AM	6
Screen Name Redacted 10/23/2020 11:09 AM	8
Screen Name Redacted 10/23/2020 12:51 PM	8

Screen Name Redacted 10/23/2020 01:50 PM	1/ward or redesign the wards perhaps up to 8-9
Screen Name Redacted 10/23/2020 02:47 PM	6
Screen Name Redacted 10/23/2020 02:54 PM	6
Screen Name Redacted 10/23/2020 02:54 PM	6
Screen Name Redacted 10/23/2020 04:10 PM	10 max. Split ward 5
Screen Name Redacted 10/23/2020 04:58 PM	6
Screen Name Redacted 10/23/2020 05:19 PM	7
Screen Name Redacted 10/23/2020 05:39 PM	6
Screen Name Redacted 10/23/2020 05:47 PM	10
Screen Name Redacted 10/23/2020 07:00 PM	6
Screen Name Redacted 10/23/2020 09:15 PM	6
Screen Name Redacted 10/23/2020 09:39 PM	6
Screen Name Redacted 10/24/2020 04:40 AM	1 councillor Per ward.
Screen Name Redacted 10/24/2020 05:13 AM	1 per ward
Screen Name Redacted 10/24/2020 05:34 AM	6

Screen Name Redacted 10/24/2020 05:51 AM	6
Screen Name Redacted 10/24/2020 05:53 AM	6 councillors
Screen Name Redacted 10/24/2020 05:53 AM	4 two on the east side, two on the west side
Screen Name Redacted 10/24/2020 05:58 AM	6
Screen Name Redacted 10/24/2020 05:59 AM	6
Screen Name Redacted 10/24/2020 06:08 AM	4
Screen Name Redacted 10/24/2020 07:03 AM	8
Screen Name Redacted 10/24/2020 07:54 AM	8, for 8 wards or (preferably) at large
Screen Name Redacted 10/24/2020 07:56 AM	6 or less
Screen Name Redacted 10/24/2020 07:57 AM	6
Screen Name Redacted 10/24/2020 08:08 AM	8
Screen Name Redacted 10/24/2020 08:24 AM	10
Screen Name Redacted 10/24/2020 08:32 AM	8
Screen Name Redacted 10/24/2020 08:33 AM	six.
Screen Name Redacted 10/24/2020 09:14 AM	6

Screen Name Redacted 10/24/2020 09:32 AM	We only need one councillor per ward
Screen Name Redacted 10/24/2020 10:18 AM	Add one permament fluently bilingual councillor
Screen Name Redacted 10/24/2020 10:24 AM	We need 1 councillor per ward .
Screen Name Redacted 10/24/2020 11:07 AM	Six
Screen Name Redacted 10/24/2020 02:54 PM	6
Screen Name Redacted 10/24/2020 03:21 PM	4 to 6
Screen Name Redacted 10/24/2020 06:38 PM	24
Screen Name Redacted 10/24/2020 08:41 PM	8
Screen Name Redacted 10/25/2020 07:21 AM	6 to 8 councillors at large
Screen Name Redacted 10/25/2020 07:23 AM	6
Screen Name Redacted 10/25/2020 08:50 AM	6 we co not need 12 for a population of 53,000
Screen Name Redacted 10/25/2020 08:52 AM	6
Screen Name Redacted 10/25/2020 09:56 AM	Six (6) one per ward
Screen Name Redacted 10/25/2020 10:01 AM	8.
Screen Name Redacted 10/25/2020 11:16 AM	6

Screen Name Redacted 10/25/2020 12:53 PM	8
Screen Name Redacted 10/25/2020 02:30 PM	I would like one councilor only per ward my be mor
Screen Name Redacted 10/25/2020 03:12 PM	8
Screen Name Redacted 10/25/2020 04:37 PM	8
Screen Name Redacted 10/25/2020 07:58 PM	4
Screen Name Redacted 10/26/2020 07:28 AM	6
Screen Name Redacted 10/26/2020 09:22 AM	Six
Screen Name Redacted 10/26/2020 09:25 AM	14
Screen Name Redacted 10/26/2020 09:42 AM	We only need one councillor per ward.
Screen Name Redacted 10/26/2020 09:43 AM	8
Screen Name Redacted 10/26/2020 09:52 AM	Four councilors in total. One per ward
Screen Name Redacted 10/26/2020 10:15 AM	2 councillors making Welland one ward Amalgamation
Screen Name Redacted 10/26/2020 10:51 AM	6
Screen Name Redacted 10/26/2020 10:55 AM	6
Screen Name Redacted 10/26/2020 04:41 PM	6

Screen Name Redacted 10/25/2020 10:36 PM	8
Screen Name Redacted 10/27/2020 08:03 AM	4
Screen Name Redacted 10/27/2020 09:11 AM	6
Screen Name Redacted 10/27/2020 10:10 AM	Six
Screen Name Redacted 10/27/2020 10:44 AM	8
Screen Name Redacted 10/27/2020 12:29 PM	6 max
Screen Name Redacted 10/27/2020 12:33 PM	6 1 for each ward
Screen Name Redacted 10/27/2020 12:35 PM	6
Screen Name Redacted 10/27/2020 12:37 PM	6
Screen Name Redacted 10/27/2020 12:47 PM	6 - 8
Screen Name Redacted 10/27/2020 12:55 PM	8
Screen Name Redacted 10/27/2020 01:16 PM	Six
Screen Name Redacted 10/27/2020 01:45 PM	8 to 10
Screen Name Redacted 10/27/2020 02:39 PM	Eight
Screen Name Redacted 10/27/2020 03:53 PM	6

Screen Name Redacted 10/27/2020 04:16 PM	Maximum of 6 and 1 mayor
Screen Name Redacted 10/27/2020 04:17 PM	6, one per ward
Screen Name Redacted 10/27/2020 04:47 PM	8 or 10
Screen Name Redacted 10/27/2020 05:11 PM	One per ward
Screen Name Redacted 10/27/2020 05:22 PM	6
Screen Name Redacted 10/27/2020 06:01 PM	8
Screen Name Redacted 10/27/2020 07:33 PM	6
Screen Name Redacted 10/28/2020 05:09 AM	6
Screen Name Redacted 10/28/2020 02:46 PM	3
Screen Name Redacted 10/28/2020 03:12 PM	Six at large councillors
Screen Name Redacted 10/28/2020 06:09 PM	4to 6. Welland is too high compared by population
Screen Name Redacted 10/28/2020 06:16 PM	6
Screen Name Redacted 10/28/2020 06:20 PM	6
Screen Name Redacted 10/28/2020 09:06 PM	6
Screen Name Redacted 10/29/2020 04:47 AM	8 Councillors

Screen Name Redacted 10/29/2020 08:16 AM	8 see our councilors only if there is a photo op
Screen Name Redacted 10/29/2020 07:23 AM	6
Screen Name Redacted 10/29/2020 10:53 AM	8
Screen Name Redacted 10/29/2020 11:09 AM	one for each ward
Screen Name Redacted 10/29/2020 11:40 AM	Six
Screen Name Redacted 10/29/2020 03:07 PM	1 councillor per ward.
Screen Name Redacted 10/29/2020 03:37 PM	6-8. recent 48% stipend increase unacceptable
Screen Name Redacted 10/29/2020 08:25 PM	6-8
Screen Name Redacted 10/30/2020 10:30 AM	6
Screen Name Redacted 10/30/2020 12:20 PM	6
Screen Name Redacted 10/30/2020 04:55 PM	6
Screen Name Redacted 10/30/2020 04:55 PM	One per ward.
Screen Name Redacted 10/30/2020 05:38 PM	6
Screen Name Redacted 10/30/2020 05:38 PM	One Councillor per ward is more than acceptable.
Screen Name Redacted 10/30/2020 05:38 PM	Why do you need two councillors per ward

Screen Name Redacted 10/30/2020 05:41 PM	8
Screen Name Redacted 10/30/2020 05:42 PM	6
Screen Name Redacted 10/30/2020 05:50 PM	SIX
Screen Name Redacted 10/30/2020 06:04 PM	6
Screen Name Redacted 10/30/2020 06:11 PM	6-8
Screen Name Redacted 10/30/2020 06:19 PM	8
Screen Name Redacted 10/30/2020 06:57 PM	6 Councillors at Large
Screen Name Redacted 10/30/2020 07:07 PM	6
Screen Name Redacted 10/30/2020 07:07 PM	6
Screen Name Redacted 10/30/2020 08:28 PM	8
Screen Name Redacted 10/30/2020 09:07 PM	6
Screen Name Redacted 10/30/2020 10:20 PM	6
Screen Name Redacted 10/31/2020 02:59 AM	6
Screen Name Redacted 10/31/2020 04:32 AM	1 per ward
Screen Name Redacted 10/31/2020 04:33 AM	6

Screen Name Redacted 10/31/2020 04:41 AM	6
Screen Name Redacted 10/31/2020 05:37 AM	6
Screen Name Redacted 10/31/2020 06:09 AM	6
Screen Name Redacted 10/31/2020 09:13 AM	6 only
Screen Name Redacted 10/31/2020 09:26 AM	Six
Screen Name Redacted 10/31/2020 09:43 AM	one per ward
Screen Name Redacted 10/31/2020 11:31 AM	6
Screen Name Redacted 10/31/2020 01:49 PM	1 per ward
Screen Name Redacted 10/31/2020 02:23 PM	4
Screen Name Redacted 10/31/2020 02:56 PM	6, one councillor per ward. More efficient.
Screen Name Redacted 10/31/2020 03:10 PM	5
Screen Name Redacted 10/31/2020 03:11 PM	6 plus the mayor
Screen Name Redacted 10/31/2020 03:50 PM	Less councillors would be more effective.
Screen Name Redacted 10/31/2020 04:08 PM	Maximum 8
Screen Name Redacted 10/31/2020 05:23 PM	6

Screen Name Redacted 10/31/2020 05:34 PM	five
Screen Name Redacted 11/01/2020 12:54 AM	4 wards, 2 Councillors 8 total. 33% in savings.
Screen Name Redacted 11/01/2020 01:31 AM	6
Screen Name Redacted 11/01/2020 05:04 AM	8
Screen Name Redacted 11/01/2020 12:00 PM	8
Screen Name Redacted 11/01/2020 12:15 PM	6to 8 at the most
Screen Name Redacted 11/01/2020 01:55 PM	6
Screen Name Redacted 11/01/2020 01:56 PM	6
Screen Name Redacted 11/01/2020 02:42 PM	4
Screen Name Redacted 11/01/2020 10:17 PM	6
Screen Name Redacted 11/02/2020 09:47 AM	6
Screen Name Redacted 11/02/2020 10:15 AM	6
Screen Name Redacted 11/02/2020 10:19 AM	6. One per ward should be plenty. Only 53,000 here
Screen Name Redacted 11/02/2020 10:41 AM	6
Screen Name Redacted 11/02/2020 12:32 PM	2

Screen Name Redacted 11/02/2020 08:41 PM	6
Screen Name Redacted 11/03/2020 07:23 AM	Mayor, 4 city by ward, 2 dual at large
Screen Name Redacted 11/03/2020 12:07 PM	6 one for each ward
Screen Name Redacted 11/03/2020 04:04 PM	6
Screen Name Redacted 11/03/2020 07:49 PM	1 mayor 24 councilor
Screen Name Redacted 11/03/2020 07:51 PM	20
Screen Name Redacted 11/04/2020 06:30 AM	only need one
Screen Name Redacted 11/04/2020 07:27 AM	6
Screen Name Redacted 11/04/2020 07:29 AM	Six
Screen Name Redacted 11/04/2020 11:04 AM	nine
Screen Name Redacted 11/04/2020 11:55 AM	5
Screen Name Redacted 11/04/2020 12:46 PM	6
Screen Name Redacted 11/04/2020 04:03 PM	8
Screen Name Redacted 11/05/2020 02:46 AM	6
Screen Name Redacted 11/05/2020 05:05 AM	6 Is plenty

Screen Name Redacted 11/05/2020 05:07 AM	6
Screen Name Redacted 11/05/2020 05:09 AM	6 Is plenty
Screen Name Redacted 11/05/2020 05:11 AM	8
Screen Name Redacted 11/05/2020 07:38 AM	Six
Screen Name Redacted 11/05/2020 09:20 AM	6
Screen Name Redacted 11/05/2020 12:57 PM	6
Screen Name Redacted 11/05/2020 01:25 PM	6 Never see them since last election
Screen Name Redacted 11/05/2020 05:49 PM	4
Screen Name Redacted 11/05/2020 06:24 PM	6
Screen Name Redacted 11/06/2020 04:37 AM	6-8
Screen Name Redacted 11/06/2020 05:44 AM	6 one per ward
Screen Name Redacted 11/06/2020 05:46 AM	6
Screen Name Redacted 11/06/2020 05:51 AM	One councillor per ward plus the mayor
Screen Name Redacted 11/06/2020 06:40 AM	6
Screen Name Redacted 11/06/2020 07:38 AM	6

Screen Name Redacted 11/06/2020 07:40 AM	6
Screen Name Redacted 11/06/2020 08:05 AM	6 - 12 is waste of taxpayers money
Screen Name Redacted 11/06/2020 08:47 AM	one per ward
Screen Name Redacted 11/06/2020 09:50 AM	10
Screen Name Redacted 11/06/2020 10:16 AM	6
Screen Name Redacted 11/06/2020 10:21 AM	6
Screen Name Redacted 11/06/2020 10:25 AM	6
Screen Name Redacted 11/06/2020 11:54 AM	8 councillors
Screen Name Redacted 11/06/2020 12:31 PM	six
Screen Name Redacted 11/06/2020 01:15 PM	6
Screen Name Redacted 11/06/2020 01:02 PM	Six councillors would be an appropriate number
Screen Name Redacted 11/06/2020 01:38 PM	6
Screen Name Redacted 11/06/2020 02:33 PM	Six,.
Screen Name Redacted 11/06/2020 02:54 PM	6 - one per ward
Screen Name Redacted 11/06/2020 04:02 PM	8

Screen Name Redacted 11/06/2020 05:13 PM	Six
Screen Name Redacted 11/06/2020 05:41 PM	8 Councillors
Screen Name Redacted 11/06/2020 06:47 PM	6
Screen Name Redacted 11/07/2020 04:18 AM	six
Screen Name Redacted 11/07/2020 06:20 AM	6 one for each ward is enough
Screen Name Redacted 11/07/2020 07:44 AM	7
Screen Name Redacted 11/07/2020 10:03 AM	8
Screen Name Redacted 11/07/2020 10:46 AM	6 to 8
Screen Name Redacted 11/07/2020 12:46 PM	Six. Councillors must live in the ward they rep
Screen Name Redacted 11/07/2020 12:51 PM	At the wages they earn 2 should handle the city
Screen Name Redacted 11/08/2020 06:19 AM	6
Screen Name Redacted 11/08/2020 07:30 AM	6. One per ward.
Screen Name Redacted 11/08/2020 10:58 AM	4
Screen Name Redacted 11/08/2020 05:39 PM	6
Screen Name Redacted 11/08/2020 05:57 PM	Six

Screen Name Redacted 11/09/2020 07:51 AM	6
Screen Name Redacted 11/09/2020 07:53 AM	6
Screen Name Redacted 11/09/2020 08:20 AM	ONE
Screen Name Redacted 11/09/2020 09:27 AM	1 per ward
Screen Name Redacted 11/09/2020 12:07 PM	6
Screen Name Redacted 11/09/2020 12:31 PM	six
Screen Name Redacted 11/09/2020 02:56 PM	6 councillors, 1 per ward, 27% raise, WTF
Screen Name Redacted 11/09/2020 05:43 PM	4
Screen Name Redacted 11/09/2020 06:12 PM	0 They are a waste of taxpayers money!
Screen Name Redacted 11/09/2020 06:27 PM	6 Councillors at Large
Screen Name Redacted 11/10/2020 05:31 AM	6 with an alternate for each ward
Screen Name Redacted 11/10/2020 07:19 AM	6 total - 1 per ward only
Screen Name Redacted 11/10/2020 08:21 AM	4
Screen Name Redacted 11/10/2020 08:59 AM	4 or 5 total
Screen Name Redacted 11/10/2020 09:05 AM	one (1) per ward

