



## GENERAL COMMITTEE

Tuesday, April 13, 2021

Meeting Number 2021 – 03

*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. OPEN GENERAL COMMITTEE MEETING AT 5:00 P.M.
  - 1.1 CALL TO ORDER BY VICE MAYOR MARY ANN GRIMALDI
  - 1.2 ADDITIONS/DELETIONS TO AGENDA
  - 1.3 DISCLOSURES OF INTEREST
  - 1.4 ADOPTION OF MINUTES

General Committee Meetings of January 26, 2021 and February 2, 2021.
  - 1.5 ITEMS TO BE REMOVED FROM BLOCK FOR DISCUSSION IN COMMITTEE-OF-THE-WHOLE (OPEN) (See blue tab)
  
2. WORKSHOP – Council Survey – Welland Trails Strategy: 20 Year Cycling, Walking and Community Trails Master Plan.

**99-99** Claire Basinski, Senior Project Manager and Justin Jones, Engagement Lead of WSP re: Council Survey - Welland Trails Strategy: 20 Year cycling, Walking and Community Trails Master Plan.  
**(Agenda and background information included in Council members packages).**
  
3. ADJOURNMENT



# WELLAND COMMUNITY TRAILS

## STRATEGY WORKSHOP #1

Job Title	City of Welland Community Trails Strategy		
Project Number	20M-01558-00	Date	April 13 <sup>th</sup> , 2021
Time	5:00 – 6:30 p.m.	Venue	Video Conference Call – Zoom Meeting (link to be provided closer to the meeting)
Purpose	Council Workshop #1 – Refining Vision, Goals and SWOT Analysis		

### MEETING PURPOSE:

- To provide an overview of the City of Welland Community Trails Strategy intent, purpose and process;
- To present preliminary information gathered to date as well as work completed;
- To gather input and receive endorsement on the proposed Trails vision and goals for the City of Welland;
- To gather input on and confirm the trails related strengths, weaknesses, opportunities and threats for the City; and
- To provide an overview of next steps.

ITEM	
<b>1.0</b>	<b>FACILITATED INTRODUCTION – 10 MINUTES</b>
1.1	Introduction to Virtual Whiteboarding tools and attendee introductions
1.2	Meeting Purpose & Agenda Confirmation
<b>2.0</b>	<b>PRESENTATION (WSP CANADA) – 20 MINUTES</b>
2.1	Project Overview
2.2	Online survey results
2.3	Background Review & Outcomes
2.4	Presentation of Draft Vision and Goals
<b>3.0</b>	<b>FACILITATED VISION AND GOALS DISCUSSION – 15 MINUTES</b>
3.1	The facilitated discussion will focus primarily on the Vision and Goals for the CTS and will help the project team to gain a stronger understanding of the priorities among stakeholders for the CTS project.
<b>4.0</b>	<b>PRESENTATION AND DISCUSSION OF INITIAL SWOT ANALYSIS – 20 MINUTES</b>
4.1	The project team will present the initial Strengths, Weaknesses, Opportunities and Threats Analysis prepared through Stakeholder Interviews and analysis of online survey results. Using the Miro Digital Whiteboard Platform, Stakeholders will be invited to add to or refine the SWOT Analysis
<b>5.0</b>	<b>PRESENTATION OF TECHNICAL WORK PERFORMED TO DATE (WSP) – 10 MINUTES</b>
5.1	The project team will discuss the technical work performed to date and will highlight how this background work informed the creation of the candidate routes and options for connections between existing trails.
<b>6.0</b>	<b>Q AND A, WRAP UP AND NEXT STEPS – 15 MINUTES</b>



## **NOTICE**

**THE MAYOR HAS CALLED**

**A SPECIAL MEETING OF COUNCIL**

**FOLLOWING THE GENERAL COMMITTEE MEETING**

**ON**

***TUESDAY, APRIL 13, 2021***

**TO DISCUSS THE FOLLOWING:**

- **PROPOSED OR PENDING ACQUISITION OR DISPOSITION OF LAND BY THE MUNICIPALITY OR LOCAL BOARD:**
  - *Youngs Sportsplex - Amendment to Tenant Lease.*
- **PERSONAL MATTERS ABOUT AN IDENTIFIABLE INDIVIDUAL, INCLUDING MUNICIPAL OR LOCAL BOARD EMPLOYEES:**
  - *CUPE Negotiations update.*
- **A POSITION, PLAN, PROCEDURE, CRITERIA OR INSTRUCTION TO BE APPLIED TO ANY NEGOTIATIONS CARRIED ON OR TO BE CARRIED ON BY OR ON BEHALF OF THE MUNICIPALITY OR LOCAL BOARD:**
  - *Niagara Central Airport Commission.*

**FOLLOWED BY SPECIAL COUNCIL IN OPEN SESSION**

**TO CONSIDER ANY CORRESPONDENCE, REPORTS, AND BY-LAWS**

**Due to COVID-19 and the closure of the Civic Square**

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**Tara Stephens,  
City Clerk**



## **SPECIAL COUNCIL MEETING**

**Tuesday, April 13, 2021**

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1. **COMMITTEE-OF-THE-WHOLE (IN-CAMERA) FOLLOWING THE GENERAL COMMITTEE MEETING**  
**(See yellow tab)**
  - Proposed or pending acquisition or disposition of land by the municipality or local board:
    - *Youngs Sportsplex - Amendment to Tenant Lease.*
  - Personal matters about an identifiable individual, including municipal or local board employees:
    - *CUPE Negotiations update.*
  - A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board:
    - *Niagara Central Airport Commission.*
  
2. **ARISE FROM COMMITTEE-OF-THE-WHOLE (IN-CAMERA)**
  
3. **OPEN SPECIAL COUNCIL MEETING FOLLOWING COMMITTEE-OF-THE-WHOLE (IN-CAMERA)**
  - 3.1 **ADDITIONS/DELETIONS TO AGENDA**
  
  - 3.2 **CALL UPON THE CITY CLERK TO REVIEW COMMITTEE-OF-THE-WHOLE (IN-CAMERA) TO BE ADDED TO BLOCK**
  
  - 3.3 **DISCLOSURES OF INTEREST**
  
  - 3.4 **COUNCILLORS TO DETERMINE AGENDA ITEMS AND BY-LAWS TO BE REMOVED FROM BLOCK FOR DISCUSSION IN COMMITTEE-OF-THE-WHOLE (OPEN) (See ping tab)**
  
4. **ORAL REPORTS AND DELEGATIONS**
  - 4.1 **PRESENTATION(S) - Nil**
  
  - 4.2 **DELEGATION(S) (maximum 5/10/5 policy) - Nil**
  
  - 4.3 **AGENCIES, BOARDS, COMMISSIONS AND COMMITTEES REPORT(S) - Nil**
  
  - 4.3 **LEGISLATED PUBLIC HEARINGS PURSUANT TO THE PLANNING ACT - Nil**



## **SPECIAL COUNCIL MEETING AGENDA – Page 2**

**Tuesday, April 13, 2021**

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

**6. BY-LAWS (SEE AGENDA INDEX)**

**7. CONFIRMATORY BY-LAW**

A By-law to adopt, ratify and confirm proceedings of the Council of the Corporation of the City of Welland at its meeting held on the 13<sup>th</sup> day of April, 2021. Ref. No. 21-1

**8. ADJOURNMENT**





## **SPECIAL COUNCIL MEETING**

**Tuesday, April 13, 2021**

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Page No.

### **AGENDA BLOCK**

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

**Referred from the March 23, 2021 Special Council Meeting.**

- 1 - 6**            **CLK-2021-10**    City Clerk, T. Stephens - Code of Conduct Informal Complaint Protocol for Members of Council. Ref. No. 02-160
- 7 - 10**          **CLK-2021-11**    City Clerk, T. Stephens - Ward 3 Vacancy Appointment Process. Ref. No. 02-160

#### **2. COMMITTEE AND STAFF REPORTS**

- 1. Business Arising from Committee-of-the-Whole (closed)**
- 2. General Committee Report to Council - Nil**
- 3. Budget Review Committee Report to Council - Nil**
- 4. Staff Reports**

- 11 - 12**          **CAO-2021-02**    Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Shade Structure Installation, Rotary Park. Ref. No. 21-19 (See By-law 1)
- 13 - 14**          **FIN-2021-11**    Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Purchase of one (1) Roll Off Truck Unit. Ref. No. 21-46 (See By-Law 2)
- 15 - 16**          **FIN-2020-12**    Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Incident and Claim Management Software. Ref. No. 21-70 (See By-law 3)



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### **Page No.**

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|----------------|-------------------------------|---|
| <b>17 - 18</b> | <b><u>FIN-2021-13</u></b>     | Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Museum Funding - Humidity Control Units. Ref. No. 04-91                    |
| <b>19 - 34</b> | <b><u>TRANS-2021-01</u></b>   | Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Update on Niagara Region Transit (NRT) Governance Strategy. Ref. No. 21-13 |
| <b>35 - 38</b> | <b><u>R&amp;C-2021-10</u></b> | Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - Recreation and Culture Branding. Ref. No. 21-19                            |
| <b>39 - 40</b> | <b><u>R&amp;C-2021-11</u></b> | Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer, S. Zorbas - 2021 Welland Boat Rental Program Rates. Ref. No. 99-99                     |

### **3. NEW BUSINESS**

- 41**      1. Memorandum from Steve Zorbas, Interim CAO/Director of Corporate Services, Chief Financial Officer/Treasurer re: 2021 Dividend from Welland Hydro-Electric Holding Corp. Ref. No. 99-43

#### **RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND, as sole Shareholder of Welland Hydro-Electric Holding Corp., requests and accepts excess funds of \$800,000 by way of a dividend from Welland Hydro-Electric Holding Corp., notwithstanding the terms of the Shareholder Declaration.

### **4. BY-LAWS**

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

1. A By-law to authorize entering into contract with Henderson Recreation Equipment Limited for shade structure installation at Rotary Park. Ref. No. 21-19  
(See Report CAO-2021-02)
2. A By-law to authorize purchase of one new Roll-Off Truck Unit from Rush Truck Centres of Canada Limited. Ref. No. 21-46  
(See Report FIN-2021-11)



## **SPECIAL COUNCIL MEETING**

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### **Page No.**

3. A By-law to authorize entering into an agreement with ClearRisk Inc. for Incident and Claims Management Software. Ref. No. 21-70  
(See Report FIN-2021-12)
4. A By-law to authorize an amending agreement with William Black C.O.B. as Penalty Box Lounge for use of the Welland Main Arena Lounge; and to repeal By-law 2012-29 and all amendments. Ref. No. 21-19  
(Direction provided to proceed in Committee-of-the-whole at the Committee-of-the-Whole meeting of March 9, 2021)
5. A By-law to authorize the execution of the Fire Safety Grant Transfer Payment Agreement with Her Majesty The Queen in Right of Ontario as represented by the Office of the Fire Marshall. Ref. No. 21-15  
(See Report F&ES-2021-04 from March 23, 2021 Special Council Meeting)
6. A By-law to authorize the release of an easement over Part Block HH, Plan 564, lands municipally known as 155 Hagar Street, Welland. Ref. No. 21-67
7. A By-law to exempt certain lands from Part-Lot Control - Parts 1 and on Plan 59R-16895, Pat Lot 34, Plan 665 (33 Montgomery Road), City of Welland.  
Ref. No. 21-68  
(Approved by By-law 2020-143)
8. A By-law to Lay Out, Establish, Assume and Name as a Public Highway for road widening purposes Block 141 on Plan 59M-446 as Part of Gaiser Road.  
Ref. No. 21-69  
(Approved by By-law 2020-143)



**SPECIAL COUNCIL**  
**CORPORATE SERVICES**  
**CLERKS DIVISION**

APPROVALS	
DIRECTOR	
CFO	
CAO	

*02-160*

**REPORT CLK-2021-10**  
**APRIL 13, 2021**

**SUBJECT: CODE OF CONDUCT INFORMAL COMPLAINT PROTOCOL FOR MEMBERS OF COUNCIL**

**AUTHORS: TARA STEPHENS, CITY CLERK**

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

**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information staff report CLK-2021-10: Code of Conduct Informal Complaint Protocol for Members of Council; and further

THAT Welland City Council approves the Code of Conduct Informal Complaint Protocol for Members of Council as outlined in "Appendix I" of this report.

**ORIGIN AND BACKGROUND:**

Since the beginning of 2020, Welland City Council has received seven (7) presentations and reports from Integrity Commissioners due to complaints against members of council. Following these reports staff and council agreed that an Informal Complaint Protocol should be established.

On March 23, 2021, Welland City Council reviewed the draft Code of Conduct Informal Complaint Protocol for Members of Council and referred the matter back to staff with direction to include wording to encourage a discussion with the Mayor and/or Chief Administrative Officer (CAO) and to provide further explanation on how the process is to be carried out by the individual who witnessed the incident.

**COMMENTS AND ANALYSIS:**

The purpose having an Informal Complaint Protocol is to encourage persons and organizations to utilize, as a means of stopping and remedying a behavior of activity that is prohibited by the Code of Conduct for Members of Council (Code of Conduct).

To simplify the protocol process as outlined in "Appendix I", individuals (including City employees, members of the public, Members of Council or local boards) who identify or witness behavior or activity by a member of council, that appears to be in contravention

of the Code of Conduct, may address the prohibited behavior or activity themselves as follows:

**At any time during the Informal Complaint Protocol process the Integrity Commissioner may be requested by the individual to assist in an attempt to settle or resolve the issue with the member of council, with the consent of both the complaining individual and the member of council. The parties involved are encouraged to take advantage of the Integrity Commissioner's potential role as a mediator/conciliator of issues relating to a complaint.**

1. **Individual to** document the incident(s) where the member of council may have contravened the Code of Conduct including dates, times, locations, other persons present, and any other relevant information;
2. In situations where there may have been a witness present at the time of the incident, **the individual is encouraged to discuss the concern with the witness to corroborate the incident;**
3. **Individual is encouraged to notify and discuss the concern with the Mayor or Chief Administrative Officer (CAO).**
4. **The individual may choose to discuss the concern with the member of council. The discussion can include the Mayor or CAO being present.**
  - a. The individual is to identify to the member of council the specific provisions in the Code of Conduct that may have been contravened;
  - b. The member of council is encouraged to acknowledge the contravention of the Code of Conduct and agree to stop the behaviour of activity, and refrain from future occurrences.
5. If appropriate, the **individual may** advise the member of council as to whether their response was satisfactory or unsatisfactory.
6. If the **individual** is not satisfied with the outcome, they may choose to pursue the Formal Complaint Protocol.

As mentioned previously, individuals are encouraged to use the Informal Complaint Protocol as a means of stopping and remedying a behavior or activity that they believe violates the Code of Conduct.

The Informal Complaint Protocol is not a precondition to pursuing the Formal Complaint Protocol, related to the Code of Conduct.

A Formal Complaint Protocol will be prepared and presented to Welland City Council in the next few months by the Integrity Commissioner.

**FINANCIAL CONSIDERATION:**

None.

**OTHER DEPARTMENT IMPLICATIONS:**

None.

**SUMMARY AND CONCLUSION:**

This report has been prepared as requested by council for establishing a Code of Conduct Informal Complaint Protocol for Members of Council.

**ATTACHMENTS:**

**APPENDIX I** – Draft Code of Conduct Informal Complaint Protocol for Members of Council.

**APPENDIX II** – Informal and Formal Complaint Process Flow Chart.

4  
APPENDIX I

**Code of Conduct Informal Complaint Protocol for Members of Council**

**INFORMAL COMPLAINT PROTOCOL**

Individuals are encouraged to pursue the Informal Complaint Protocol as the first means of remedying behaviour or activity of a Member that they believe contravenes the *Code of Conduct*.

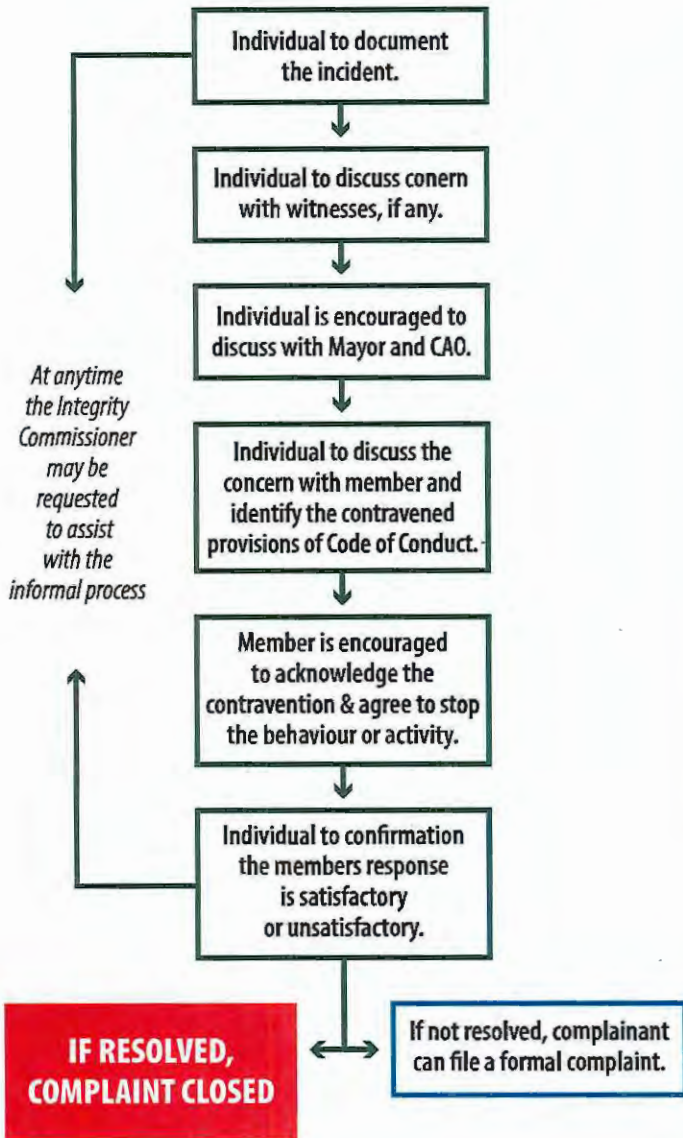
The Integrity Commissioner may be requested to assist in an attempt to settle or resolve the issue with the Member and the individual but will participate only if both parties have consented.