Screen Name Redacted 11/10/2020 09:06 AM	six
Screen Name Redacted 11/10/2020 09:06 AM	one (1) per ward
Screen Name Redacted 11/10/2020 10:12 AM	6+mayor
Screen Name Redacted 11/10/2020 01:30 PM	we only need one per ward this is a small city
Screen Name Redacted 11/10/2020 03:58 PM	6
Screen Name Redacted 11/11/2020 06:00 AM	6
Screen Name Redacted 11/11/2020 07:46 AM	6
Screen Name Redacted 11/11/2020 12:43 PM	6
Screen Name Redacted 11/11/2020 12:45 PM	6
Screen Name Redacted 11/11/2020 01:28 PM	6
Screen Name Redacted 11/11/2020 03:17 PM	6
Screen Name Redacted 11/11/2020 04:44 PM	6
Screen Name Redacted 11/11/2020 06:11 PM	6
Screen Name Redacted 11/12/2020 06:28 AM	6 One per Ward is sufficient
Screen Name Redacted 11/12/2020 06:57 AM	Six

Screen Name Redacted 11/12/2020 05:33 AM	Six (One/ward) + the mayor
Screen Name Redacted 11/12/2020 09:02 AM	8
Screen Name Redacted 11/12/2020 10:26 AM	6
Screen Name Redacted 11/12/2020 10:34 AM	1 councillor per ward
Screen Name Redacted 11/12/2020 10:36 AM	1 for every 10k residents
Screen Name Redacted 11/12/2020 11:12 AM	5 + 1 mayor
Screen Name Redacted 11/12/2020 11:13 AM	5 + 1 mayor
Screen Name Redacted 11/12/2020 11:13 AM	8
Screen Name Redacted 11/12/2020 02:57 PM	6 Just enough. We pay remember.
Screen Name Redacted 11/12/2020 03:16 PM	1 per ward
Screen Name Redacted 11/12/2020 06:02 PM	6
Screen Name Redacted 11/12/2020 07:12 PM	One per ward for the money they make.
Screen Name Redacted 11/13/2020 06:34 AM	1 per ward = 6
Screen Name Redacted 11/13/2020 07:17 AM	Six (One/ward) + the mayor
Screen Name Redacted 11/13/2020 09:17 AM	one per ward

Screen Name Redacted 11/13/2020 10:11 AM	6
Screen Name Redacted 11/13/2020 10:14 AM	6
Screen Name Redacted 11/13/2020 10:15 AM	6
Screen Name Redacted 11/13/2020 12:07 PM	8
Screen Name Redacted 11/13/2020 12:11 PM	6 at large
Screen Name Redacted 11/13/2020 12:14 PM	Mayor plus six councilors
Screen Name Redacted 11/13/2020 12:29 PM	Six
Screen Name Redacted 11/13/2020 12:33 PM	I believe that six councilors are sufficient.
Screen Name Redacted 11/13/2020 12:39 PM	6
Screen Name Redacted 11/13/2020 12:52 PM	6
Screen Name Redacted 11/13/2020 01:22 PM	Six
Screen Name Redacted 11/13/2020 01:59 PM	6
Screen Name Redacted 11/13/2020 04:20 PM	Mayor and 6 councillors
Screen Name Redacted 11/14/2020 02:28 AM	6
Screen Name Redacted 11/14/2020 09:08 AM	8

Screen Name Redacted 11/14/2020 09:53 AM	6
Screen Name Redacted 11/14/2020 05:03 PM	6
Screen Name Redacted 11/14/2020 06:06 PM	6
Screen Name Redacted 11/14/2020 06:07 PM	6
Screen Name Redacted 11/14/2020 07:02 PM	4
Screen Name Redacted 11/14/2020 07:08 PM	4
Screen Name Redacted 11/15/2020 07:06 AM	4
Screen Name Redacted 11/15/2020 09:24 AM	6
Screen Name Redacted 11/15/2020 11:01 AM	8 only...too much $ is spent on salaries
Screen Name Redacted 11/16/2020 09:26 AM	One per ward
Screen Name Redacted 11/16/2020 10:33 AM	One per ward
Screen Name Redacted 11/16/2020 12:23 PM	6 to 8 total some need 2 with size (population) if
Screen Name Redacted 11/16/2020 01:54 PM	Based on population and city comparisions, SIX.
Screen Name Redacted 11/16/2020 02:01 PM	6
Screen Name Redacted 11/16/2020 03:54 PM	6

Screen Name Redacted 11/16/2020 03:56 PM	6
Screen Name Redacted 11/16/2020 09:57 PM	r3duce the number of municipalitiees to one or thr
Screen Name Redacted 11/17/2020 09:09 AM	6
Screen Name Redacted 11/17/2020 09:17 AM	8
Screen Name Redacted 11/17/2020 10:15 AM	6 - one per ward could justify the higher salary
Screen Name Redacted 11/17/2020 10:13 AM	1for each ward - ie Saskatoon has 10 w/ pop 240k
Screen Name Redacted 11/17/2020 12:20 PM	6 councillors (one per ward)
Screen Name Redacted 11/17/2020 12:48 PM	1 mayor + 6 Councillors
Screen Name Redacted 11/17/2020 01:47 PM	one per ward
Screen Name Redacted 11/17/2020 02:29 PM	Too many for the population of Welland.
Screen Name Redacted 11/17/2020 02:32 PM	Too many for the population of Welland.
Screen Name Redacted 11/17/2020 08:17 PM	7
Screen Name Redacted 11/18/2020 07:55 AM	10
Screen Name Redacted 11/18/2020 10:24 AM	6 Add support staff to assist the councillors.
Screen Name Redacted 11/18/2020 10:37 AM	8

Screen Name Redacted 11/18/2020 11:52 AM	Four
Screen Name Redacted 11/18/2020 01:15 PM	6
Screen Name Redacted 11/18/2020 01:18 PM	6. many city:s operate very well@ 1 each ward,
Screen Name Redacted 11/18/2020 01:53 PM	1 per ward
Screen Name Redacted 11/18/2020 02:10 PM	6 at large
Screen Name Redacted 11/18/2020 02:10 PM	6 at large
Screen Name Redacted 11/18/2020 02:23 PM	6
Screen Name Redacted 11/18/2020 02:52 PM	Less than two per ward
Screen Name Redacted 11/18/2020 03:38 PM	6
Screen Name Redacted 11/18/2020 04:38 PM	6
Screen Name Redacted 11/18/2020 05:25 PM	six to eight
Screen Name Redacted 11/18/2020 05:27 PM	one councillor for each ward
Screen Name Redacted 11/18/2020 07:12 PM	6 counsellors. One representing each ward plus the
Screen Name Redacted 11/18/2020 07:27 PM	11
Screen Name Redacted 11/19/2020 06:22 AM	Six should be the max according to population

Screen Name Redacted 11/19/2020 08:15 AM	four full time
Screen Name Redacted 11/19/2020 08:27 AM	4Councillors Max. until population exceeds 80,000
Screen Name Redacted 11/19/2020 08:47 AM	4
Screen Name Redacted 11/19/2020 10:16 AM	6 and one mayor
Screen Name Redacted 11/19/2020 11:59 AM	6
Screen Name Redacted 11/19/2020 12:15 PM	8
Screen Name Redacted 11/19/2020 01:24 PM	1 per ward
Screen Name Redacted 11/19/2020 01:54 PM	Six councillors
Screen Name Redacted 11/19/2020 02:27 PM	Six
Screen Name Redacted 11/19/2020 05:57 PM	6
Screen Name Redacted 11/19/2020 05:58 PM	6
Screen Name Redacted 11/19/2020 07:39 PM	1 per ward, like policy # based on population
Screen Name Redacted 11/20/2020 03:06 AM	I like the idea of more wards with one rep each
Screen Name Redacted 11/20/2020 05:08 AM	6
Screen Name Redacted 11/20/2020 05:32 AM	One councillor per ward

Screen Name Redacted 11/20/2020 06:21 AM	Two
Screen Name Redacted 11/20/2020 07:17 AM	6
Screen Name Redacted 11/20/2020 08:45 AM	6 Councilors
Screen Name Redacted 11/20/2020 08:52 AM	6 Councilors
Screen Name Redacted 11/20/2020 08:53 AM	6 Councilors
Screen Name Redacted 11/20/2020 09:08 AM	6
Screen Name Redacted 11/20/2020 09:43 AM	6
Screen Name Redacted 11/20/2020 01:33 PM	4
Screen Name Redacted 11/20/2020 01:54 PM	9 ,,quantity of councillors not in best interest
Screen Name Redacted 11/20/2020 02:05 PM	8
Screen Name Redacted 11/20/2020 02:48 PM	less, costly to city, I see no changes in Welland
Screen Name Redacted 11/20/2020 06:35 PM	8 councillors
Screen Name Redacted 11/20/2020 07:49 PM	6, one per ward
Screen Name Redacted 11/21/2020 06:25 AM	6
Screen Name Redacted 11/21/2020 07:18 AM	4 - 6

Screen Name Redacted 11/21/2020 07:51 AM	6
Screen Name Redacted 11/21/2020 09:06 AM	6
Screen Name Redacted 11/21/2020 09:10 AM	4
Screen Name Redacted 11/21/2020 11:15 AM	8
Screen Name Redacted 11/21/2020 07:34 PM	6
Screen Name Redacted 11/22/2020 02:40 PM	6
Screen Name Redacted 11/22/2020 02:45 PM	10
Screen Name Redacted 11/23/2020 08:13 AM	6 plus 1 at large
Screen Name Redacted 11/23/2020 08:25 AM	I think one per ward would be sufficient
Screen Name Redacted 11/23/2020 09:44 AM	6
Screen Name Redacted 11/23/2020 12:37 PM	6
Screen Name Redacted 11/23/2020 01:00 PM	1 per ward
Screen Name Redacted 11/23/2020 01:07 PM	6
Screen Name Redacted 11/23/2020 04:15 PM	6
Screen Name Redacted 11/23/2020 05:36 PM	6

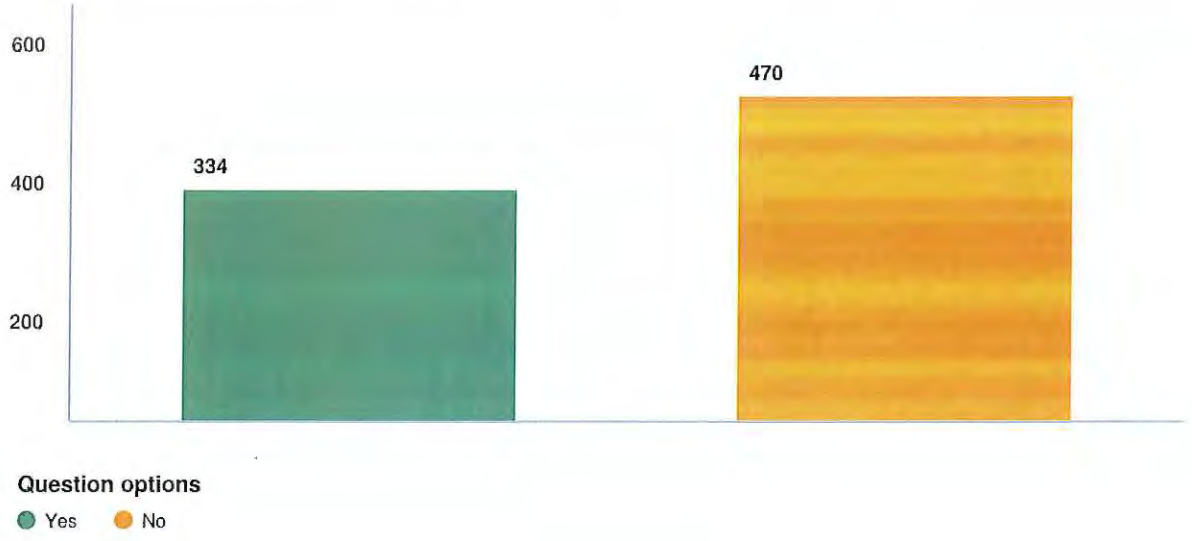
Screen Name Redacted 11/23/2020 06:31 PM	6
Screen Name Redacted 11/24/2020 08:12 AM	Too much bureaucracy
Screen Name Redacted 11/24/2020 08:39 AM	6 should be enougf.
Screen Name Redacted 11/24/2020 02:56 PM	6
Screen Name Redacted 11/24/2020 03:44 PM	6
Screen Name Redacted 11/25/2020 06:18 AM	Six
Screen Name Redacted 11/25/2020 07:57 AM	One for each riding
Screen Name Redacted 11/25/2020 10:59 AM	6
Screen Name Redacted 11/25/2020 01:59 PM	8
Screen Name Redacted 11/25/2020 04:11 PM	6
Screen Name Redacted 11/25/2020 06:47 PM	4
Screen Name Redacted 11/25/2020 07:38 PM	6
Screen Name Redacted 11/26/2020 09:46 AM	6
Screen Name Redacted 11/26/2020 11:23 AM	6
Screen Name Redacted 11/26/2020 12:55 PM	6

Screen Name Redacted 11/26/2020 03:01 PM	6
Screen Name Redacted 11/26/2020 04:00 PM	8
Screen Name Redacted 11/26/2020 04:18 PM	6.....one per ward ...too many now
Screen Name Redacted 11/26/2020 05:19 PM	6
Screen Name Redacted 11/26/2020 06:27 PM	6 or 7 members. Some are there to collect their mo
Screen Name Redacted 11/27/2020 05:58 AM	6
Screen Name Redacted 11/27/2020 10:25 AM	8
Screen Name Redacted 11/27/2020 02:46 PM	1 councillor/ward
Screen Name Redacted 11/27/2020 04:15 PM	We think 6 councillors would be plenty.
Screen Name Redacted 11/28/2020 06:22 AM	we just need one councellor per ward
Screen Name Redacted 11/28/2020 02:03 PM	6 councillors
Screen Name Redacted 11/29/2020 06:47 AM	Six and possibly one spare floater who can assist
Screen Name Redacted 11/29/2020 08:21 AM	6 (1 per ward)
Screen Name Redacted 11/29/2020 04:38 PM	8
Screen Name Redacted 11/30/2020 08:35 AM	6

Screen Name Redacted	6 is enough 1 per warc
Screen Name Redacted	6
Screen Name Redacted	6
Screen Name Redacted	8
Screen Name Redacted	6

Mandatory Question (491 response(s))
Question type: Single Line Question

Q6 Welland City Council is comprised of 12 councillors. There are two (2) councillors per ward. Are you satisfied with having ...



Mandatory Question (802 response(s))
Question type: Checkbox Question

Q7 how many councillors would you prefer to have per ward?