The Informal Complaint Protocol is not a precondition or a prerequisite to pursuing the Formal Complaint Protocol related to the Code of Conduct.

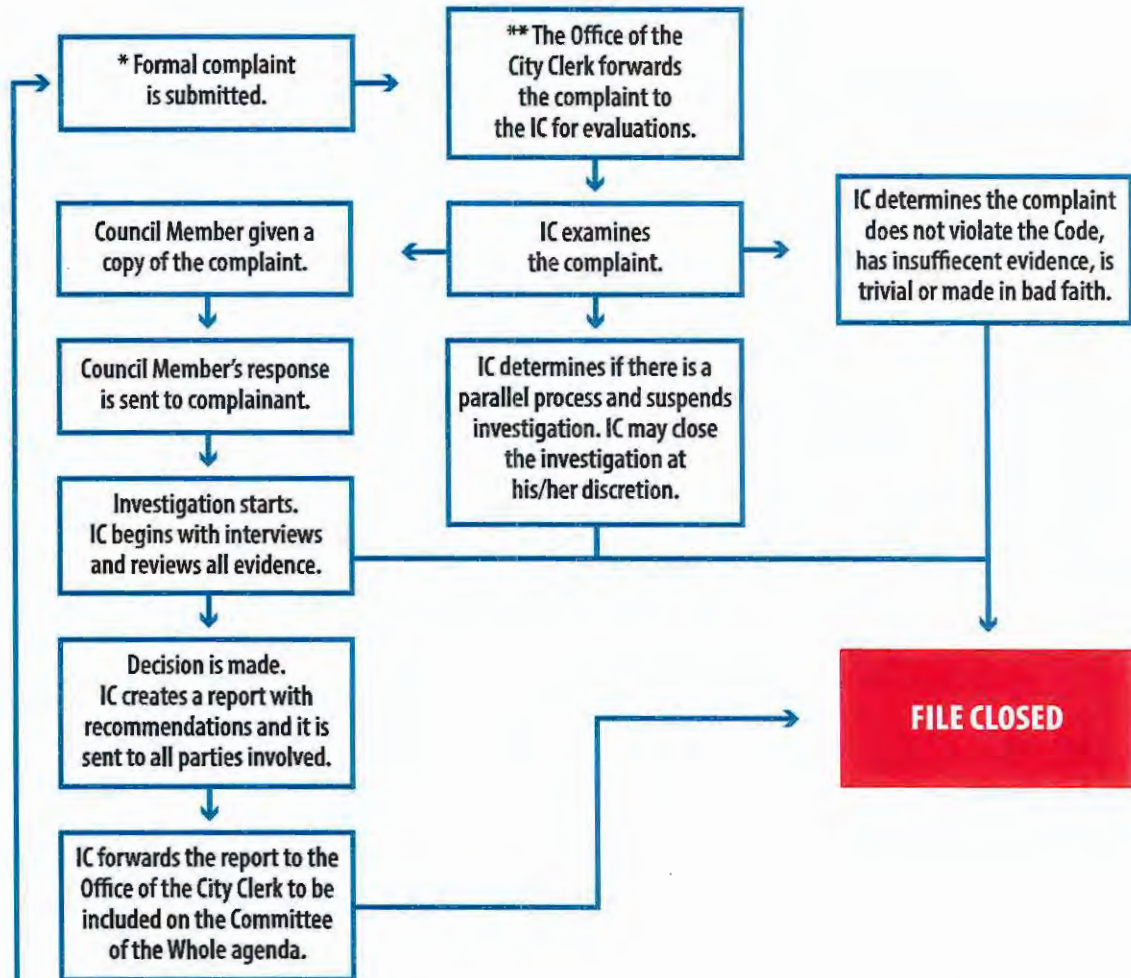
1. Any individual who identifies or witnesses behaviour or activity by a Member that they believe contravenes the *Code of Conduct* may seek to address the prohibited behaviour or activity themselves in the following manner by following the Informal Complaint Protocol:
  - (a) individual to document the incident(s) where the Member may have contravened the *Code of Conduct* including dates, times, locations, other persons present, and any other relevant information;
  - (b) individual to advise another person/witness about the concerns regarding the Member's actions, to corroborate the incident;
  - (c) individual is encouraged to notify and discuss the concern with the Mayor and/or Chief Administrative Officer (CAO)
  - (d) individual to advise the Member that the behaviour or activity appears to contravene the *Code of Conduct*;
    - (i) individual to identify to the member of council the specific provision(s) of the *Code of Conduct* that may have been contravened;
    - (ii) the member of council is encouraged to acknowledge and agree to stop the prohibited behaviour or activity and to undertake to refrain from future occurrences of the prohibited behaviour or activity;
  - (e) if applicable:
    - (i) individual to confirm to the Member that his or her response is satisfactory, or
    - (ii) individual to advise the Member that his or her response is unsatisfactory;

- (f) individual to consider the need to pursue the matter in accordance with the Formal Complaint Protocol or in accordance with any other applicable judicial or quasi-judicial process or complaint protocol.

## INFORMAL COMPLAINT PROTOCOL



## FORMAL COMPLAINT PROTOCOL



APPENDIX II




*Bridging the past, present and future*

\* A formal complaint must be accompanied by a sworn affidavit.

\*\* All formal complaints are received by the Office of the City Clerk and then sent to the IC's office for evaluation of jurisdiction, completeness and/or investigation



**SPECIAL COUNCIL**  
**CORPORATE SERVICES**  
**CLERKS DIVISION**

APPROVALS	
DIRECTOR	
CFO	
CAO	

02-160

**REPORT CLK-2021-11**  
**APRIL 13, 2021**

**SUBJECT: WARD 3 VACANCY APPOINTMENT PROCESS**

**AUTHORS: TARA STEPHENS, CITY CLERK**

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

**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information CLK-2021-11: Ward 3 Vacancy Appointment Process; and further THAT Welland City Council approves the appointment process as outlined in "Appendix I" of this report.

**ORIGIN AND BACKGROUND:**

On March 2, 2021, Welland City Council declared the Ward 3 seat vacant, which was previously held by Lucas Spinosa.

On March 9, 2021, Welland City Council approved the vacancy be filled by an appointment of a resident from the community.

On March 23, 2021, Welland City Council reviewed the Ward 3 Vacancy Appointment Process and referred the matter back to staff and requested all candidates nominated be discussed and considered in open session.

**COMMENTS AND ANALYSIS:**

Following the discussion at the March 9, 2021 Special Council meeting, council requested staff establish an appointment process to be followed to fill the Ward 3 Vacancy. The appointment process has been prepared and is identified in "Appendix I" of this report.

Members of council are reminded the deadline to make a decision on the appointment for the Ward 3 Vacancy is May 1, 2021. As outlined in "Appendix I", if council is unable to make a decision for the appointment, a by-law will be presented at a Special Council meeting on April 27, 2021 to approve proceeding with a by-election to fill the vacancy.

**FINANCIAL CONSIDERATION:**

N/A

**OTHER DEPARTMENT IMPLICATIONS:**

N/A

**SUMMARY AND CONCLUSION:**

This report has been prepared to provide council with the appointment process to fill the Ward 3 Vacancy.

**ATTACHMENTS:**

APPENDIX I – Ward 3 Vacancy – Appointment Process

9  
APPENDIX I

**Ward 3 Vacancy – Appointment Process**

- All of the names of the nominated candidates will be communicated to all members of council during the week of April 12, 2021. (These are the candidates nominated by members of council).
  - a. The list will be provided in alphabetical order, by last name.
  - b. Contract information (phone number and email address) will be provided to the members of council.
- Included in the April 20, 2021 Council meeting agenda, the City Clerk will prepare a report which identifies the nominated individuals to be considered to fill the Ward 3 Vacancy.

This item will be automatically removed from block as the recommendation will not be completed as council is required to appoint an individual to fill the Ward 3 Vacancy.




During the In-camera (Closed to the public) portion of the April 20, 2021 Council meeting, members of council will have an opportunity to discuss any related personal matters regarding the nominated candidates.