Screen Name Redacted 10/21/2020 07:11 AM	one(1)
Screen Name Redacted 10/21/2020 08:50 AM	2
Screen Name Redacted 10/21/2020 08:53 AM	1
Screen Name Redacted 10/21/2020 09:06 AM	1
Screen Name Redacted 10/21/2020 09:19 AM	1
Screen Name Redacted 10/21/2020 09:23 AM	1

Screen Name Redacted 10/21/2020 09:24 AM	1
Screen Name Redacted 10/21/2020 09:30 AM	One should be adequate
Screen Name Redacted 10/21/2020 09:33 AM	One per ward
Screen Name Redacted 10/21/2020 09:45 AM	1
Screen Name Redacted 10/21/2020 09:49 AM	6
Screen Name Redacted 10/21/2020 10:22 AM	1
Screen Name Redacted 10/21/2020 10:59 AM	1
Screen Name Redacted 10/21/2020 11:30 AM	1
Screen Name Redacted 10/21/2020 12:12 PM	One per ward with 6 wards
Screen Name Redacted 10/21/2020 12:42 PM	One councillor per ward.
Screen Name Redacted 10/21/2020 01:06 PM	1
Screen Name Redacted 10/21/2020 01:45 PM	6 City Wide Councillors
Screen Name Redacted 10/21/2020 02:30 PM	1
Screen Name Redacted 10/21/2020 03:22 PM	0 should be elected at large
Screen Name Redacted 10/21/2020 04:29 PM	1

Screen Name Redacted 10/21/2020 04:33 PM	1
Screen Name Redacted 10/21/2020 04:43 PM	ONE
Screen Name Redacted 10/21/2020 05:14 PM	1
Screen Name Redacted 10/21/2020 06:06 PM	1
Screen Name Redacted 10/21/2020 06:13 PM	Prefer one per ward.
Screen Name Redacted 10/21/2020 07:05 PM	1 - 8 wards. 2 - 4 wards
Screen Name Redacted 10/21/2020 08:02 PM	1
Screen Name Redacted 10/21/2020 08:07 PM	1
Screen Name Redacted 10/21/2020 08:16 PM	1
Screen Name Redacted 10/21/2020 08:21 PM	1
Screen Name Redacted 10/21/2020 09:30 PM	1
Screen Name Redacted 10/22/2020 05:30 AM	One
Screen Name Redacted 10/22/2020 05:56 AM	1
Screen Name Redacted 10/22/2020 06:12 AM	1
Screen Name Redacted 10/22/2020 06:16 AM	One

Screen Name Redacted 10/22/2020 06:46 AM	1 for small, 2 for larger
Screen Name Redacted 10/22/2020 06:47 AM	6
Screen Name Redacted 10/22/2020 06:50 AM	1
Screen Name Redacted 10/22/2020 06:59 AM	1
Screen Name Redacted 10/22/2020 07:10 AM	If 8 wards, one per
Screen Name Redacted 10/22/2020 07:34 AM	1
Screen Name Redacted 10/22/2020 07:55 AM	1
Screen Name Redacted 10/22/2020 08:05 AM	0
Screen Name Redacted 10/22/2020 08:45 AM	4
Screen Name Redacted 10/22/2020 09:09 AM	1
Screen Name Redacted 10/22/2020 09:27 AM	1
Screen Name Redacted 10/22/2020 10:04 AM	One
Screen Name Redacted 10/22/2020 11:01 AM	1 councillor (twice the wage)
Screen Name Redacted 10/22/2020 01:08 PM	1
Screen Name Redacted 10/22/2020 01:24 PM	1 1/2 per ward/ 4 wards

Screen Name Redacted 10/22/2020 01:25 PM	1
Screen Name Redacted 10/22/2020 01:46 PM	One Niagara city
Screen Name Redacted 10/22/2020 02:14 PM	one
Screen Name Redacted 10/22/2020 02:17 PM	1 for smaller, 2 for larger
Screen Name Redacted 10/22/2020 02:45 PM	One
Screen Name Redacted 10/22/2020 03:28 PM	1
Screen Name Redacted 10/22/2020 04:17 PM	1
Screen Name Redacted 10/22/2020 04:38 PM	2
Screen Name Redacted 10/22/2020 04:47 PM	0- at large
Screen Name Redacted 10/22/2020 05:02 PM	1 per ward
Screen Name Redacted 10/22/2020 05:15 PM	1
Screen Name Redacted 10/22/2020 05:39 PM	1
Screen Name Redacted 10/22/2020 05:44 PM	1
Screen Name Redacted 10/22/2020 06:21 PM	1
Screen Name Redacted 10/22/2020 06:25 PM	1

Screen Name Redacted 10/22/2020 07:42 PM	One per ward
Screen Name Redacted 10/22/2020 09:16 PM	1
Screen Name Redacted 10/23/2020 03:44 AM	1
Screen Name Redacted 10/23/2020 05:08 AM	1
Screen Name Redacted 10/23/2020 05:08 AM	1
Screen Name Redacted 10/23/2020 05:50 AM	ONE
Screen Name Redacted 10/23/2020 06:32 AM	1per ward, serve 5,000 homes
Screen Name Redacted 10/23/2020 06:38 AM	One per ward. As above.
Screen Name Redacted 10/23/2020 06:59 AM	1 councillor per ward
Screen Name Redacted 10/23/2020 07:13 AM	one will do
Screen Name Redacted 10/23/2020 07:31 AM	1
Screen Name Redacted 10/23/2020 07:46 AM	1
Screen Name Redacted 10/23/2020 08:17 AM	1
Screen Name Redacted 10/23/2020 08:26 AM	Not specific councillors
Screen Name Redacted 10/23/2020 09:59 AM	1 if we keep wards -

Screen Name Redacted 10/23/2020 10:07 AM	One
Screen Name Redacted 10/23/2020 10:19 AM	1
Screen Name Redacted 10/23/2020 10:20 AM	1
Screen Name Redacted 10/23/2020 10:21 AM	1
Screen Name Redacted 10/23/2020 10:36 AM	1
Screen Name Redacted 10/23/2020 10:52 AM	1
Screen Name Redacted 10/23/2020 11:09 AM	1
Screen Name Redacted 10/23/2020 12:51 PM	1
Screen Name Redacted 10/23/2020 01:50 PM	1
Screen Name Redacted 10/23/2020 02:47 PM	1
Screen Name Redacted 10/23/2020 02:54 PM	1
Screen Name Redacted 10/23/2020 02:54 PM	1
Screen Name Redacted 10/23/2020 04:10 PM	1
Screen Name Redacted 10/23/2020 04:58 PM	6
Screen Name Redacted 10/23/2020 05:19 PM	1

Screen Name Redacted 10/23/2020 05:39 PM	6
Screen Name Redacted 10/23/2020 05:47 PM	rather they ran at large
Screen Name Redacted 10/23/2020 07:03 PM	1 per ward
Screen Name Redacted 10/23/2020 09:15 PM	1
Screen Name Redacted 10/23/2020 09:39 PM	1
Screen Name Redacted 10/24/2020 04:40 AM	1.
Screen Name Redacted 10/24/2020 05:13 AM	1 per ward
Screen Name Redacted 10/24/2020 05:34 AM	1
Screen Name Redacted 10/24/2020 05:51 AM	1
Screen Name Redacted 10/24/2020 05:53 AM	1 councillor
Screen Name Redacted 10/24/2020 05:53 AM	Two
Screen Name Redacted 10/24/2020 05:58 AM	One
Screen Name Redacted 10/24/2020 05:59 AM	1
Screen Name Redacted 10/24/2020 06:08 AM	1
Screen Name Redacted 10/24/2020 06:38 AM	0

Screen Name Redacted 10/24/2020 07:03 AM	1
Screen Name Redacted 10/24/2020 07:54 AM	1 but prefer 8 at large
Screen Name Redacted 10/24/2020 07:56 AM	1
Screen Name Redacted 10/24/2020 07:57 AM	6
Screen Name Redacted 10/24/2020 08:24 AM	10
Screen Name Redacted 10/24/2020 08:33 AM	one
Screen Name Redacted 10/24/2020 09:14 AM	1
Screen Name Redacted 10/24/2020 09:32 AM	One
Screen Name Redacted 10/24/2020 10:21 AM	1 per ward
Screen Name Redacted 10/24/2020 11:07 AM	One
Screen Name Redacted 10/24/2020 02:54 PM	1
Screen Name Redacted 10/24/2020 03:21 PM	1
Screen Name Redacted 10/24/2020 06:36 PM	4
Screen Name Redacted 10/24/2020 08:41 PM	1
Screen Name Redacted 10/25/2020 07:21 AM	1

Screen Name Redacted 10/25/2020 07:28 AM	1
Screen Name Redacted 10/25/2020 08:50 AM	one is all that is needed.
Screen Name Redacted 10/25/2020 08:52 AM	1
Screen Name Redacted 10/25/2020 09:56 AM	One(1)
Screen Name Redacted 10/25/2020 10:01 AM	1
Screen Name Redacted 10/25/2020 11:16 AM	1
Screen Name Redacted 10/25/2020 12:53 PM	1
Screen Name Redacted 10/25/2020 02:30 PM	One
Screen Name Redacted 10/25/2020 03:12 PM	0, no ward system. 1 at most
Screen Name Redacted 10/25/2020 04:37 PM	1
Screen Name Redacted 10/25/2020 07:58 PM	1
Screen Name Redacted 10/26/2020 07:28 AM	1
Screen Name Redacted 10/26/2020 09:22 AM	One
Screen Name Redacted 10/26/2020 09:25 AM	3
Screen Name Redacted 10/26/2020 09:42 AM	6 councillors

Screen Name Redacted 10/26/2020 09:43 AM	1
Screen Name Redacted 10/26/2020 09:52 AM	One per ward.
Screen Name Redacted 10/26/2020 10:15 AM	2 for Welland Amalgamation
Screen Name Redacted 10/26/2020 10:51 AM	1
Screen Name Redacted 10/26/2020 10:55 AM	1
Screen Name Redacted 10/26/2020 04:41 PM	1
Screen Name Redacted 10/27/2020 08:03 AM	1
Screen Name Redacted 10/27/2020 09:11 AM	1
Screen Name Redacted 10/27/2020 10:10 AM	Two per ward .three wards
Screen Name Redacted 10/27/2020 10:44 AM	1
Screen Name Redacted 10/27/2020 12:29 PM	1 or 0
Screen Name Redacted 10/27/2020 12:33 PM	1
Screen Name Redacted 10/27/2020 12:35 PM	1
Screen Name Redacted 10/27/2020 12:37 PM	1
Screen Name Redacted 10/27/2020 12:47 PM	1

Screen Name Redacted 10/27/2020 12:55 PM	1
Screen Name Redacted 10/27/2020 01:16 PM	One
Screen Name Redacted 10/27/2020 01:45 PM	One should be adequate
Screen Name Redacted 10/27/2020 04:16 PM	1
Screen Name Redacted 10/27/2020 04:17 PM	ONE
Screen Name Redacted 10/27/2020 05:11 PM	One per ward
Screen Name Redacted 10/27/2020 05:22 PM	6
Screen Name Redacted 10/27/2020 06:01 PM	1
Screen Name Redacted 10/27/2020 07:33 PM	1
Screen Name Redacted 10/28/2020 05:09 AM	1
Screen Name Redacted 10/28/2020 06:43 AM	One
Screen Name Redacted 10/28/2020 02:46 PM	less than 1 per ward
Screen Name Redacted 10/28/2020 03:12 PM	None, they should be at large
Screen Name Redacted 10/28/2020 06:08 PM	1
Screen Name Redacted 10/28/2020 06:16 PM	1

Screen Name Redacted 10/28/2020 06:20 PM	1
Screen Name Redacted 10/28/2020 09:06 PM	1
Screen Name Redacted 10/29/2020 01:47 AM	1 per 8 wards or 2 per 4 wards
Screen Name Redacted 10/29/2020 05:16 AM	One .
Screen Name Redacted 10/29/2020 07:23 AM	1
Screen Name Redacted 10/29/2020 10:53 AM	1 councillor with 8 wards
Screen Name Redacted 10/29/2020 11:09 AM	one
Screen Name Redacted 10/29/2020 11:40 AM	six
Screen Name Redacted 10/29/2020 05:07 PM	1 councillor per ward.
Screen Name Redacted 10/29/2020 03:37 PM	one: 2 are too expensive
Screen Name Redacted 10/29/2020 08:26 PM	6-8 in total for the city
Screen Name Redacted 10/30/2020 10:30 AM	1
Screen Name Redacted 10/30/2020 12:20 PM	1
Screen Name Redacted 10/30/2020 04:55 PM	1,due to wage increase,input
Screen Name Redacted 10/30/2020 04:55 PM	1

Screen Name Redacted 10/30/2020 05:38 PM	1
Screen Name Redacted 10/30/2020 05:38 PM	One
Screen Name Redacted 10/30/2020 05:38 PM	One and 3 wards
Screen Name Redacted 10/30/2020 05:42 PM	1
Screen Name Redacted 10/30/2020 05:50 PM	ONE, who works for the people
Screen Name Redacted 10/30/2020 06:04 PM	1
Screen Name Redacted 10/30/2020 06:41 PM	1-2
Screen Name Redacted 10/30/2020 06:49 PM	No wards
Screen Name Redacted 10/30/2020 06:57 PM	Total 6 Councillors at Large
Screen Name Redacted 10/30/2020 07:07 PM	1
Screen Name Redacted 10/30/2020 07:07 PM	1
Screen Name Redacted 10/30/2020 09:28 PM	1
Screen Name Redacted 10/30/2020 09:07 PM	1
Screen Name Redacted 10/30/2020 10:20 PM	1
Screen Name Redacted 10/31/2020 02:59 AM	1

Screen Name Redacted 10/31/2020 04:32 AM	1
Screen Name Redacted 10/31/2020 04:33 AM	1
Screen Name Redacted 10/31/2020 04:41 AM	1
Screen Name Redacted 10/31/2020 05:37 AM	1
Screen Name Redacted 10/31/2020 06:09 AM	1
Screen Name Redacted 10/31/2020 09:13 AM	1
Screen Name Redacted 10/31/2020 09:26 AM	One
Screen Name Redacted 10/31/2020 09:43 AM	one
Screen Name Redacted 10/31/2020 11:01 AM	1
Screen Name Redacted 10/31/2020 01:49 PM	1 per ward
Screen Name Redacted 10/31/2020 02:28 PM	1 per ward
Screen Name Redacted 10/31/2020 02:56 PM	1 per ward is enough.
Screen Name Redacted 10/31/2020 03:10 PM	1
Screen Name Redacted 10/31/2020 03:11 PM	1
Screen Name Redacted 10/31/2020 03:50 PM	One.

Screen Name Redacted 10/31/2020 04:08 PM	1- I don't see the need for 2
Screen Name Redacted 10/31/2020 05:20 PM	1
Screen Name Redacted 10/31/2020 05:34 PM	One
Screen Name Redacted 11/01/2020 01:31 AM	1 and live in that ward
Screen Name Redacted 11/01/2020 09:04 AM	1
Screen Name Redacted 11/01/2020 12:00 PM	1
Screen Name Redacted 11/01/2020 12:15 PM	One
Screen Name Redacted 11/01/2020 01:55 PM	1
Screen Name Redacted 11/01/2020 01:56 PM	1
Screen Name Redacted 11/01/2020 02:42 PM	1
Screen Name Redacted 11/01/2020 10:17 PM	1
Screen Name Redacted 11/02/2020 09:47 AM	1
Screen Name Redacted 11/02/2020 10:15 AM	1
Screen Name Redacted 11/02/2020 10:19 AM	1 per ward is plenty.
Screen Name Redacted 11/02/2020 10:41 AM	1

Screen Name Redacted 11/02/2020 11:00 AM	0 wards. Elect the best 12
Screen Name Redacted 11/02/2020 06:41 PM	1
Screen Name Redacted 11/03/2020 07:23 AM	1 as per above
Screen Name Redacted 11/03/2020 12:07 PM	1 per ward
Screen Name Redacted 11/03/2020 04:04 PM	1
Screen Name Redacted 11/03/2020 07:49 PM	Three
Screen Name Redacted 11/03/2020 07:51 PM	2 or more
Screen Name Redacted 11/04/2020 06:30 AM	one
Screen Name Redacted 11/04/2020 07:27 AM	1
Screen Name Redacted 11/04/2020 07:29 AM	One
Screen Name Redacted 11/04/2020 11:04 AM	one
Screen Name Redacted 11/04/2020 11:55 AM	1 + mayor
Screen Name Redacted 11/04/2020 12:46 PM	1
Screen Name Redacted 11/04/2020 04:03 PM	1
Screen Name Redacted 11/05/2020 02:46 AM	1

Screen Name Redacted 11/05/2020 05:05 AM	1
Screen Name Redacted 11/05/2020 05:07 AM	1
Screen Name Redacted 11/05/2020 05:09 AM	1
Screen Name Redacted 11/05/2020 05:11 AM	2
Screen Name Redacted 11/05/2020 07:38 AM	One
Screen Name Redacted 11/05/2020 09:20 AM	1
Screen Name Redacted 11/05/2020 12:57 PM	1
Screen Name Redacted 11/05/2020 01:25 PM	one
Screen Name Redacted 11/05/2020 05:49 PM	1
Screen Name Redacted 11/05/2020 06:24 PM	1
Screen Name Redacted 11/06/2020 04:37 AM	1 should be enough.
Screen Name Redacted 11/06/2020 05:14 AM	1 pre ward
Screen Name Redacted 11/06/2020 05:46 AM	1
Screen Name Redacted 11/06/2020 05:51 AM	one per ward
Screen Name Redacted 11/06/2020 06:40 AM	1