- Process for considering the matter in open session will be as follows:
  1. The nominated names will be read in alphabetical order by the City Clerk.
  2. Each name will be stated, a public vote will be taken and the number of votes recorded and verbally announced by the City Clerk.
  3. If there is a candidate that receives majority vote based on the members in attendance at the meeting, the discussion is concluded and that individuals name will be added to the appointment recommendation.
  4. If one candidate does not receive majority vote based on the members in attendance at the meeting, the candidate or candidates with the fewest number of votes shall be excluded from consideration.
  5. The vote will be taken again by the City Clerk, and if necessary more than once, excluding in each successive vote the candidate or candidates who receive the fewest number of votes. This shall be repeated until the candidate receiving majority vote based on the members in attendance at the meeting.

10  
APPENDIX I

- With presumably 12 votes, there could be a tie of 2 candidates (6-6) or 3 candidates (4-4-4). Where the votes cast are equal for all the candidates:
  1. If there are three (3) or more candidates remaining, the City Clerk shall by lot select one such candidate to be excluded from the subsequent voting;
  2. If only two (2) candidates remain, the tie shall be broken and the vacancy shall be filled by the candidate selected by lot, as conducted by the City Clerk.
- If council is not comfortable with the City Clerk making a selection by lot, members of council can choose to proceed in one of the following ways:
  1. Council can discuss the matter at a Special Council meeting, which would be scheduled for Tuesday, April 27, 2021.
  2. Council can call a by-election to fill the Ward 3 Vacancy.

**SPECIAL COUNCIL**  
**OFFICE OF THE CAO**  
**PARKS DIVISION**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

21-19

**REPORT CAO-2021-02**  
**APRIL 13, 2021**

**SUBJECT: SHADE STRUCTURE INSTALLATION, ROTARY PARK**

**AUTHOR: PETER BOYCE, MANAGER, PARKS DIVISION**

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

**RECOMMENDATIONS:**

THAT THE COUNCIL OF THE CITY OF WELLAND approves the award to **Henderson Recreation Equipment Limited** for provision and installation of three (3) shade structures to be placed in specified locations of Rotary Club of Welland Park; and further

THAT Welland City Council directs the City Clerk to prepare all the necessary and appropriate by-laws to enter into a purchase agreement with **Henderson Recreation Equipment Limited**.

**ORIGIN AND BACKGROUND:**

As Rotary Park and surrounding area is becoming more of a destination for residents and visitors to enjoy, it has become apparent the installation of shade structures within the park would add to the enjoyment of the area. Staff are recommending the installation of three 20 ft. x 30 ft. structures, same in size as those found at Merritt Island, to be installed with a concrete pad and appropriate footings.

**COMMENTS AND ANALYSIS:**

The City received quotations from three firms with interest to supply and install steel shade structures with a concrete bases.

**FINANCIAL CONSIDERATIONS:**

Staff requested the pricing and installation of three (3) structures approximately 20 ft. x 30 ft. measured from roof overhangs. This project will be funded by the Strategic Initiatives project – 10-710-17095.

Vendor	Brand	Size	Price Per Structure	Pad, Installation	Cost for 3 Structures	Total Cost Net HST
<b>Stolk Construction</b>	Shadeview	20x30	\$54,713	Included	\$164,139	<b>\$167,027.85</b>
<b>Henderson</b>	Steelworx	20x30	\$41,660	\$11,680	\$160,020	<b>\$162,836.35</b>
<b>ABC Recreation</b>	Polis-5000	20x34	\$71,568	Included	\$214,704	<b>\$218,482.79</b>

**OTHER DEPARTMENT IMPLICATIONS:**

Staff within the Parks department will assist the recommended firm as appropriate.

**SUMMARY AND CONCLUSION**

THAT THE COUNCIL OF THE CITY OF WELLAND approves the award to Henderson Recreation Equipment Limited for the supply & installation of three (3) shade structures with concrete base in various locations within the Rotary Park area for a total cost of **\$162,836.35 (including City portion of Tax)**.

THAT Welland City Council directs the City Clerk to prepare all the necessary and appropriate by-laws to enter into a purchase agreement with **Henderson Recreation Equipment Limited**.

**ATTACHMENTS:**

Photo below of similar unit.




Proposed installation locations





**SPECIAL COUNCIL**  
**CORPORATE SERVICES**  
**FINANCE DIVISION**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

21-46

**REPORT FIN-2021-11**  
**APRIL 13, 2021**

**SUBJECT: PURCHASE OF ONE (1) ROLL OFF TRUCK UNIT**

**AUTHOR: ADAM BERES, MANAGER OF FLEET, EQUIPMENT & PURCHASING**

**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 approve the purchase of one (1) complete roll-off truck assembly from Rush Truck Centres of Canada Limited being the offering that met specifications and provided best overall value; and further

THAT Welland City Council directs the City Clerk to prepare all necessary and appropriate by-laws to enter into a purchase contract with Rush Truck Centres of Canada Limited.

**ORIGIN AND BACKGROUND:**

The purchase of one (1) roll-off truck to replace an existing aged sander / plow truck unit received Council approval within the 2021 Fleet Capital Budget. This well-used truck utilized by the Roads Department has a cracked frame requiring extensive repairs and is scheduled for replacement.

Bid documents for the replacement unit were prepared as soon as specifications were available so that qualified vendors may supply a bid response.

**COMMENTS AND ANALYSIS:**

The replacement unit will offer increased versatility as rear dump box attachments can be interchanged. This means the unit will be productive year-round for winter control and construction use operations.

**FINANCIAL CONSIDERATION:**

A Request for Tender document was advertised on the City's Bidding site and closed March 11, 2021. In total, there were eight document takers, however only two submissions received:

Supplier	Budgeted Amount	Bid Amounts, inclusive of City tax
Premier Truck	\$415,000	\$393,187.41
Rush Truck		\$386,382.50

Funding source shall be 2021 Fleet Capital Budget 10-323-21300

**OTHER DEPARTMENT IMPLICATIONS:**

The specifications have been reviewed and approved by the Shop Fleet Foreman and management staff at the Public Works facility.


**SUMMARY AND CONCLUSION:**

THAT Welland City Council approve the purchase of the new roll-off truck assembly from Rush Truck Centres of Canada Limited. offering competitive pricing that is compliant with the provided bid specifications.

**ATTACHMENTS:**

None

**SPECIAL COUNCIL**  
**CORPORATE SERVICES**  
**FINANCE DIVISION**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

21-70

**REPORT FIN-2021-12**  
**APRIL 13, 2021**

**SUBJECT: INCIDENT AND CLAIM MANAGEMENT SOFTWARE**

**AUTHOR: NICCI HINGLEY, ADMINISTRATIVE FINANCE COORDINATOR**

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

**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND approves the award to ClearRisk, Inc. for Incident and Claims Management Software; and further

THAT Welland City Council directs the City Clerk to prepare all the necessary and appropriate by-laws to enter into an agreement with ClearRisk, Inc.

**ORIGIN AND BACKGROUND:**

The City of Welland is seeking RFP responses from qualified consultant teams to provide installation, support, maintenance, and the provision of a comprehensive Incident and Accident Management Software.

**COMMENTS AND ANALYSIS:**

The RFP was issued competitively on Bidding and on February 18, 2021, the City of Welland received three (3) compliant proposal submissions.

The evaluation team included staff from Information Services and Finance Division. From a technical and financial analysis, ClearRisk, Inc. was the highest scoring proponent.

**FINANCIAL CONSIDERATION:**

ClearRisk, Inc. received the highest technical score and submitted a competitive fee proposal for the supply, install, configure, and annual subscription of Incident and Claims Management Software. The implementation cost of the project is \$23,659.20 plus an annual subscription cost of \$34,496.64 (both inclusive of the City's 1.76% portion of HST) and will be funded by the Green Energy Project – 10-135-18003. The annual subscription cost will be budgeted in the 2022 Operating Budget.

**OTHER DEPARTMENT IMPLICATIONS:**

Joint staffing effort will be required through Finance and Information Services throughout the implementation process. The implementation timeline is to be determined as it is a lengthy process which will be scheduled as mutually convenient between the vendors and City staffing. Once implemented, staff from other departments will be granted user access, as required, to provide support and input on insurance claim files; i.e., Transit, Public Works, Legal.

Additionally, there is a use for this software beyond just tracking insurance claims and insurance certificates. There is also the ability to track any date sensitive document; WSIB certificates for example. Having this information in one database with the ability to have multiple users enter and access the data will be extremely useful.

**SUMMARY AND CONCLUSION:**


THAT THE COUNCIL OF THE CITY OF WELLAND approves the award to ClearRisk, Inc. for Incident and Claims Management Software; and further

THAT Welland City Council directs the City Clerk to prepare all the necessary and appropriate by-laws to enter into an agreement with ClearRisk, Inc.

**ATTACHMENTS:**

None.