Screen Name Redacted 11/06/2020 07:38 AM	6
Screen Name Redacted 11/06/2020 07:40 AM	1
Screen Name Redacted 11/06/2020 08:05 AM	6
Screen Name Redacted 11/06/2020 08:47 AM	1
Screen Name Redacted 11/06/2020 10:18 AM	1
Screen Name Redacted 11/06/2020 10:24 AM	1
Screen Name Redacted 11/06/2020 10:25 AM	1
Screen Name Redacted 11/06/2020 12:31 PM	one
Screen Name Redacted 11/06/2020 01:15 PM	1
Screen Name Redacted 11/06/2020 01:02 PM	One councillor per ward
Screen Name Redacted 11/06/2020 01:38 PM	1 councillors are fighting
Screen Name Redacted 11/06/2020 02:33 PM	One .Tax payers scrimp & save
Screen Name Redacted 11/06/2020 02:54 PM	1
Screen Name Redacted 11/06/2020 04:02 PM	1
Screen Name Redacted 11/06/2020 05:13 PM	One

Screen Name Redacted 11/06/2020 05:41 PM	If reduced to 4 wards 8 counci
Screen Name Redacted 11/06/2020 05:47 PM	1
Screen Name Redacted 11/07/2020 04:18 AM	1
Screen Name Redacted 11/07/2020 06:20 AM	one
Screen Name Redacted 11/07/2020 07:44 AM	1
Screen Name Redacted 11/07/2020 10:03 AM	1
Screen Name Redacted 11/07/2020 10:46 AM	1
Screen Name Redacted 11/07/2020 12:46 PM	One. No cancelling of votes.
Screen Name Redacted 11/07/2020 12:51 PM	One
Screen Name Redacted 11/08/2020 06:19 AM	1
Screen Name Redacted 11/08/2020 07:30 AM	One councillor per ward.
Screen Name Redacted 11/08/2020 10:58 AM	1
Screen Name Redacted 11/08/2020 05:39 PM	1
Screen Name Redacted 11/08/2020 05:57 PM	6, one per ward
Screen Name Redacted 11/09/2020 07:51 AM	1

Screen Name Redacted 11/09/2020 07:53 AM	6
Screen Name Redacted 11/09/2020 09:20 AM	ONE
Screen Name Redacted 11/09/2020 09:27 AM	One
Screen Name Redacted 11/09/2020 12:07 PM	1
Screen Name Redacted 11/09/2020 12:31 PM	one
Screen Name Redacted 11/09/2020 02:56 PM	1
Screen Name Redacted 11/09/2020 05:43 PM	1
Screen Name Redacted 11/09/2020 06:12 PM	NONE!! They do nothing for U!
Screen Name Redacted 11/09/2020 06:27 PM	Total 6 Councillors at Large
Screen Name Redacted 11/10/2020 05:31 AM	1 with emergency alternate
Screen Name Redacted 11/10/2020 07:19 AM	1 per ward
Screen Name Redacted 11/10/2020 08:21 AM	1
Screen Name Redacted 11/10/2020 08:59 AM	1
Screen Name Redacted 11/10/2020 09:05 AM	one (1) per ward
Screen Name Redacted 11/10/2020 09:06 AM	1

Screen Name Redacted 11/10/2020 09:06 AM	one (1) per ward
Screen Name Redacted 11/10/2020 10:42 AM	No wards; but 1
Screen Name Redacted 11/10/2020 01:50 PM	one
Screen Name Redacted 11/10/2020 03:58 PM	1
Screen Name Redacted 11/11/2020 06:00 AM	1
Screen Name Redacted 11/11/2020 07:46 AM	1
Screen Name Redacted 11/11/2020 12:43 PM	1
Screen Name Redacted 11/11/2020 12:45 PM	1
Screen Name Redacted 11/11/2020 01:28 PM	1
Screen Name Redacted 11/11/2020 03:17 PM	1
Screen Name Redacted 11/11/2020 04:44 PM	1
Screen Name Redacted 11/11/2020 06:11 PM	1
Screen Name Redacted 11/12/2020 05:28 AM	One
Screen Name Redacted 11/12/2020 06:57 AM	None. At large election
Screen Name Redacted 11/12/2020 08:33 AM	One/ward

Screen Name Redacted 11/12/2020 09:02 AM	total 8 for all of welland
Screen Name Redacted 11/12/2020 10:26 AM	6 elected at large for city
Screen Name Redacted 11/12/2020 10:34 AM	1
Screen Name Redacted 11/12/2020 10:36 AM	1
Screen Name Redacted 11/12/2020 11:12 AM	one
Screen Name Redacted 11/12/2020 11:13 AM	one
Screen Name Redacted 11/12/2020 11:13 AM	1
Screen Name Redacted 11/12/2020 02:57 PM	6
Screen Name Redacted 11/12/2020 03:16 PM	1 per ward no raise
Screen Name Redacted 11/12/2020 06:02 PM	1
Screen Name Redacted 11/12/2020 07:12 PM	ONE
Screen Name Redacted 11/13/2020 06:34 AM	1
Screen Name Redacted 11/13/2020 07:17 AM	One/ward
Screen Name Redacted 11/13/2020 09:17 AM	one, but incr # of wards to 8
Screen Name Redacted 11/13/2020 10:11 AM	1 per ward

Screen Name Redacted 11/13/2020 10:14 AM	1
Screen Name Redacted 11/13/2020 10:15 AM	1per ward
Screen Name Redacted 11/13/2020 12:11 PM	6 at large
Screen Name Redacted 11/13/2020 12:14 PM	One
Screen Name Redacted 11/13/2020 12:29 PM	2 times 3 wards,or one times 6
Screen Name Redacted 11/13/2020 12:33 PM	One per ward is enough
Screen Name Redacted 11/13/2020 12:39 PM	1
Screen Name Redacted 11/13/2020 12:52 PM	1
Screen Name Redacted 11/13/2020 01:22 PM	Six
Screen Name Redacted 11/13/2020 01:59 PM	1
Screen Name Redacted 11/13/2020 04:23 PM	1 if we keep ward system
Screen Name Redacted 11/14/2020 02:28 AM	1
Screen Name Redacted 11/14/2020 09:53 AM	1
Screen Name Redacted 11/14/2020 05:03 PM	1
Screen Name Redacted 11/14/2020 06:06 PM	1

Screen Name Redacted 11/14/2020 06:07 PM	1
Screen Name Redacted 11/14/2020 07:02 PM	4 Wards, 1 per ward
Screen Name Redacted 11/14/2020 07:08 PM	One per ward . With only 4 war
Screen Name Redacted 11/15/2020 07:06 AM	1
Screen Name Redacted 11/15/2020 09:24 AM	1
Screen Name Redacted 11/16/2020 09:26 AM	One, Toronto, Mississauga
Screen Name Redacted 11/16/2020 10:33 AM	1
Screen Name Redacted 11/16/2020 12:23 PM	1 maybe 2 in some larger wards
Screen Name Redacted 11/16/2020 01:54 PM	SIX total no wards.NF has 8,
Screen Name Redacted 11/16/2020 02:01 PM	6
Screen Name Redacted 11/16/2020 03:54 PM	1
Screen Name Redacted 11/16/2020 03:56 PM	1
Screen Name Redacted 11/16/2020 09:57 PM	one
Screen Name Redacted 11/17/2020 09:17 AM	1
Screen Name Redacted 11/17/2020 10:15 AM	One - the election winner

Screen Name Redacted 11/17/2020 10:13 AM	1. i.e. Saskatoon has 1 /ward
Screen Name Redacted 11/17/2020 12:20 PM	One
Screen Name Redacted 11/17/2020 12:46 PM	1
Screen Name Redacted 11/17/2020 01:47 PM	one per ward
Screen Name Redacted 11/17/2020 02:29 PM	One councilor per ward.
Screen Name Redacted 11/17/2020 02:32 PM	One councilor per ward.
Screen Name Redacted 11/17/2020 08:17 PM	1
Screen Name Redacted 11/18/2020 10:24 AM	1. Add support staff
Screen Name Redacted 11/18/2020 10:37 AM	9
Screen Name Redacted 11/18/2020 11:52 AM	One per quarter of the city.
Screen Name Redacted 11/18/2020 01:15 PM	none - 6 at-large
Screen Name Redacted 11/18/2020 01:18 PM	1 , much more efficien.t
Screen Name Redacted 11/18/2020 01:52 PM	1
Screen Name Redacted 11/18/2020 02:10 PM	Zero - at large only
Screen Name Redacted 11/18/2020 02:10 PM	6 at large

Screen Name Redacted 11/18/2020 02:23 PM	1
Screen Name Redacted 11/18/2020 02:52 PM	Less than two
Screen Name Redacted 11/18/2020 03:38 PM	1
Screen Name Redacted 11/18/2020 05:25 PM	one
Screen Name Redacted 11/18/2020 05:27 PM	six
Screen Name Redacted 11/18/2020 07:12 PM	One
Screen Name Redacted 11/18/2020 07:27 PM	1
Screen Name Redacted 11/19/2020 06:22 AM	One councilor per ward.
Screen Name Redacted 11/19/2020 06:24 AM	1
Screen Name Redacted 11/19/2020 08:15 AM	one
Screen Name Redacted 11/19/2020 08:27 AM	1 Councillor Max. per ward
Screen Name Redacted 11/19/2020 08:47 AM	1
Screen Name Redacted 11/19/2020 10:16 AM	One
Screen Name Redacted 11/19/2020 11:59 AM	6
Screen Name Redacted 11/19/2020 12:15 PM	1

Screen Name Redacted 11/19/2020 01:24 PM	1 per ward
Screen Name Redacted 11/19/2020 01:54 PM	one
Screen Name Redacted 11/19/2020 02:27 PM	One
Screen Name Redacted 11/19/2020 05:57 PM	1
Screen Name Redacted 11/19/2020 05:58 PM	1
Screen Name Redacted 11/19/2020 07:39 PM	1
Screen Name Redacted 11/20/2020 03:06 AM	1 per ward makes sense
Screen Name Redacted 11/20/2020 05:08 AM	1
Screen Name Redacted 11/20/2020 05:32 AM	one
Screen Name Redacted 11/20/2020 06:21 AM	One
Screen Name Redacted 11/20/2020 07:17 AM	1
Screen Name Redacted 11/20/2020 08:43 AM	1 Councilor
Screen Name Redacted 11/20/2020 08:52 AM	1 Councilor per ward
Screen Name Redacted 11/20/2020 08:53 AM	1 Councilor per ward
Screen Name Redacted 11/20/2020 09:03 AM	1

Screen Name Redacted 11/20/2020 09:43 AM	2 for 3 wards
Screen Name Redacted 11/20/2020 01:33 PM	1
Screen Name Redacted 11/20/2020 01:34 PM	9 quality councilors for us
Screen Name Redacted 11/20/2020 02:48 PM	some 1, larger wards 2
Screen Name Redacted 11/20/2020 06:35 PM	1
Screen Name Redacted 11/20/2020 07:49 PM	1
Screen Name Redacted 11/21/2020 06:25 AM	1
Screen Name Redacted 11/21/2020 07:18 AM	1 at most.Population is small
Screen Name Redacted 11/21/2020 07:51 AM	1
Screen Name Redacted 11/21/2020 09:06 AM	1
Screen Name Redacted 11/21/2020 09:10 AM	1
Screen Name Redacted 11/21/2020 11:15 AM	1
Screen Name Redacted 11/21/2020 07:34 PM	one
Screen Name Redacted 11/22/2020 02:40 PM	6 total
Screen Name Redacted 11/22/2020 02:45 PM	6

Screen Name Redacted 11/23/2020 08:10 AM	6 plus 1 at large
Screen Name Redacted 11/23/2020 08:25 AM	One per ward is sufficient
Screen Name Redacted 11/23/2020 12:37 PM	1
Screen Name Redacted 11/23/2020 01:00 PM	1 per ward
Screen Name Redacted 11/23/2020 01:07 PM	6
Screen Name Redacted 11/23/2020 02:43 PM	1 per ward but 12 wards
Screen Name Redacted 11/23/2020 04:15 PM	1
Screen Name Redacted 11/23/2020 05:56 PM	1
Screen Name Redacted 11/23/2020 06:31 PM	1
Screen Name Redacted 11/24/2020 06:12 AM	1
Screen Name Redacted 11/24/2020 08:39 AM	One is more than enough.
Screen Name Redacted 11/24/2020 02:56 PM	1
Screen Name Redacted 11/24/2020 03:44 PM	see answer 4 & 5
Screen Name Redacted 11/25/2020 06:18 AM	None elected at large
Screen Name Redacted 11/25/2020 07:57 AM	one

Screen Name Redacted 11/25/2020 10:59 AM	1
Screen Name Redacted 11/25/2020 01:59 PM	1
Screen Name Redacted 11/25/2020 04:11 PM	1
Screen Name Redacted 11/25/2020 06:47 PM	1
Screen Name Redacted 11/25/2020 07:38 PM	1
Screen Name Redacted 11/26/2020 09:46 AM	1
Screen Name Redacted 11/26/2020 11:23 AM	1
Screen Name Redacted 11/26/2020 12:55 PM	1
Screen Name Redacted 11/26/2020 03:01 PM	1
Screen Name Redacted 11/26/2020 04:00 PM	8
Screen Name Redacted 11/26/2020 04:18 PM	1
Screen Name Redacted 11/26/2020 05:19 PM	1
Screen Name Redacted 11/26/2020 06:27 PM	one would be .enough.Let them
Screen Name Redacted 11/27/2020 05:58 AM	1
Screen Name Redacted 11/27/2020 03:46 PM	1councillor/ward

Screen Name Redacted 11/27/2020 04:15 PM	One is all we can afford now
Screen Name Redacted 11/28/2020 06:22 AM	1
Screen Name Redacted 11/28/2020 02:03 PM	one councillor per ward
Screen Name Redacted 11/29/2020 06:47 AM	One
Screen Name Redacted 11/29/2020 08:21 AM	1 per ward is sufficient.
Screen Name Redacted 11/29/2020 04:33 PM	1 per ward
Screen Name Redacted 11/30/2020 06:35 AM	1
Screen Name Redacted 11/30/2020 08:47 AM	1
Screen Name Redacted 11/30/2020 12:58 PM	1
Screen Name Redacted 11/30/2020 03:52 PM	1
Screen Name Redacted 12/01/2020 01:34 PM	1

Mandatory Question (467 response(s))
Question type: Single Line Question

Appendix II - Voicemail Submissions

	1. What Welland Ward do you live in?	2. The City of Welland is Divided into six (6) wards, are you satisfied with the current number?	If not, what would you prefer?	3. The City of Welland cosists of the Mayor and 12 Councillors. Are you satisfied with the current number of councillors?	If no, how many councillors would you prefer?	4. Welland City Council is comprised of 12 Councillors. There are two (2) per ward. Are you satisfied with having two (2) councillors per ward?	If no, how many councillors would you prefer to have per ward?
1	N/A	N/A	N/A	No	2 - one for east side and one for west side.	N/A	N/A
2	Ward 2	yes	N/A	N/A	6	N/A	1
3	Ward 3	yes	N/A	No	N/A	No	1
4	N/A	N/A	N/A	N/A	6	N/A	6 - At large
5	Ward 2	yes	N/A	yes	N/A	yes	N/A
6	Ward 2	No	1 per ward - 6 Councillors	N/A	N/A	N/A	N/A
7	Ward 3	no	8	no	8	no	1
8	Ward 2	no	1	no	2	no	0
9	Ward 1	no	N/A	no	4	no	1 per ward
10	Ward 2	N/A	N/A	N/A	N/A	N/A	1 Councillor per ward
11	unknown	yes	N/A	no	6	no	1 per ward
12	Ward 2	no	3	6	1 per ward and 3 independent.	no	1 per ward - 3 independent
13	Ward 2	yes	n/a	no	n/a	no	1
14	Ward 2	no	3 wards	no	6 councillors	no	1 per ward
15	unknown	n/a	4	n/a	6	n/a	1
16	Ward 3	yes	N/A	no	1 per ward	n/a	6 councillor
17	Ward 3	yes	n/a	no	1 per ward	n/a	1 per ward
18	Ward 2	yes		no	6	no	1 per ward
19	Ward 1	no		no		no	1 per ward
20	Ward 5	yes		no		no	
21	Ward 1	yes		yes		yes	
22	Ward 6	yes		no	6	no	1 per ward
23	Ward 6	yes		no	6	no	1 per ward
24	Ward 1						1 per ward
25	Ward 1	yes		no	6	no	1 per ward
26	Ward 1	no	1 per ward	no	6	no	1 per ward
27	Ward 6	yes		no	6	no	1 per ward
28	unknown	no	4	no	6	no	1 per ward
29	Ward 3	no		no		no	1 councillor
30	Ward 4			no	6		

	1. What Welland Ward do you live in?	2. The City of Welland is Divided into six (6) wards, are you satisfied with the current number?	If not, what would you prefer?	3. The City of Welland cosists of the Mayor and 12 Councillors. Are you satisfied with the current number of councillors?	If no, how many councillors would you prefer?	4. Welland City Council is comprised of 12 Councillors. There are two (2) per ward. Are you satisfied with having two (2) councillors per ward?	If no, how many councillors would you prefer to have per ward?
31	WARD 2	no	5	no	5	no	1 per ward
32	Ward 4	no	4	no	4	no	1 per ward
33	Ward 4	no	4	no	4	no	1 per ward
34	Ward 4	no	8	no	8	no	1 per ward
35	ward 4	yes		yes		yes	
36	Unknown - Too many wards and too many councillors - cut back to save the tax payers money						
37	Ward 2 - provided information - but did not specifically state which they would prefer. Having two councillors, felt they got answers quickly.						
38	Ward 5	no	none	no	6 Councillors	n/a	at large
39	Ward 4	yes		no	6	no	1 per ward
40	Ward 3 - we don't need anymore policians.						
41	Ward 4	no	8 (said alderman, but meant wards)	no	8	no	1 per ward
42	Ward 4	no		no	8	no	
43	Ward 5	no		no		no	1 per ward
44	Ward 2	yes		no	6 with a spare	no	1 per ward
45	Don't agree with 12 councillors for 6 wards.						
46	Ward 5	yes		no	6	no	1 per ward
47	Dover Road	no	4	no	4	no	1 per ward
48	Ward 5	yes		no	1	no	1 councillor
49	Ward 6	yes		no		no	1 per ward
50	Ward 6			no	6		

	1. What Welland Ward do you live in?	2. The City of Welland is Divided into six (6) wards, are you satisfied with the current number?	If not, what would you prefer?	3. The City of Welland cosists of the Mayor and 12 Councillors. Are you satisfied with the current number of councillors?	If no, how many councillors would you prefer?	4. Welland City Council is comprised of 12 Councillors. There are two (2) per ward. Are you satisfied with having two (2) councillors per ward?	If no, how many councillors would you prefer to have per ward?
51	Ward 5			no	6	no	1 per ward
52	Ward 6	no	5	no	10 councillors	yes	2 per ward
53	Ward 3	no	4	no	4	no	1 per ward

APPENDIX III

Welland Wards and Councillors Review

Residents are invited to provide input on whether they are satisfied with the current number of councillors and wards. Residents can submit their input using one of the following:

905-735-1700 ext 2153
yourchannel.welland.ca
www.welland.ca

RECEIVED
DEC - 7 2020
FINANCE DEPARTMENT

1. What Welland ward do you live in?
   - ☐ Ward 1 ☐ Ward 2 ☐ Ward 3
   - ☐ Ward 4 ☒ Ward 5 ☐ Ward 6
   - ☐ Unknown

2. The City of Welland is divided into six (6) wards, are you satisfied with the current number?
   - ☒ Yes ☐ No
   - __ If no, how many wards would you prefer?

3. The City of Welland Council consists of the mayor and 12 councillors. Are you satisfied with the current number of councillors?
   - ☐ Yes ☒ No
   - __ If no, how many councillors would you prefer? 1 Councillor per Ward

4. Welland City Council is comprised of 12 councillors. There are two (2) councillors per ward. Are you satisfied with having two (2) councillors per ward?
   - ☐ Yes ☒ No
   - __ If no, how many councillors would you prefer to have per ward? 1 councillor per ward

Public Input Sessions:

Public input sessions will be held via zoom on:
Thursday, November 5, 2020 @ 5 pm
Thursday, November 19, 2020 @ 5pm
(Zoom link can be found at www.welland.ca)

Welland Wards and Councillors Review

*OUR TAXES ARE HIGHER THAN TORONTO

Residents are invited to provide input on whether they are satisfied with the current number of councillors and wards. Residents can submit their input using one of the following:

905-735-1700 ext 2153
yourchannel.welland.ca
www.welland.ca

*CANT AFFORD MORE-especially with the ridiculous pay raises. SHAME ON ALL OF YOU.

1. What Welland ward do you live in?
   - ☐ Ward 1 ☐ Ward 2 ☐ Ward 3
   - ☐ Ward 4 ☐ Ward 5 ☑ Ward 6
   - ☐ Unknown

2. The City of Welland is divided into six (6) wards, are you satisfied with the current number?
   - ☐ Yes ☒ No
   - 2-4 If no, how many wards would you prefer?

3. The City of Welland Council consists of the mayor and 12 councillors. Are you satisfied with the current number of councillors?
   - ☐ Yes ☒ No
   - 4-6 If no, how many councillors would you prefer?

4. Welland City Council is comprised of 12 councillors. There are two (2) councillors per ward. Are you satisfied with having two (2) councillors per ward?
   - ☐ Yes ☒ No
   - 1 If no, how many councillors would you prefer to have per ward?

We've lived here since 1976 and Jim LaRouche never answered any of our phone calls - ever! Bonnie is FANTASTIC

Public Input Sessions:

Public input sessions will be held via zoom on:
Thursday, November 5, 2020 @ 5 pm
Thursday, November 19, 2020 @ 5pm
(Zoom link can be found at www.welland.ca)

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

20-115

COUNCIL

DEVELOPMENT AND BUILDING SERVICES

REPORT P&B-2021-10
FEBRUARY 16, 2021

SUBJECT: **APPLICATION FOR ZONING BY-LAW AMENDMENT (2021-01) MADE BY UPPER CANADA CONSULTANTS MADE ON BEHALF OF MOUNTAINVIEW HOMES INC. FOR LANDS LOCATED ON THE NORTH AND SOUTH SIDES OF WEBBER ROAD AND EAST AND WEST SIDES OF SOUTH PELHAM ROAD, WEST OF CLARE AVENUE, AND EAST OF MURDOCK ROAD, BEING BLOCK 5 ON PLAN 59M-466, BLOCKS 3-26 ON PLAN 59M-477, FORMER TOWNSHIP OF THOROLD, PART 1 ON PLAN 59R-16195, PART 1 ON PLAN 59R-7834 AND PART 1 ON PLAN 59R-7994, EXCEPT 59M-472, CITY OF WELLAND WITH MULTIPLE ADDRESSES**

AUTHOR: **RACHELLE LAROCQUE, BES, M.Sc., MCIP, RPP**
INTERIM MANAGER OF PLANNING

APPROVING GM: **GRANT MUNDAY, B.A.A., MCIP, RPP**
INTERIM DIRECTOR
DEVELOPMENT AND BUILDING SERVICES

RECOMMENDATION:

THAT THE COUNCIL OF THE CITY OF WELLAND approves application for Zoning By-law Amendment for lands on the north and south sides of Webber road and east and west sides of South Pelham Road, west of Clare Avenue, and east of Murdock Road, being Block 5 on Plan 5Mm-466, Blocks 3-26 on Plan 59M-477, former Township of Thorold, Part 1 on Plan 59R-16195, Part 1 on Plan 59R-7834 and Part 1 on Plan 59R-7994, except 59M-472, City of Welland with multiple addresses to amend the existing site specific RL2-15, RM-37, and RL2-96 zone provisions.

ORIGIN AND BACKGROUND:

An application for Zoning By-law Amendment was submitted on January 14, 2021 by Upper Canada Consultants on behalf of Mountainview Homes Inc. and was deemed complete on January 19, 2021.

COMMENTS AND ANALYSIS:

The Proposal
The purpose of the application for rezoning is to amend the existing site specific provisions to add the following to the RL2-15, RM-37, and RL2-96 zone provisions:

- Eliminate the requirement that a parking stall be increased by 0.3 metres on each side abutting a wall for all townhouse units.

The following additional exemption will apply only to Blocks 4 and 6 on Plan 59M-477 (RL2-15 Zone):

- Allow for a maximum lot coverage of 60% whereas 55% is permitted.

The Site
The lands are within the Sparrow Meadows Registered Plan of Subdivision and the Draft Plan approved Westwoods on the Creek Plan of Subdivision. Some of the lands are currently under development and some are in the process of meeting conditions of approval to begin construction.

Surrounding Land Uses
The lands are within an area that is bordered by the municipal boundary to the west, residential development to the north, south, and east.

Agency Comments
No agency comments were received regarding this application. The lands were subject to applications for Draft Plan of Subdivision and Rezoning, and detailed comments were provided at that time. As the subject applications are technical in nature, it is assumed that no agencies had comments regarding the applications.

A virtual Public Open House was held on February 4, 2021 to gain public input regarding the proposed applications. Four members of the public participated in the information meeting, and raised general questions regarding the subdivisions. No objections to the subject application were raised.

At the time of writing this report, no letters have been submitted from members of the public regarding the application.

Provincial Policy
The lands are within the urban area of the City of Welland, which is to be the focus of growth and development as identified in the Provincial Policy Statement (PPS). The PPS promotes developments that support a range of housing types and wisely use resources that are available. The lands are within a Registered Plan of Subdivision and Draft Approved Plan of Subdivision, and is within the serviced, urban area. The purpose of the subject application for rezoning is to add provisions to the existing site specific amendments to eliminate the need for the required 0.3 metre width where a parking space abuts a wall, and to permit two blocks of land

to have a maximum lot coverage of 60%. The application for Zoning By-law Amendment will allow for the development of the lands with residential uses. The lands are within an area of residential development and will not require the uneconomical expansion of municipal services, and meets the intent of the PPS.

The lands are within the identified 'Built Up Area' by the A Place to Grow Plan for the Greater Golden Horseshoe (P2G). The Built Up Area should be the focus of growth and development for communities. A minimum of 50% of all new residential growth by the year 2041 should occur within the designated Built Up Area. The requested Rezoning will allow for the development of these lands as they are already within a Registered Plan of Subdivision and a Draft Approved Plan of Subdivision. This project also meets the requirements of the P2G that new development not require the costly expansion of municipal servicing.

Region of Niagara Official Plan

The subject lands are within the Urban Area of Welland as identified in the Region's Official Plan. The Region's OP encourages making efficient use of land, resources, and infrastructure and supporting intensification. The application for Zoning By-law Amendment will enable these lands to be developed based on the lot fabric created through Registered Plan and Draft Plan of Subdivision. The development can be serviced from existing infrastructure and will support intensification in the City. The proposed Zoning By-law Amendment meets the intent of the Region's Official Plan as it will allow for the lands to be developed with residential uses.

City of Welland Official Plan

The lands are currently designated as Low Density Residential and Medium Density Residential in the City of Welland's Official Plan. The City's OP permits a range of residential uses in the Low and Medium Density residential areas. The application has been made to include additional provisions in the existing site specific zones to eliminate the need for additional widths for parking spaces within the garages for townhouse units, as well as to increase the permitted coverage for two blocks of townhouses. The proposed application for Rezoning is consistent with the purpose and intent of the City's Official Plan.

City of Welland Zoning By-law 2017-117

The purpose of the application for rezoning is to amend the existing site specific provisions to add the following to the RL2-15, RM-37, and RL2-96 zone provisions:

- Eliminate the requirement that a parking stall be increased by 0.3 metres on each side abutting a wall for all townhouse units.

The following additional exemption will apply only to Blocks 4 and 6 on Plan 59M-477 (RL2-15 Zone):

- Allow for a maximum lot coverage of 60% whereas 55% is permitted.

The purpose of the request for additional provisions to the existing site specific Zoning is to allow for the development of the lots with number of units permitted and based on the housing designs that have been marketed and sold by the developer. All other provisions of the Zoning By-law can be met.

FINANCIAL CONSIDERATION:

There are no financial impacts associated with this application for Zoning By-law Amendment. All costs associated with the development of these lots will be the sole responsibility of the builder and developer.

OTHER DEPARTMENT IMPLICATIONS:

Where appropriate and received, comments from other departments have been included as part of this report.

SUMMARY AND CONCLUSION:

The application for Zoning By-law Amendment to amend the existing RL2-15, RM-37, and RL2-96 Zones to eliminate the requirement for a 0.3 metre increase to the width of a parking stall where it abuts a wall for townhouses, as well as to increase the maximum lot coverage in the RL2-15 for blocks 4 and 6 to 60%, is appropriate as:

- Allows for an infilling development within an urban serviced area of the City;
- The proposed development is compatible with the surrounding neighbourhood;
- Is consistent with Provincial, Regional, and City policies; and,

The lands are designed for Low and Medium Density Residential development and within a Registered and Draft Approved Plan of Subdivision and the subject Rezoning will allow for this development to proceed.

ATTACHMENTS:

Appendix I - Aerial Photo
Appendix II - Location Sketch

AERIAL PHOTO OF THE SUBJECT LANDS
2021-01

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n.t.s

SUBJECT LANDS

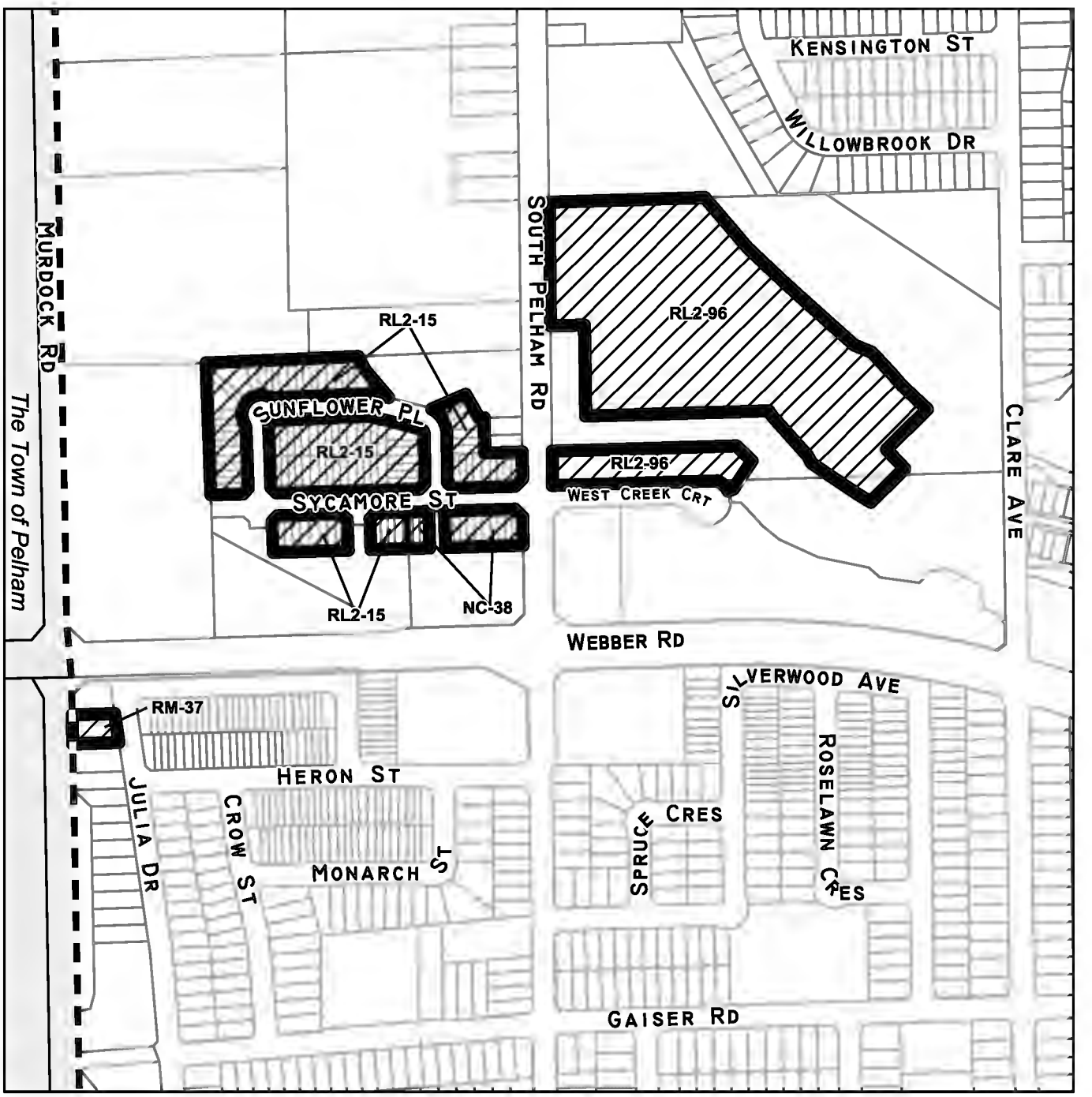
Welland
ONTARIO · CANADA

Infrastructure and Development Services
Planning Division

Z:\MAPPING\ZONING KEYMAP & SCHEDULES\2021\2021-01.mxp

January 15, 2021

2021-01



KEY MAP

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SUBJECT LANDS

Welland
ONTARIO • CANADA

Infrastructure and Development Services
Planning Division

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January 15, 2021

COUNCIL

DEVELOPMENT AND BUILDING SERVICES

TRAFFIC/PLANNING DIVISION

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

REPORT TRAF-2021-11
FEBRUARY 16, 2021 21-2

SUBJECT:	**CITY OF WELLAND BUSINESS LICENSES – WAIVING OF 2021 FEES**
AUTHOR:	**JAMES CRONSHAW, MLEO (C), C.P.S.O SENIOR BY-LAW ENFORCEMENT OFFICER**
APPROVING MANAGER	**MUHAMMAD ALI KHAN, M.A.Sc., P. ENG. MANAGER, TRAFFIC, PARKING & BY-LAWS**
APPROVING G.M.:	**GRANT MUNDAY, B.A.A., MCIP, RPP INTERM DIRECTOR, OF DEVELOPMENT AND BUILDING SERVICES**