**SPECIAL COUNCIL**  
**CORPORATE SERVICES**  
**FINANCE DIVISION**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

04-91

**REPORT FIN-2021-13**  
**APRIL 13, 2021**

**SUBJECT: MUSEUM FUNDING – HUMIDITY CONTROL UNITS**

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

**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND approve providing funding to the Museum in the amount of \$17,800 for the Humidity control units to be funded from the Capital Surplus Reserve.

**ORIGIN AND BACKGROUND:**

At the March 23, 2021 Council meeting, the Museum presented the requirement for the need of humidity control units in the Museum to protect and preserve the artifacts. The upgraded HVAC unit does not have the capability of humidity control and these new units would be integrated with the HVAC system.

**COMMENTS AND ANALYSIS**

Council requested a staff report to identify the funding sources and options of funding for the units. The Museum has applied for a grant for funding of \$25,000 for the units and is awaiting response.

On March 23, 2021, the Museum requested \$17,800 in funding. Council directed staff to report on funding sources and on providing the funding in advance of the grant response to purchase the units for \$46,498.14.

**FINANCIAL CONSIDERATION:**

Funding for the units will be funded from the Capital Surplus Reserve fund.

If the intake application for the Museum is unsuccessful, the entire amount of the project will be presented as a pre-approved 2022 Capital Project, funded by the Capital Surplus Reserve fund.

The cost containment measures implemented by the Museum contributed \$28,000 to the 2020 Surplus for the City. The surplus amount has been directed to the Capital Surplus Reserve fund.

**OTHER DEPARTMENT IMPLICATIONS:**

N/A

**SUMMARY AND CONCLUSION:**


The Museum is seeking funding to aide in the purchase of the Humidity Control Units to preserve and protect the artifacts.

**ATTACHMENTS:**

N/A



**SPECIAL COUNCIL**  
**CORPORATE SERVICES**  
**TRANSIT DIVISION**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

REPORT TRANS-2021-01  
APRIL 13, 2021

21-13

**SUBJECT: UPDATE ON NIAGARA REGION TRANSIT (NRT) GOVERNANCE STRATEGY**

**AUTHOR: DAVE STUART, TRANSIT MANAGER**

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

**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND receive for information report TRANS-2021-01 – Update on Niagara Region Transit (NRT) Governance Strategy; and further

THAT Welland City Council support the current levels of Niagara Region Transit service in place and the emergence of on-demand services for smaller municipalities, which do not provide conventional and specialized services; and further

THAT Welland City Council defer approval for the proposed Niagara Transit Governance Strategy until 2023 due to the potential negative financial impact to Welland taxpayers; and further

THAT report TRANS-2021-01 – Update on Niagara Region Transit (NRT) Governance Strategy be circulated to all area municipalities.

**ORIGIN AND BACKGROUND:**

On February 21, 2017, Report CAO-2017-02 – Niagara Transit Service Delivery and Governance Strategy Report, was presented to Council (Appendix I). Within this report, Council was asked to support a Memorandum of Understanding (MOU), which was approved by the Cities of Welland, St. Catharines, and Niagara Falls; and Niagara Region. This MOU included the Guiding Principles for Welland's involvement of, and support for, inter-municipal transit. These Guiding Principles were drafted by Welland staff to ensure they would continue to influence Welland's perspective and involvement in the future phases of the inter-municipal transit discussion and include:

- Fiscal responsibility and affordability for the City of Welland. Thus, no negative impacts to the City's tax levy and receipt of provincial gas tax is not negatively impacted.
- Ease of implementation for the City of Welland.
- Operational viability for City of Welland.

- Improving economic development opportunities for the City of Welland.
- Local transit services will not be adversely impacted.
- Respecting existing transit collective agreements in each respective municipality.

The City of Welland remains steadfast in its commitment to improving public transit in our community and advancing transit integration throughout Niagara. Since NRT's inception in September 2011, Welland Transit has played an important role in all the operational, fleet & technology, and procedural enhancements, which have been implemented to improve the accessibility and efficiency for residents to utilize public transportation for travel throughout the Niagara region.

Some of the more notable enhancements include:

- Working with our Transit colleagues to modify our long-standing route numbers to better utilize technology such as the Transit App, which allows customers to access real-time information on how to move seamlessly throughout the entire region.
- Develop common customer-facing policies to ensure consistency for our collective customers.
- Commenced with the development work for a consolidated customer call center and common fare structure.
- Have participated in the review and implementation of current fare technology, GPS installations, and mobile communication systems to improve reliability and marketability of services.
- Ongoing enhancements to infrastructure such as; bus stops, maintenance facilities, and terminals.

At the October 21, 2020 meeting of the Linking Niagara Transit Committee (LNTC), the consultant's report on transit governance was presented and supported in principle by the LNTC. The path forward includes further review by Niagara Region Public Works Committee and the Local Area Municipalities.

### **COMMENTS AND ANALYSIS:**

The City of Welland is supportive and invested in ensuring the growth of public transit throughout Niagara. The items detailed below are designed to aid transparency and ensure transit integration is accomplished in a manner that properly allocates transition costs, ensures local service level control, and ensures taxpayer equity.

To that end, City staff would like to bring the following items of note to Council's attention:

1. **Pandemic** – The global pandemic has brought great challenges and uncertainty to public transit. Ridership and revenue losses remain substantial. Passenger trips per day have rarely surpassed 25% of pre-COVID ridership values and revenue losses are commensurate. Although dependent on many factors, attaining our pre-COVID ridership

levels may not occur until September 2022. The City has received Safe Restart Agreement funding from the province, and the municipal transit industry is hopeful there will be additional support funding moving forward to mitigate the revenue losses but are not sure these funds will be realized.

2. **Service Plan** – The Governance Strategy does not provide a comprehensive Service Plan of enhancements yet creates the expectation that transit will realize exponential (almost doubling) growth in ridership over the next ten years. Further, the current operational costs have been identified in the Governance Strategy as increasing from \$27M to in excess of \$60M over the next ten years.
3. **Ridership Growth** – The consultant indicated there will be an increase in ridership of up to 80% by 2031. This increase in ridership is based on a 95% enhancement in service hours. This ridership growth is based on the results experienced by other Ontario regions, such as Waterloo, York, and Durham, which amalgamated their transit systems over the last several years. The report does not disclose the extensive additional investment in service and assets in these areas to support the growth in population and ridership gains. In these regions, ridership has grown but associated expenditures have grown to a greater extent. These systems have seen a drop in their revenue-to-cost ratio, which presents an overall picture of a system's fiscal productivity.

Further, ridership growth in the past ten years in the Niagara region has been very heavily driven by the post secondary student demographic, which will be less clear moving forward. In approximate terms, the student market represents the following percentages of ridership for these systems: Welland ~ 35%, St. Catharines ~ 60%, Niagara Falls ~ 40%, and Niagara Region Transit ~ 85+%. Thus, all systems are very dependent on this demographic for their overall ridership.

4. **Single Fare** – A Regional Commission should provide a single fare for travel anywhere in Niagara. This is mentioned in the report, but no cost estimates are associated with this implementation. The fare structure is a critical component to attracting ridership and generating revenue. Leaving this alignment to a few years into the new entity could result in a large funding requirement and budgetary challenges.
5. **Consolidation of Union Agreements** – The amalgamation of transit service will bring a great deal of change to the employees of the organizations involved. Balancing the collective agreements will be crucial to ensure positive labour relations in the early years of the new entity. The report discusses renegotiating these agreements as they expire. This needs to be part of the transition and accounted for in that envelope as these costs could be considerable.
6. **Representation on the Commission** – The NTGS calls for a nine-member Commission made up of five Regional Councillors and four citizen appointees. The Regional Councillors would be comprised of one each from St. Catharines, Niagara Falls, and Welland, along with two from any other municipality. The result is the three largest transit systems with 80+% of the assets and ridership represent 33% of the voting on this Commission and thus, the current representation model will not be favourable to the three largest municipalities.

7. **Asset Transfer** – The report calls for the transfer of assets based on the Cummings Principal, which is a precedent that uploads all the assets to the new entity with no compensation to the purchasing municipality. Thus, the City of Welland would provide the Region with approximately \$10M (as of December 31, 2019) in assets. These assets include; the Operations Facility at 75 Federal Rd., the Bus Terminal (and all the land they reside on), all maintenance equipment, and our fleet of buses and support vehicles with no compensation in return.

Of interest, the City of Welland has secured funding through the Investing in Canada Infrastructure Fund for \$11M, which will be utilized to design and construct a new Transit Operations Facility. This facility will be built to enhance municipal service synergies with other departments, such as; support for Public Works, meeting and training spaces, and a back-up emergency command office. If uploaded, the new NRT Commission would have the ability to determine the ultimate uses permitted within this new facility.