RECOMMENDATIONS:

THAT THE COUNCIL OF THE CITY OF WELLAND approves report **TRAF-2021-11** City of Welland Business Licenses – Waiving of 2021 Fees; and further

THAT Welland City Council directs Staff to refund all fees associated with obtaining a 2021 Business License, excluding fire inspection fees; and further

That Welland City Council directs Staff to waive all fees associated with obtaining a business license in 2021, excluding fire inspection fees.

ORIGIN AND BACKGROUND:

In accordance with the City of Welland Business Licensing By-law, the following categories are licensed by the City of Welland: Sale of Fireworks, Food Premises, Food Vehicle, Hawker and Peddlar, Outdoor Entertainment Event, Pawnbroker, Personal Service Establishment, Public Garage and Donation Collection Bins.

The City of Welland recognizes that many local businesses have been affected by COVID19 over the past year and continue to face challenges given the current lock-down situation. Staff feels it is necessary to assist businesses when possible and recommends all fees paid to obtain a 2021 business license be refunded and further that all fees associated with obtaining a business license in 2021 be waived, excluding fire inspection fees.

COMMENTS AND ANALYSIS:

On average the City of Welland issues approximately 300 business licenses each year. Below is a breakdown of the fees collected for 2021:

Business License Fees	$6,940.00
Planning Fee	$1,071.00
Building Fees	$768.00
Total Amount Collected	$8,779.00

Staff is recommending that the City of Welland Council consider refunding all fees paid to obtain a 2021 business license and further that Council consider waiving all fees associated with obtaining a 2021 business license, excluding fire inspection fees.

If licensing fees are waived, it should be noted that all other provisions of the City of Welland Business Licensing By-law would still apply. Businesses would be required to obtain a valid license and all required inspections and applications would need to be completed.

FINANCIAL CONSIDERATION:

The loss of revenue from Business Licenses will be approximately $13,000.00. This number may fluctuate depending on the total number of new business license applications received in 2021.

OTHER DEPARTMENT IMPLICATIONS:

The Finance Division will be involved in issuing the necessary refunds should the recommendations in this report be approved.

SUMMARY AND CONCLUSION:

The COVID19 pandemic continues to affect our business community. In an effort to assist local businesses during these difficult times Staff is recommending all fees associated with obtaining 2021 business license be refunded or waived, excluding fire inspection fees.

ATTACHMENTS:

N/A

COUNCIL

INFRASTRUCTURE AND DEVELOPMENT SERVICES

ENGINEERING DIVISION

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

REPORT ENG-2021-02
FEBRUARY 16, 2021

04-48

SUBJECT: AMENDMENT TO THE INSURANCE PROVISIONS IN THE ATLAS LANDFILL POST-CLOSURE AGREEMENT BETWEEN THE CORPORATION OF THE CITY OF WELLAND AND WALKER ENVIRONMENTAL GROUP INC.

AUTHOR: TRAVERS FITZPATRICK, GENERAL MANAGER, INFRASTRUCTURE AND DEVELOPMENT SERVICES

RECOMMENDATIONS:

1) THAT the insurance provisions in the Atlas Landfill Post-Closure Agreement between the Corporation of the City of Welland and Walker Environmental Group Inc be modified in accordance with REPORT ENG 2021-02;

2) That staff prepare the necessary amending agreement for execution by the Mayor and Clerk; and

3) That the Mayor and Clerk be authorized to execute the said amending agreement.

ORIGIN AND BACKGROUND:

On 17 December 2019, The City of Welland entered into the Atlas Landfill Post-Closure Agreement with Walker Environmental Group Inc respecting the former Atlas Landfill located on River Road. The agreement deals with a variety of matters including the maintenance, care, monitoring of the former landfill site.

COMMENTS & ANALYSIS:

The insurance provisions of the agreement provide for coverage for general liability, cross liability between the parties, professional liability of $2 million per occurrence and $10 aggregate and non-owned automobile coverage of $5 million.

Walkers has approached the City to amend the insurance coverage as the site is now in essentially maintenance mode with little activity at the site. As a consequence, Walkers has requested that its separate professional liability insurance policy be eliminated but when professional services are outsourced to a consultant the liability provisions of the insurance can be assigned to the consultant and that the consultant's liability insurance shall have the same liability limits as the insurance provided by Walkers.

In addition, as a new provision the professional liability insurance provided by the consultant shall be maintained continuously until 2 years after substantial performance of the work.

The request for the change to the insurance provisions of the Post-Closure Agreement has been reviewed by the City's insurer and is content with the modifications subject to review by the City's legal counsel as the changes were crafted by Walkers solicitors. Aird Berlis has reviewed the changes and has indicated that the changes appear to be in order.

FINANCIAL CONSIDERATIONS:

The proposed changes to the insurance coverage provisions of the Post-Closure Agreement will result in an annual reduction in costs to the City of $6,000.

SUMMARY AND CONCLUSION:

The proposed changes to the insurance provisions of the Post-Closure Agreement have been reviewed by both the City's insurer and solicitor and the resulting changes will lead to a reduction in costs to the City of Welland.

ATTACHMENTS:

Appendix I - Atlas Landfill Post-Closure Amending Agreement

Appendix I

ATLAS LANDFILL POST-CLOSURE AMENDING AGREEMENT

THE CORPORTATION OF THE CITY OF WELLAND

(HEREINAFTER "OWNER & OPERATOR")

and

WALKER ENVIRONTMENTAL GROUP INC.

This Atlas Landfill Post Closure Amending Agreement (the "**Agreement**") made as of 16 February, 2021 between Walker Environmental Group Inc. (hereinafter the "**Post-Closure Care Party**" or "**PCCP**") and The Corporation of the City of Welland (hereinafter the "**Owner & Operator**" or "**Owner**"). The Owner and PCCP may be referred to individually as a "**Party**" and collectively as the "**Parties**".

WHEREAS the parties entered into a Post-Closure Agreement on 17 December, 2019;

AND WHEREAS the parties now wish to amend the said Post-Closure Agreement;

NOW THEREFORE in consideration of the mutual covenants and agreements set forth between the Landlord and Tenant, and the sum of ten ($10) dollars paid by each Party for good and other valuable consideration (the receipts and sufficiency of which are hereby acknowledged), the Parties hereto covenant and agree as follows:

That Article 10.1 Parties Insurance to the Agreement of 17 December, 2019 is hereby replaced with the following:

Appendix I

10.1 Parties Insurance

(a) The Parties shall, at their sole expense, obtain and keep in force insurance coverage respecting the Site Area under its blanket policy or policies which in any event include:

(i) Commercial General Liability Insurance, and shall include the following:

(A) A limit of liability of not less than $5,000,000 per occurrence;

(B) Cross liability clause;

(C) Non-owned automobile coverage with a limit of at least $5,000,000 including contractual non-owned coverage; and

(D) This policy shall be endorsed to provide the Owner and PCCP as additional insured;

(b) The "Owner & Operator" shall, at their sole expense, obtain and keep in force insurance coverage respecting the Site area under its blanket policy or policies which in any event include:

(i) Environmental liability insurance in a combined amount of not less than $5,000,000 per occurrence, and $5,000,000 aggregate, subject to any requirements of MECP, against claims for bodily injury, including sickness, disease, shock, mental anguish, or injury to or physical damage to tangible property including loss of use of tangible property, or the prevention, control, repair, cleanup, or restoration of environmental impairment of lands, the atmosphere or any water course or body of water on a sudden and accidental basis.

The form of environmental liability insurance may be an occurrence or claims-made form. Should the policy be on a claims-made form, the parties shall undertake to maintain the policy, or provide extended reporting period, for a two year period after substantial performance.

(c) The "Post-Closure Care Party" (PCCP) shall, at their sole expense, obtain and keep in force insurance coverage respecting the Site area under its blanket policy or policies which in any event include:

Appendix I

(i) Professional liability Insurance coverage wrongful acts, errors and omissions arising out of activities and operations of a professional nature in connection with this Agreement with limits of not less than two million dollars ($2,000,000) per claim and in the aggregate. The policy shall be maintained continuously from the commencement of the contract until 2 years after substantial performance of the work.

Should the PCCP outsource the professional services to a consultant at the site, the PCCP may assign this insurance requirement to the professional consultant, and an undertaking by the professional consultant to provide the limits noted herein will be acceptable. The PCCP shall insure that the consultant provides both the PCCP and Owner reliance from the professional consultant with respect to the reports being issued.

(ii) Environmental Liability Insurance (contractors pollution liability or CPL) in a combined amount of not less than $5,000,000 per occurrence, and $5,000,000 aggregate, subject to any requirements of MECP, against claims for bodily injury, including sickness, disease, shock, mental anguish, or injury to or physical damage to tangible property including loss of use of tangible property, or the prevention, control, repair, cleanup, or restoration of environmental impairment of lands, the atmosphere or any water course or body of water on a sudden and accidental basis.

The form of environmental liability insurance may be an occurrence or claims-made form. Should the policy be on a claims-made form, the parties shall undertake to maintain the policy, or provide extended reporting period, for a two year period after substantial performance.

(d) All Policies:

(i) will show Owner and PCCP as an additional insured;

(ii) will be taken out with reputable insurers licensed to do business in the Province of Ontario;

(iii) will be non-contributing with, and will apply only as primary and not as excess to any other insurance available to either Owner or PCCP; and

(iv) will contain an undertaking by the insurers to endeavour to notify either PCCP or Owner in writing by registered mail at least thirty (30) days before any material change, alteration, cancellation, or termination of them.

IN WITNESS THEREOF the Owner & Operator and Post-Closure Care Party have executed this Agreement under seal.

WALKER ENVIRONMENTAL GROUP INC.

By:

_____

Name: Michael Watt, P. Eng.

Title: Executive Vice President

I have authority to bind the Corporation

THE CORPORATION OF THE CITY OF WELLAND

Mayor: _____

Clerk: _____

COUNCIL

INFRASTRUCTURE AND DEVELOPMENT SERVICES

ENGINEERING DIVISION

APPROVALS	
INTERIM DIRECTOR	
CFO	
CAO	

REPORT ENG-2021-01
FEBRUARY 16, 2020

21-57

SUBJECT:	**2020 ANNUAL SUMMARY REPORT – SAFE DRINKING WATER ACT 2002 ONTARIO REGULATION 170/03**
AUTHOR:	**SANDRA VANDER VEER** **WATER QUALITY & COMPLIANCE SUPERVISOR**
APPROVING SUPERVISOR:	**VINCE BEAUDOIN, C.E.T., C.R.S., O.R.O.**
APPROVING G.M.:	**SHERRI-MARIE MILLAR, P.ENG.** **INTERIM DIRECTOR OF ENGINEERING AND PUBLIC WORKS - INFRASTRUCTURE AND DEVELOPMENT SERVICES**

RECOMMENDATIONS:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information **REPORT ENG-2021-01** - 2020 Annual Summary Report as required per the Safe Drinking Water Act 2002, Ontario Regulation 170/03.

ORIGIN AND BACKGROUND:

As a result of the tragedy that occurred in Walkerton in 2000, the Ontario Government passed the Safe Drinking Water Act 2002 (SDWA). Under Section 11 of the Act, the owner of the municipal drinking water system must prepare an Annual Summary Report that lists the requirements of the Act, regulatory requirements, and any orders where the system was not operated in accordance of the regulations. This annual report meets the statutory requirements associated with Section 11 of O. Reg. 170/03 and is required to be available to the public and on the City's website for review.

The Corporation of the City of Welland is the owner and operating authority of the Welland Distribution System (WDS), which services a population of just over 53,000. The WDS is a Class 2 Water Distribution Only Drinking Water System (DWS) with connections to the Town of Pelham and an area of Thorold South. The Highlands Distribution System, which is connected to Welland's system at Daimler Parkway, is a privately operated Registered Non-Municipal Year Round Residential Drinking Water System (NMYRR) and receives all of its water from the Welland Distribution System.

The WDS receives all of its potable water from the Niagara Region Water Treatment Plant (WTP) located on Merritt Island in the City of Welland. The plant draws surface water from the Welland Recreational Canal and uses sodium hypochlorite with ultraviolet light enhancement for primary disinfection. The City of Welland purchases the water from the Region on a volume basis, and it is then distributed throughout the City via Regional trunk and City distribution mains. The Region of Niagara is responsible for sampling testing and monitoring the water at and leaving the WTP.

The City of Welland does not add any secondary disinfection as the WTP sufficiently chlorinates the water to meet the minimum requirement of >0.05mg/L Free Available Chlorine (FAC) throughout the distribution system. However, to maintain chlorine residuals at the extremities of the distribution system it is necessary to continually flush dead-end watermains at the limits of Kingsway and Sumbler Road and to maintain a low flow bypass flushing line at Nidels Water Haulage Station. Additionally, the City maintains a timed auto-flush station on Lyons Creek Road just east of Matthews Road. Staff continues to work with the Region on studies and methods of improving chlorine residuals throughout the distribution system. In late October 2019, the Region installed a mixing system in the Bemis elevated tank with the aim of improving chlorine residuals. City staff continue to monitor water sampling results to confirm the effectiveness of the Bemis tank improvements.

Requirements of the Drinking Water System Regulation

Owners and operators of municipal drinking water systems must:

- Sample and test drinking water using certified operators in a frequency designed to reflect the type and users of the system.
- Use an accredited laboratory for drinking water testing services.
- Report adverse test results that exceed any of the standards in Schedules 1, 2, 3 (other than fluoride) in the Ontario Drinking Water Quality Standards Regulation (O.Reg.169/03) verbally and in writing to both the local Medical Officer of Health (MOH) and the Ministry of the Environment and Conservation and Parks (MECP).
- Establish a Drinking Water Quality Management System (DWQMS) and have it audited annually by an accredited third-party auditing body.
    - The Welland Distribution System is currently operating under the MECP issued Municipal Drinking Water License (MDWL) 076-101 Issue Number 6 and Drinking Water Works Permit (DWWP) 076-201 Issue Number 3. All alterations and operating of the DWS must be conducted in accordance with and through amendments to these documents.
- Conduct a lead sampling program in accordance with the requirements of O.Reg. 170/03 which involves taking plumbing samples from a mix of private residences and non-residential buildings as well as samples from the municipal distribution system.