8. **Funding Model** – The new entity would be funded by a phased-in uniform tax levy. Based on 2020 transit spending, the funding of transit in Niagara would be redistributed as follows;

	2021		2029		Change	
St. Catharines	\$ 12,275,402	44.88%	\$ 6,936,441	25.36%	-\$ 5,338,961	-43.49%
Niagara Falls	8,645,833	31.61%	5,333,620	19.50%	- 3,312,213	-38.31%
Welland	2,050,898	7.50%	2,201,828	8.05%	150,930	7.36%
NOTL	497,223	1.82%	2,469,877	9.03%	1,972,654	396.73%
Port Colborne	127,092	0.46%	877,996	3.21%	750,904	590.83%
Pelham	261,156	0.95%	1,258,187	4.60%	997,031	381.78%
Thorold	2,152,143	7.87%	1,085,870	3.97%	- 1,066,273	-49.54%
Fort Erie	826,323	3.02%	1,764,198	6.45%	937,875	113.50%
Grimsby	250,000	0.91%	2,127,978	7.78%	1,877,978	751.19%
Lincoln	265,829	0.97%	1,769,668	6.47%	1,503,839	565.72%
West Lincoln	-	0.00%	1,020,226	3.73%	1,020,226	
Wainfleet	-	0.00%	506,010	1.85%	506,010	
<b>Total Expenditure</b>	<b>\$ 27,351,899</b>	<b>100.00%</b>	<b>\$ 27,351,899</b>	<b>100.00%</b>		

This represents the current expenditures on transit and does not include service expansion or inflation, which are estimated to approach \$60M in the initial ten years of the amalgamation. The proposed uniform tax levy based on the regional apportionment is not equitable. This shifts the financial burden from a municipality that directly benefits from the service to municipalities that have little or no investment in transit service. An alternative method would be a 'special area rate' similar to how St. Catharines funds transit. Conventional transit, which is only available in the urban boundary is assessed against only those properties, while specialized services, which are available to all properties in St. Catharines are included in the general rate.

9. **Regional Tax Levy** – The impact of transferring existing transit from the local to the regional levy should be provided along with the associated increases associated for service expansion.



10. **Five-Year Service Guarantee** – The proposed Regional Commission guarantees that, at a minimum, the 2021 service hours in local municipalities will be maintained for five years from the assumption of the service by the new Commission, unless otherwise agreed to by the local area municipality. As stated earlier, 2021 is not anticipated to be a normal 'service hour' year due to the global pandemic. In addition, after five years the new Commission could revise service in Welland should it receive the necessary majority of votes.
11. **Government Funding** – At present, municipalities providing public transit are eligible for various funding at the federal and provincial levels. These subsidies have assisted the municipality with operating and capital expenditures such as; rolling stock, infrastructure, facilities, and operational subsidies during this pandemic.

Of great concern, will these subsidies be present for municipalities moving beyond the current period to support the challenges public transit will continue to face for a significant period of time?

Further, municipalities actively lobbied for and managed the receipt of these funding streams. Will these same efforts be demonstrated by this Regional Commission? How will the funding be apportioned throughout the Niagara region? The levels of control of these funding sources would be dependent on our single vote on the Commission.

It seems prudent that a delay should be considered, which would allow for greater certainty on the pandemic recovery period prior to implementing large scale transit investments and revisions in the absence of a clearer picture of transit's future and a more settled experience for employees.

### **FINANCIAL CONSIDERATION:**

There are many aspects of this Governance Strategy that will have significant consequences on Welland's ability to fully control our costs moving forward. Regional staff created the chart (item #8 above) indicating what costs will be redistributed annually from our Municipal Levy to the Regional Levy from 2022 through 2029. This chart indicates the annual cost apportioned to the City of Welland will be approximately 7.4% greater in 2029 and there is no determination what the cost redistribution may be beyond this relatively narrow period.

The Guiding Principles approved by Welland City Council support a strong level of control of our municipal Transit service levels and ensuring the associated amalgamation costs would have no negative impact to Welland taxpayers. Upon review of preliminary funding models, City of Welland staff have significant concerns that the proposed 'new funding model for Niagara Region Transit will have negative impacts on Welland taxpayers' when compared to the current service delivery model in place for Welland Transit services. In addition, the current financial assumptions appear to exclude the impact of increased service levels and increased capital spending, which will likely place an increased economic burden upon Welland taxpayers.

The proposed funding model appears to provide significant financial relief to St. Catharines and Niagara Falls taxpayers at the expense of other lower tier municipalities.

As a result of these significant financial concerns, staff recommend that the current Transit service delivery model be maintained, including current delivery of Inter-Municipal Transit until 2023 to

allow 'new and updated' options to be presented to ensure Welland taxpayer's are not adversely impacted.

### **Update on Transit Service Provision to Port Colborne**

City of Welland staff have been in continuous dialogue with our Port Colborne contacts with respect to our provision of municipal service within their city. The initial period of ending our service arrangement with Port Colborne has been pushed back from mid-summer to December 31, 2021. Further, Welland Transit is actively reviewing other technologies and service revisions which would be of benefit to the residents of Port Colborne and there is a possibility our service provision relationship may extend beyond 2021.

### **OTHER DEPARTMENT IMPLICATIONS:**

The transition of Welland Transit from a municipal entity to a component of Niagara Region Transit should relieve the municipality of a number of requirements and responsibilities. If amalgamation occurs, the City will not be required to support Transit for many tasks, including: Finance and Legal oversight, Human Resources guidance, Payroll support, and matters pertaining to Engineering & Planning.

Conversely, the City would not have the same autonomy to utilize the fleet for municipal events, support Council initiatives, and generally be in full alignment with the developments and enhancements being realized within our dynamic community.

### **SUMMARY AND CONCLUSION:**

The Niagara Transit Governance Study indicates ridership growth of up to 80%; it does not display the associated costs of additional service hours and asset investment required. These amounts should be included when displaying the cost redistribution for a uniform tax levy. A determining factor of these growth projections was the experience of other Ontario regions which regionalized their transit systems. It was not noted that these regions have significant population growth, more urban density, and have invested millions in new transit service and thus, these comparisons are not fully in alignment with the characteristics of the Niagara region.

Control of service level and representation on the board are also concerns with this governance strategy model. Transit service in Niagara will continue to be concentrated in the three larger urban centres and therefore, far more input and control should be considered for Welland, Niagara Falls, and St. Catharines under this new governance model.

Welland Transit staff recommend that the Niagara Transit Governance Study should be updated to reflect the entirety of these transition costs and fully capture the costs associated with the necessary service enhancements needed to achieve the ridership increases stated. This will allow for local area municipalities to decide based on fulsome and ever evolving information. Taking the time to conduct this work now will make the transition and future service costs more transparent. A new consolidated transit entity will experience many challenges in the initial years and properly funding these transition costs place less of a burden on the operating budget. A

clear financial forecast and service plan will provide greater guidance to the Transit team tasked with managing the expectations of all stakeholders.

It would be prudent to review options for an appropriate 'best for Niagara' solution that reflects a true partnership between the upper and lower tier municipalities. There are other options to consider, including:

1. **Benefiting Area Rating** – Creating a rate charged to each municipality based on the service area / service hours and their associated costs.
2. **Representation** – Creating a voting weight structure to better represent the size and scope of the investments those municipalities have in their systems.
3. **Lower Tier Control** – Allowing lower tier municipalities to determine the magnitude of transit services provided in their municipality and the associated cost of that service.

**ATTACHMENTS:**

Appendix I – CAO-2017-02 - Niagara Transit Service Delivery and Governance Strategy Report





# MOTION

MOVED BY: *Mastroianni*

SECONDED BY: *Carl*

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the presentation by Gary Long, Chief Administrative Officer and Alfred Stockwell, Transit Manager regarding Niagara Transit Service and Governance Strategy; and

THAT Welland City Council endorses in principle the creation of a consolidated transit system in partnership with the cities of Niagara Falls, St. Catharines, and the Region of Niagara to develop a regionally integrated transit system; and

THAT staff be directed to develop a Memorandum of Understanding (MOU) between Niagara Falls, St. Catharines, Welland and Niagara Region to develop a governance framework and specify how key issues are to be addressed by all parties along with next steps and timelines; and

THAT Welland City Council hereby requests that Niagara Region become formally involved in and supportive of the consolidated transit model as recommended in the January 2017 Niagara Transit Service Delivery and Governance Strategy Report and endorsed by the Inter-Municipal Transit Working Group; and

THAT Council supports the formation of a Transit Working Group, with representatives from the 12 Municipalities and the Region of Niagara, to work towards the implementation of a consolidated transit model; and

THAT Council supports the transition of the current Inter-Municipal Working Group to a Transit Steering Committee until a new governance framework is established in the pending Memorandum of Understanding; and

THAT Council reconfirm the guiding principles for Welland's involvement of and support for inter-municipal transit.

COUNCILLORS	YEAS	NAYS
LAROUCHE	✓	
PETRAGHENKO		
CARL	✓	
CHIOCCHIO J.	✓	
MCLEOD	✓	
DIMARCO		
LETOURNEAU		
CHIOCCHIO P.	✓	
GRIMALDI	✓	
FOKKENS	✓	
MASTROIANNI	✓	
VAN VLIET	✓	
MAYOR CAMPION	✓	

PRESENTED TO  
COUNCIL  
FEB 21 2017  
CITY OF WELLAND

CARRIED



LOST

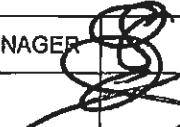

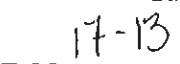


NOT PUT



PRESENTED TO  
COUNCIL  
FEB 21 2017  
CITY OF WELLAND

COUNCIL  
OFFICE OF THE CAO

APPROVALS	
GENERAL MANAGER	
TREASURER	
CAO	

17-13

REPORT CAO-2017-02  
FEBRUARY 21, 2017

**SUBJECT: NIAGARA TRANSIT SERVICE DELIVERY AND GOVERNANCE STRATEGY REPORT**

**AUTHOR: GARY LONG, CAO**

**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND endorses in principle the creation of a consolidated transit system in partnership with the cities of Niagara Falls, St. Catharines, and the Region of Niagara to develop a regionally integrated transit system; and

That staff be directed to develop a Memorandum of Understanding (MOU) between Niagara Falls, St. Catharines, Welland and Niagara Region to develop a governance framework and specify how key issues are to be addressed by all parties along with next steps and timelines; and

That Welland City Council hereby requests that Niagara Region become formally involved in and supportive of the consolidated transit model as recommended in the January 2017 Niagara Transit Service Delivery and Governance Strategy Report and endorsed by the Inter-Municipal Transit Working Group; and

That Council supports the formation of a Transit Working Group, with representatives from the 12 Municipalities and the Region of Niagara, to work towards the implementation of a consolidated transit model; and

That Council supports the transition of the current Inter-Municipal Working Group to a Transit Steering Committee until a new governance framework is established in the pending Memorandum of Understanding; and

That Council reconfirm the guiding principles for Welland's involvement of and support for inter-municipal transit.

**ORIGIN AND BACKGROUND:**

In 2010, the cities of St. Catharines, Welland and Niagara Falls made a proposal to Regional Council to create a tri-city transit service which the three cities would operate, to be funded by the Region and called Niagara Region Transit (NRT). The NRT was to operate for 3 years with

REPORT CAO 2017-02

Page 2

the intent that if successful, transit would be uploaded to the Region through a Triple Majority process. Regional Council approved the proposal by a solid majority and in September 2011 Niagara Region, the St. Catharines Transit Commission, the City of Niagara Falls and the City of Welland entered into a pilot project agreement to formalize the provision of inter-municipal transit services. Funded by the Niagara Region and jointly operated by St. Catharines Transit, Niagara Falls Transit and Welland Transit ("transit operators"), the Niagara Regional Transit pilot provides transit connections to the communities of St. Catharines, Thorold, Niagara Falls, Welland, Niagara-on-the-Lake, Port Colborne and Fort Erie.

In May 2015, prior to formalizing the NRT as a permanent inter-municipal transit service and securing triple majority support from local municipalities, Regional Council agreed to ask the cities of St. Catharines, Niagara Falls and Welland, as transit operators, to work together to present a new model to the whole region.

Since January 2016, the Inter-municipal Transit Working Group of Mayors, CAO's and Transit Managers from St. Catharines, Welland and Niagara Falls, with support from the Regional Chair and CAO, have been working together to develop options for integrated transit services for Niagara. The Working Group has also been working cooperatively to make improvements to the existing Niagara Region Transit services during the pilot project period and to make the existing transit services the best they can be.

Welland City Council approved the following guiding principles for City staff to utilize in discussing inter-municipal transit:

1. Fiscal responsibility and affordability for the City of Welland (Financially neutral for the City of Welland with no negative impact to the City's tax levy and receipt of Provincial Gas Tax is not negatively impacted)
2. Ease of implementation for the City of Welland
3. Operational viability for the City of Welland
4. Improving Economic Development opportunities for the City of Welland
5. Utilizing the Council approved Master Transit Plan to ensure City's Transit service levels are not adversely impacted
6. Maintaining an affordable and effective Transit service to Niagara College and Brock University
7. Local Transit service levels will not be adversely impacted
8. Respecting existing Transit Collective Agreements in each respective municipality

These guiding principles will continue to influence Welland's perspective and involvement in the next phase of the Inter-municipal Transit discussion.

The Niagara Transit Service Delivery and Governance Strategy Report, commissioned by the Working Group, and prepared by Dillon Consulting, provides strategic recommendations for the improvement of transit service throughout Niagara. The feedback from Councils and the community, through public meetings and an online survey, helped shape the consultant's final recommendations.

The final report presented a governance strategy that recommends a consolidated transit model. This would see St. Catharines, Niagara Falls and Welland Transit systems combine their services into one large consolidated transit system to serve the entire Niagara region. The consolidated transit model would allow local municipalities to maintain control over transit

system planning and allows the Region to be involved in the funding and decision making of inter-municipal connections. The recommendation for consolidation calls for the creation of a new governing body such as a municipal service board or commission made up of representatives from St. Catharines, Niagara Falls, Welland and Niagara Region with advisory representation from Niagara's municipalities involved with connecting transit services.

The report recommends improvements to inter-municipal transit services in Niagara by:

- Increasing the frequency of inter-municipal service so that buses arrive every 30 minutes during peak periods
- Extending service hours so that transit is available later in the evening
- Extending full weekend service that would have inter-municipal transit operating on Sundays.
- Eliminating duplicate routes and services to be reinvested
- Improving integration with other municipal transit systems;
- Creating a new Niagara-West inter-municipal transit link
- Adding new dynamic transit services for low-demand and rural areas
- Integrating fare strategy, payment technology and trip-planning.

The report also outlines the next steps to be taken to create a consolidated transit system for Niagara including financial and legal considerations to be taken by local service bodies and municipalities.

#### **COMMENTS AND ANALYSIS:**

The Niagara Transit Service Delivery and Governance Strategy report outlines next steps required to implement a consolidated transit model and outlines options to phase in the changes. In summary;

1. **Reach triple majority for Region's involvement in transit.** The Region should be given legislative authority through a transit by-law to plan, provide funding and make decisions on transit policy and capital requirements.
2. **Approve consolidated transit model.** Secure agreement and commitment by all municipalities involved to work together and implement the strategic direction through a signed memorandum of understanding to further develop the implementation plan.
3. **Consolidated transit model implementation plan.** This requires a number of steps to be taken. The Strategy outlines an aggressive 12-month implementation to the new consolidated transit model, including the need to initiate further studies and develop the governance structure. Details to be confirmed include legal organization of governing body, financing and decision-making processes, organizational structure and brand of consolidated transit entity.
4. **Implement inter-municipal transit service strategy.** Implementation of the service plan as outlined in the strategy can occur independently outside the creation of the consolidated transit model, however this not recommended.

The strategy outlines an aggressive timeline for implementation in 12 months. The working group is recommending a less aggressive implementation strategy and phased-in approach



REPORT CAO 2017-02

Page 4

based on staffing and resources, respect for the cooperative nature of the working group and the need for municipal council support, as well as potential opportunities for financial support and transit incentive programs from other levels of government.

To achieve the working group's objectives, staff are recommending phase 3 be expanded to allow more time, and more steps in the implementation strategy, as outlined in the recommendation section of the report.

Collectively, municipal staff and transit managers are recommending that the next steps towards a consolidated transit model are to create 2 new formal bodies to oversee implementation: a Transit Steering Committee (made up of the current Inter Municipal Working Group, with two additional regional members) and a Transit Working Group, outlined below.

**Transit Steering Committee:** a governing body made up of representatives of:

- 2 City of St. Catharines
- 2 City of Welland
- 2 City of Niagara Falls
- 4 Niagara Region (the current two representatives plus 2 representatives from Niagara municipalities which do not operate their own transit service)

**Responsibilities:**

- Direct the work of the Transit Working Group
- Approve MOU to be presented to the Municipalities
- Coordinate branding and marketing of transit service
- Government relations and advocacy (i.e. funding opportunities)
- Unified Niagara voice for transit

(Note, this group will disband once the new governance framework is approved)

**Transit Working Group:** inter-municipal staff group, reports to Steering Committee

- Transit managers of each municipal service
- 1 representative from each non-transit municipality
- 1 Niagara Region representative

**Responsibilities:**

- Procurement / purchasing transit capital needs
- Development of proposals for fare boxes, technology, policies, customer service structure, service guidelines
- Route optimization and coordination
- Coordination with other transit providers (GO transit, Metrolinx, Hamilton Street Railway)
- Coordination with post-secondary schools and private carriers
- Liaise with economic development and planning offices
- Union contracts and standardization of standard operating procedures (SOPs)

(Note, this group is anticipated to become permanent and codified in the MOU)

One of the main objectives of the IMT Working Group has been to focus on the needs of the transit user as inter-municipal transit enables residents to access education, employment, recreation and social services. Another objective has been to ensure that Niagara is ready for and supportive of future economic growth and prosperity. Based on the Region's 2041 Growth Strategy, the population of Niagara Region is expected to gain 170,000 new residents and

80,000 new jobs over the next twenty-five years. A new integrated transit system, with enhanced inter-connectivity will support this.