NOTE:

On January 17th, 2020 MECP granted the City regulatory relief from lead sampling in response to the COVID pandemic. The revised conditions required only 20 lead samples from private plumbing services (residential homes).

Further regulatory relief was granted for the periods of June 15th to October 15th, 2020 as well as December 15th to April 15th, 2021, during which no lead sampling was/or will be required.

Owners and operators of municipal drinking water systems must also prepare an Annual Summary Report for municipal councillors, members of municipal service boards, or the board of directors of municipal business corporations as appropriate. The summary report will list the requirements of the Act and regulations, drinking water systems approvals and any order that the system failed to meet. In the case of failures, the report must also describe corrective measures.

COMMENTS AND ANALYSIS:

The Corporation of the City of Welland as the owner and operating authority of the Welland Distribution System, continues to operate the system in accordance with the requirements of the Safe Drinking Water Act and Regulation 170/03.

City Water Quality staff conduct weekly bacteriological sampling throughout the distribution system at twelve (12) established route locations as well as following maintenance work performed on the system, as per City Standard Operating Procedures. In 2020, 1,064 bacteriological samples were collected and analyzed by a designated ministry accredited laboratory; all met ministry regulations.

Of the total 4,404 samples taken throughout the distribution system in 2020, two fell short of the ministry regulations with respect to free chlorine concentrations specifically maintaining a minimum 0.05mg/L. The first adverse sample was taken on March 26th, 2020 with a free chlorine result of 0.03mg/L. The second, collected on July 21st, 2020 had a free chlorine result of 0.01mg/L. In both cases, immediate flushing of the watermain restored the secondary disinfection requirement to above 0.2 mg/L. Subsequent bacteriological samples were taken, and lab results confirmed the samples were compliant with provincial standards and no further action was required.

On September 1, 2020, MECP staff began a three-week annual drinking water inspection conducted both virtually and in person. The inspection resulted in a score of 100% representing zero non-compliance matters and recognition that the Welland Drinking Water System is being operated in a safe manner and in compliance of all applicable regulations, the MECP License and Permit as issued.

FINANCIAL CONSIDERATION:

This report is for information only as required under the Safe Drinking Water Act and there is no financial considerations.

OTHER DEPARTMENT IMPLICATIONS:

None.

SUMMARY AND CONCLUSION:

It is recommended that the City of Welland Council receives for information report ENG-2021-01 - 2020 Annual Summary Report. As required by Ontario Regulation 170/03 for Large Municipal Residential Water Systems, the drinking water Summary Report is prepared to provide information to members of Council and the public.

The commercial and residential consumers in Welland should feel confident when they turn on their water taps knowing that they are receiving some of the highest quality of water. The Welland Distribution System continues to operate in a manner that efficiently delivers safe drinking water to its consumers.

ATTACHMENTS:

None.

January 13, 2021

Dear Mayor,

I am pleased to inform you that the next census will take place in May 2021. I am writing today to seek your support to increase awareness of the census among residents of your community.

For over a century, Canadians have relied on census data to tell them about how their country is changing and what matters to them. We all depend on key socioeconomic trends and census analysis to make important decisions that have a direct impact on our families, neighbourhoods and businesses. In response to the COVID-19 pandemic, Statistics Canada has adapted to ensure that the 2021 Census is conducted throughout the country in the best possible way, using a safe and secure approach.

Statistics Canada will be hiring approximately 32,000 people across the country to assist with census collection. We would like to work with you and your municipality to ensure that your residents are aware and informed of these job opportunities.

Furthermore, your support in encouraging your residents to complete the census will have a direct impact on gathering the data needed to plan, develop and evaluate programs and services such as schools, daycare, family services, housing, emergency services, roads, public transportation and skills training for employment.

If you would like to express your municipality's support for the census, please share the municipal council resolution text below with your residents:

Be it resolved that:
The Council of the Corporation of (NAME OF CITY/TOWN/MUNICIPALITY) supports the 2021 Census, and encourages all residents to complete their census questionnaire online at www.census.gc.ca. Accurate and complete census data support programs and services that benefit our community.

In the coming weeks, a member of our communications team may contact you to discuss ways in which we can work together. Should you have any questions, please contact us at statcan.censusoutreach.ontario-rayonnementdurec.ontario.statcan@canada.ca.

Thank you in advance for supporting the 2021 Census.

Yours sincerely,

Geoff Bowlby,
Director General, Census Management Office
Statistics Canada/Government of Canada

21-52

REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICES BOARD
5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

Tel: (905) 688-4111 Fax: (289) 248-1011
E-mail: psb@niagarapolice.ca
Website: www.niagarapolice.ca

November 4, 2020

DELIVERED BY EMAIL

The Honourable Patty Hajdu
Minister of Health
patty.hajdu@parl.gc.ca

Dear Minister Hajdu:

RE: Medical Cannabis Grow Operations - Public Safety Concerns

We are writing on behalf of the Regional Municipality of Niagara Police Services Board and the Niagara Regional Police Service to request Health Canada address proper regulation of the cannabis industry, specifically with designated medical growers who are operating outside of their medical designations.

The *Federal Cannabis Act* controls the production, distribution, sale and possession of cannabis in Canada, including the application and licensing of personal and commercial medical cannabis production, which should be compliant with local municipal by-laws according to criteria set out for applicants in the process administered by Health Canada as the agency responsible for approval of cannabis production facilities.

Our concerns are for the significant number of operations growing for personal medical use under the certificate/registration system set up by Health Canada. Under the legislation, an adult individual is eligible to produce cannabis for their own medical purposes. The amount permitted to grow for personal use is contingent upon the maximum daily amount prescribed by a medical practitioner and whether or not the plants are going to be grown inside, outside or a combination of both. Health Canada's regulations govern the growing of medical cannabis and allow an individual to designate another individual to grow it on their behalf.

A maximum of four (4) certificates for growing medical cannabis for personal purposes are permitted per property. As a result, a significant amount of medical cannabis may be grown on a property for personal medical use. Designated growers are permitted to grow up to 500 plants per individual license, or potentially 2,000 plants. Further, Health Canada treats the certificates as medical information and as such, operators are not required to provide their certificates to municipalities or police, which prevents municipalities or the police from determining if an operation is legally permitted or not. This is exacerbated by minimal oversight or concern from Health Canada.

Police enforcement efforts across southern Ontario, including Niagara, indicate that many growers are producing well in excess of the maximum licensed number of plants. It has become clear that the excess being produced by designated growers is being funneled to the illicit market which is mostly controlled by organized crime.

18-87

This was well documented during a large-scale, multijurisdictional illicit cannabis growing investigation in August of this year, where police seized over an estimated $42 million in drugs, equipment, weapons and other items. This included 101,049 illegal cannabis plants; 1,921 pounds of illegal cannabis bud; 21 pounds of illegal cannabis shatter and three pounds of illegal cannabis hash.

Unfortunately, this is not an uncommon occurrence. In July 2020, Niagara Regional Police made arrests and seizures at a large illicit cannabis operation in the City of St. Catharines with over 17,000 plants. The investigation resulted in the arrest of eleven people, with an estimated $34 million in cannabis plants. In 2018, Niagara Regional Police arrested one individual for growing over 1,000 plants at an estimated worth of over $1 million. In 2017, Niagara Regional Police busted two large medical grow operations that were operating under fraudulent Health Canada medical licenses for personal or designated use. In 2016, an individual was arrested with 500 plants and in 2015 the Niagara Regional Police arrested another person with over 1,000 plants that was also valued at just over one million dollars.

It is apparent that criminal enterprises are abusing the Health Canada registration, using it as a loophole to grow well over the allotted amount. These organized crime groups have been exploiting Health Canada medical, personal and designate cannabis production, instead growing the plants to sell illegally. Health Canada has strict rules governing licensing, odour, security, light pollution, chemical contamination, fire hazards and the like for federally-licensed grow facilities, however; no such oversight applies to personal and designated growers.

We are therefore urging the Federal Government to expand the legislative framework to provide greater oversight to address public safety concerns with the personal and designated medical growers who are operating outside the boundaries of their medical designations.

These unlicensed operations have become a significant concern for residents in the Niagara Region and our local municipalities from both a health and safety lens as well as from a land use and building code situation. Local municipal governments have responsibility for the enforcement of local by-laws and ensuring life-safety compliance with fire and building code regulations, but Health Canada has no process in place to share licensing information with local authorities about the location of medical cannabis production facilities. **By way of copy, we are calling on Niagara's MPs and MPPs for support, and urging the Niagara Region and Councils of its 12 local municipalities to call on the Federal Government to put in place the needed controls and oversight permissions that will provide safety, health and personal comfort to all residents of Niagara.**

Minister, we need your help to get these issues under control. We are asking that Health Canada take action against operations that cross the line into criminality. Police resources are stretched and the need to establish criminality limits police ability to respond to these operations that are causing such concern. Police enforcement is an important tool but we need other ways to manage the growing problems these unlicensed operations are creating. We need Health Canada to implement practices that will improve the sharing of information regarding cannabis certificates with police and municipalities, outline requirements for compliance with municipal zoning by-laws, include appropriate monitoring and inspections, and consider the need to revisit the formula for determining the maximum number of plants permitted under a certificate.

The Board and Police Service would certainly be willing to further engage with Ministry personnel in an effort to share our experiences and work collaboratively to increase the effectiveness of the legislation and enhance public safety.

Your consideration of the concerns raised in this letter would be greatly appreciated and we look forward to your response.

Yours truly,

William C. Steele
Acting Board Chair

Bryan R. MacCulloch, M.O.M.
Chief of Police

Copies to:

The Honourable Bill Blair, Minister of Public Safety and Emergency Preparedness
The Honourable David Lametti, Minister of Justice and Attorney General of Canada
MP Dean Allison, Niagara West
MP Chris Bittle, St. Catharines
MP Tony Baldinelli, Niagara Falls
MP Vance Badawey, Niagara Centre

President Micki Ruth, Canadian Association of Police Governance
Chief of Police Bryan Larkin, President, Canadian Association of Chiefs of Police

The Honourable Christine Elliott, Deputy Premier and Minister of Health
The Honourable Doug Downey, Attorney General
The Honourable Sylvia Jones, Minister of the Solicitor General

MPP Sam Oosterhoff, Niagara West
MPP Jennie Stevens, St. Catharines
MPP Wayne Gates, Niagara Falls
MPP Jeff Burch, Niagara Centre

Chair Patrick Weaver, Ontario Association of Police Services Boards
Chief of Police Paul Pedersen, President, Ontario Association of Chiefs of Police

Regional Chair Jim Bradley and Members of Council, Niagara Region
Mayor Dave Bylsma and Members of Council, Town of West Lincoln
Mayor Frank Campion and Members of Council, City of Welland
Mayor Jim Diodati and Members of Council, City of Niagara Falls
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Mayor Jeff Jordan and Members of Council, Town of Grimsby
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Mayor Walter Sendzik and Members of Council, City of St Catharines
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Mayor Terry Ugulini and Members of Council, City of Thorold

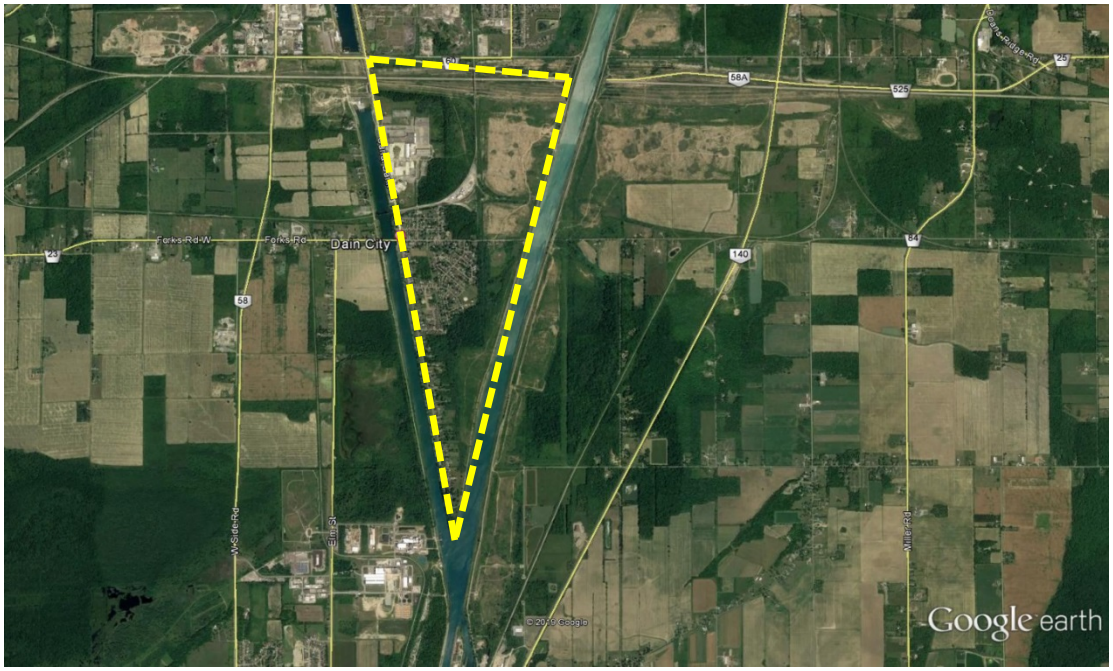
Board Members, Niagara Police Services Board

Dain City
Stormwater Risk Assessment

City Council Presentation
February 16, 2021

Agenda

1. **Study Rationale**
2. **Study Methodology**
3. **Study Findings and Recommendations**



Dain City Study Area Limits

1. Study Rationale

1. Study Rationale

- The Dain City Community has a reported history of surface flooding and drainage issues
  - April 16, 2018 event ("rain on frozen ground" event)
  - July 9, 2020 (thunderstorm event)
- The area is also subject to ongoing development pressures
- Need to better understand flood risk and system deficiencies
- Consider potential impacts of climate change

2. Study Methodology

2. Study Methodology

- Study established the capacity and constraints of surface drainage systems in response to urban or pluvial (rainfall based) flooding risks:
  - *Minor System (i.e. storm sewers, culverts)*
  - *Major System (i.e. ditches, overland flow routes)*

- The study did not consider
  - *Fluvial (riverine – Welland Canal) flood risk*
  - *Basement flooding (due to either groundwater/seepage or sanitary system issues, which are being dealt with by a separate study)*

2. Study Methodology

- Integrated *hydrologic* (flows generated by rainfall) and *hydraulic* (how those flows are conveyed) model developed for the Dain City study area

- The hydraulic model is a combined 1-dimensional (1D) and 2-dimensional (2D) model
  - *Storm sewers and culverts are 1D elements (allow flow in 1 direction only)*
  - *Surface runoff (including ditches, channels and overland flow) are 2D elements (allow for flows and spills in multiple directions)*

2. Study Methodology

- 2D cells (black polygons) and 1D conduits (yellow lines)

2. Study Methodology

- Modelling supported the characterization of drainage system capacity and constraints, identifying:
  - *Storm sewers/culverts with insufficient capacity*
  - *Areas with higher expected overland flow depths*

- Assessment was completed for several scenarios:
  - *Existing Rainfall (2, 5 and 100-year return period events)*
  - *Actual Recorded Major Storms (April 2018 and July 2020)*
  - *Climate Change Adjusted Rainfall*

- Model/Tool allowed for assessment of mitigation measures

3. Study Findings and Recommendations

3. Study Findings and Recommendations

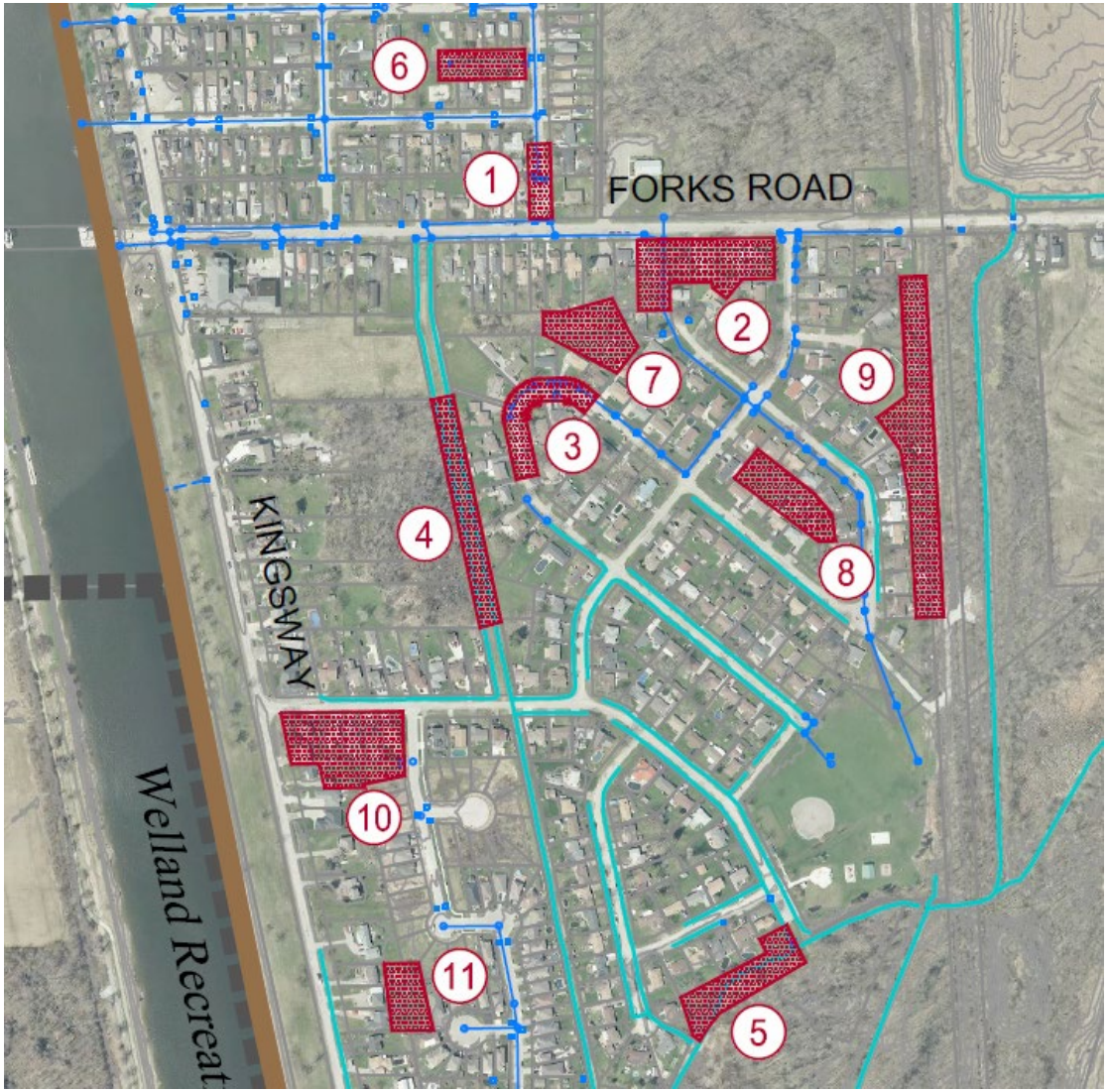
- Results reflect the known drainage system constraints
  - *Flat surface grades and poor grading around homes*
  - *Low permeability soils (heavy clays)*
  - *Limited Minor System Capacity (storm sewers/ culverts*)

- Maximum simulated water level depth maps generated; used to identify areas of concern

- Climate change scenarios suggest that low-lying areas and channels would see most formative impacts, lesser impacts for other areas

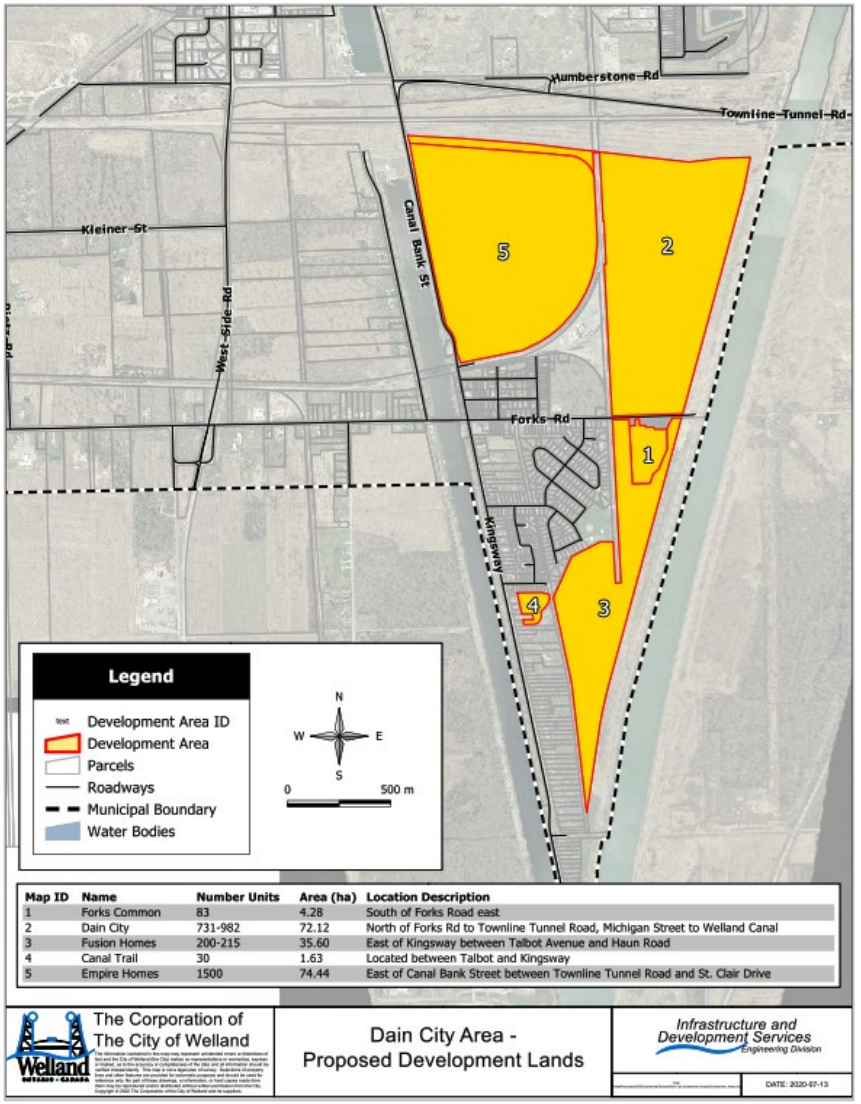
3. Study Findings and Recommendations

- Localized areas of concern from analyses
- Majority are locally depressed areas with no overland flow outlet



3. Study Findings and Recommendations

- Diversion of flows directly to canal through new development is considered beneficial by reducing excess flows to downstream areas
- Smaller developments have minimal impact
- Developments need to consider updated flood hazard limits defined by current study

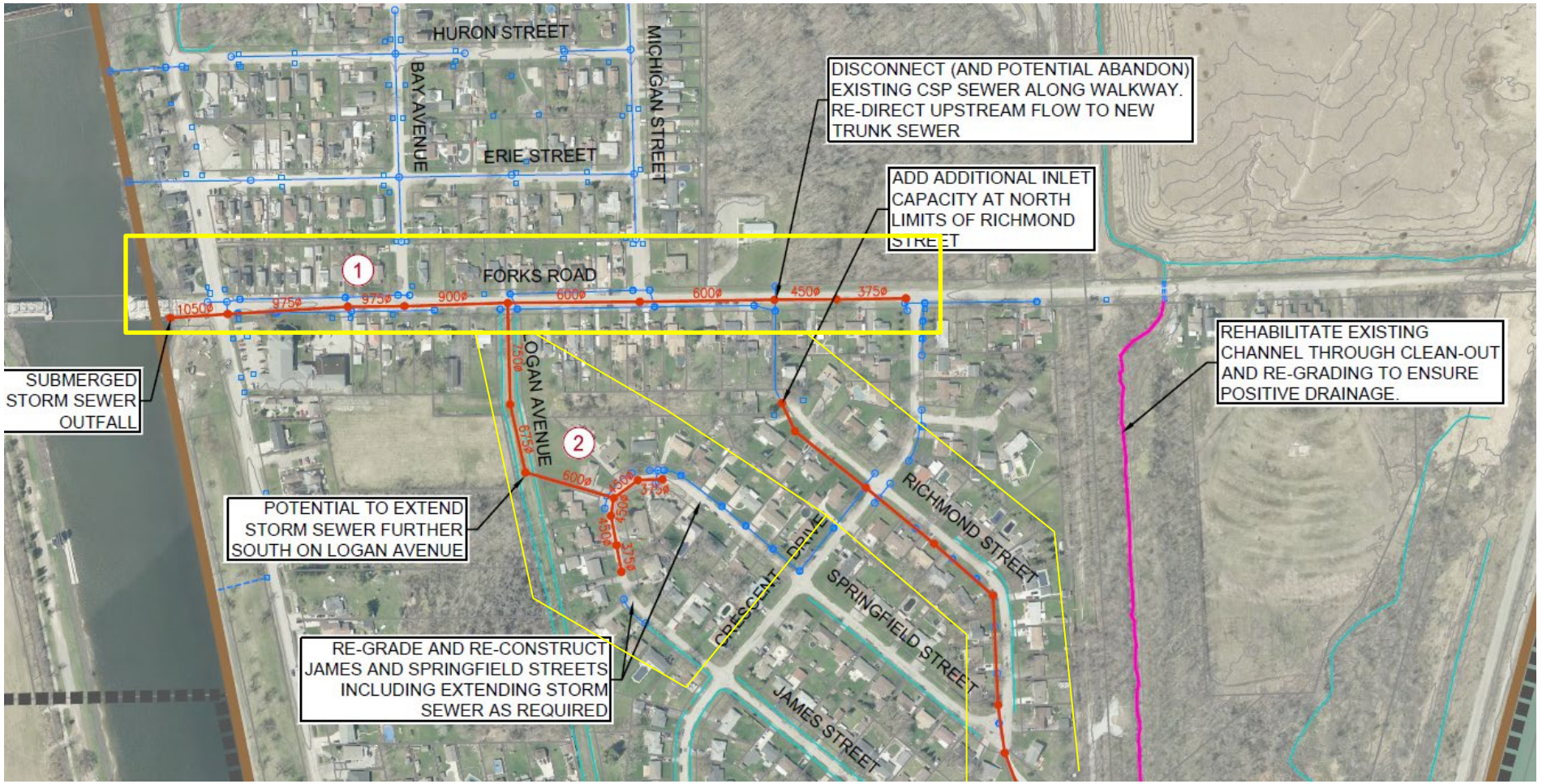


3. Study Findings and Recommendations

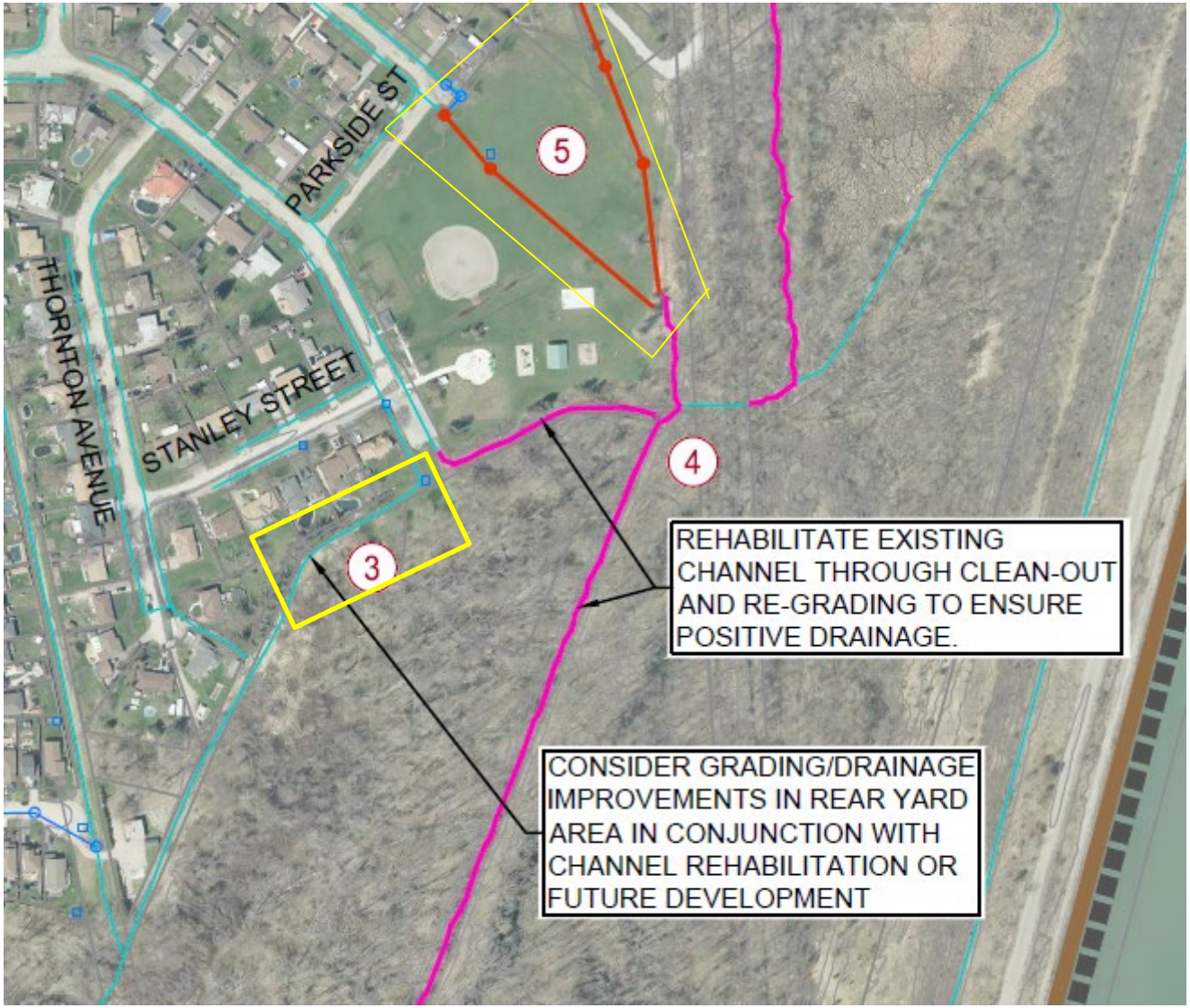
- Future works have been proposed to address identified drainage system deficiencies:

1. New Storm Sewer on Forks Road (to waterway)
2. New Storm Sewer on James/Springfield/Logan
3. Grading and Drainage improvements of rear yard areas for houses fronting on Stanley Street
4. Clean-Out and Rehabilitation of watercourse between Forks Road and Kingsway
5. Storm Sewer and roadway reconstruction along Richmond Street and Glenwood Park

3. Study Findings and Recommendations



3. Study Findings and Recommendations



3. Study Findings and Recommendations

- Preliminary cost estimates have been developed for the priority capital works

Project	Total Estimated Cost (including Construction, Engineering, and Contingency)
1 (Forks Road)	$1,700,000
2 (James, Springfield and Logan)	$960,000
3 (Stanley Street)	N/A
4 (Watercourse)	$650,000
5 (Richmond Street)	N/A

- No costs estimated for Projects 3 and 5 given uncertainty as to full scope involved

3. Study Findings and Recommendations

- Other potential works to be considered/continued:
  - Verifying/clearing catchbasins and inlets
  - Verification/clearing of clogged/blocked culverts
  - Replacement of broken/damaged culverts
  - Dredging/clearing ditches where sedimentation noted
  - Backflow preventer and sump pump subsidy programs

- Works and recommendations by others (separate study underway):
  - Smoke and dye testing of sanitary system
  - Sanitary pipe and lateral lining
  - Downspout inspections and disconnections
  - Additional storm drainage works to reduce sanitary inflow

Questions