Also, local and inter-municipal connections will support daily GO train service coming to Niagara, starting with Grimsby by 2021, and St. Catharines and Niagara Falls by 2023. It will be important that there are inter-municipal routes and an integrated transit system to ensure Welland residents, visitors, and students can make connections with GO. The objectives mentioned above are consistent with the guiding principles adopted by Welland City Council.

It's also important to recognize the economic impact of investing in public transit. Based on information recently provided by the federal government, every \$1 invested in transit results in \$3 in economic growth, as well as quantifiable benefits for the environment, and reducing traffic congestion. Investing in public transit ultimately improves our competitiveness and the liveability and sustainability of our community. Over the past year, there has been more public policy focus and discussion along with increased public transit funding from both the federal and provincial governments. The proposed changes to transit service delivery and governance in Niagara are timely and consistent with federal and provincial policy directions and transit funding programs, as well as supporting the strategic priorities of local municipalities and the Region. Welland City Council's recent investments in transit in terms of fleet purchases, facility upgrades, fare box technology, hiring an additional Transit Supervisor, and increased service hours, is positive for our community and they complement the strategic direction of transit in Niagara.

#### **FINANCIAL CONSIDERATIONS:**

There are no immediate financial implications in adopting the recommendations of this report. The Niagara Transit Service Delivery and Governance Strategy Report outlines estimated cost projections for a consolidated model including operational costs, capital facility upgrades and fleet purchases, and one-time implementation costs. One of the responsibilities of the proposed Transit Steering Committee will be determine how the increased operational and capital costs will be funded. The CAOs have requested a meeting with senior officials at the Ministry of Transportation to update them on the report's recommendations and discuss provincial funding sources. The Transit Steering Committee will also pursue funding from the federal Public Transit Infrastructure Fund (PTIF). It is also noteworthy that the province has recently announced additional transit funding starting in 2019.

#### **OTHER DEPARTMENT IMPLICATIONS:**

The CAO, along with the Mayor, are members of the IMT Working Group and would continue to be involved as members of the proposed Transit Steering Committee. Our Transit Manager has been working closely with his counterparts at Niagara Falls and St. Catharines as well as Regional staff, and he would continue to be involved as a member of the proposed Transit Working Group. The City's CFO will continue to be actively involved in providing support and advice to the CAO and Transit Manager.

#### **SUMMARY AND CONCLUSION:**

The IMT Working Group are recommending to the Councils of Welland, Niagara Falls, and St. Catharines to adopt in principle the creation of a consolidated transit system, and that the Region, through legislative authority, become formally involved in transit. A Memorandum of Understanding between the three municipalities and the Region will be developed that includes

REPORT CAO 2017-02  
Page 6

a governance framework and the key issues to be addressed along with next steps and timelines. It has also been recommended that a Transit Steering Committee and Transit Working Group be formed to replace the IMT working group, and will have responsibility for developing an implementation plan for the consolidated transit system through a phased-in approach.

**ATTACHMENTS:**

Appendix I – Dillon Final Report (in Council's possession)

Appendix II – Transit: Getting Canadians Moving










## Budget 2017 recommendations

- **Optimize Phase 2 of the Public Transit Infrastructure Fund** to build the next generation of efficient, growth-supporting public transit in communities across Canada, directing the full value of the fund to municipalities with transit systems.
- **Commit to an allocation-based investment model**, building on the success of this approach in Phase 1, recognizing that predictable funding empowers local governments to plan, consult, leverage local expertise and move strategic transit projects forward.
- **Work with FCM to develop an allocation formula** that enables cities to realize large-scale, transformative transit projects—while ensuring that transit-providing communities of all sizes are included in this nation-building project.
- **Develop an additional mechanism**, in consultation with FCM, to support transit ridership-growth and system-expansion goals that cannot be achieved through the allocation-based investment model alone.
- **Maintain a 50 per cent federal contribution** to life-cycle capital costs of transit projects—with provinces contributing no less than their traditional 33 per cent share—to ensure that strategic projects can move forward in communities of all sizes.
- **Define project eligibility** to encompass both state-of-good-repair projects and transit expansions—and **expand cost eligibility** to include land acquisition, financing and P3-related costs, while extending the Phase 1 decision to include design and planning costs.
- **Build maximum flexibility into stacking rules**, allowing municipalities the local discretion to pool Public Transit Infrastructure Fund investments with other federal funding sources to move projects forward.
- As a general principle for transit investment, **empower municipalities to direct funds to locally-identified priorities** based on local data and expertise, supporting evidence-based asset management and capital planning practices.
- **Align Phase 2 Transit and Green components** to reinforce and expand the level of funding available for complementary projects (e.g. network extensions and expansions, greening of transit fleets).

**SPECIAL COUNCIL**  
**COMMUNITY SERVICES**  
**RECREATION AND CULTURE DIVISION**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

21-19

**REPORT R&C-2021-10**  
**APRIL 13, 2021**

**SUBJECT: RECREATION AND CULTURE BRANDING**

**AUTHORS: AMANDA DEGAZIO, SUPERVISOR CUSTOMER SERVICE & ADMINISTRATION**  
**and**  
**RICHARD DALTON, MANGER RECREATION & CULTURE,**  
**B.Comm, OLY**

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

**RECOMMENDATIONS:**

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information Report R&C-2021-10; and further

THAT Welland City Council authorizes the use of the Recreation and Culture branding.

**ORIGIN AND BACKGROUND:**

Throughout the Parks, Recreation & Culture (PRC) Master Plan consultations, a prevailing theme was improving the awareness of parks, recreation and culture activities in the community. There is a sense among many residents that Welland offers excellent services and programs that people are not aware of.

Recommendation #20 in the Parks, Recreation and Culture (PRC) Master Plan states: Install consistent signage using the municipal brand for residents to easily identify that they are at a City of Welland park or trail. Interpretive and wayfinding signage should also be installed where appropriate so that park users can directly relate to their surroundings (including local historical or natural heritage features), learn about the benefits of physical activity, and identify connections to other community parks, recreation and culture activities and/or facilities.

**COMMENTS AND ANALYSIS:**

The vision of the PRC Master Plan was "Connecting Creativity and Play" which speaks to the many trails, the talented community members and the notion that all can play in Welland. By taking this vision and creating a Welland Recreation & Culture brand we are



able to have a visual impact around the City and begin to implement recommendation #20.

As a first step, a new R&C Logo has been created;

- The outline to the logo is the play symbol
  - The play symbol indicates something moving forward; it is instantly recognizable and its meaning readily understood.
- The colours of the logo represent the City of Welland's objectives and beliefs
  - Blue – Official logo colour
  - Green – Sustainability
  - Red – Community
  - Gold – Excellence
- As the colours speak to our official logo colour selection, they also speak to water, green space, national pride, perseverance, striving for excellence and connection to nature.
- The “W” throughout the Play button trails through all colours as our trail system connect both rural and urban and embraces new and historic.

Implementation of the logo started in the Fall of 2020 with the online Wellness Guide and online registration portal. Following the online implementation subtle placements have been made to build awareness of the logo. These placements are:

- Rink Boards
- R&C Ambassador Uniforms
- Feather Banners
- R&C staff apparel to be worn at the WCWC, meetings etc.
- Letterhead, agenda's and meeting minutes.

Moving forward with implementation of recommendation #20 future projects can be:

- Develop Integrated Trail and Park Signage to be placed strategically around the city.
  - Amphitheatre (Merritt Park)
  - Chippawa Park
  - Memorial Park
  - Maple Park
  - St. George Park Fields
  - Splash Pads/Pools
  - Rotary Club of Welland Park
  - High Traffic Trail Locations
- Develop visiting post throughout the city to hashtag location points for visiting sport/trail tourism.
- Bus Banner Advertisements 4 times a year
- Feather Banners for all R&C Special Events

**FINANCIAL CONSIDERATION:**

Brand implementation is incorporated with our current event and programming advertising and marketing strategies. As Recreation and Culture currently budgets for event and programming advertising, factoring all financial considerations are included in the R&C operating budget.

**OTHER DEPARTMENT IMPLICATIONS:**

Assistance from Parks and Communication will be required to implement Recreation & Culture's branding strategy

**SUMMARY AND CONCLUSION:**

Implementation of a fresh new logo and brand will help build awareness and promote the many programs offered by Recreation & Culture in the community.


**ATTACHMENT:**

Appendix I - R&C Branding - Logo

# WELLAND RECREATION & CULTURE



**SPECIAL COUNCIL**  
**OFFICE OF THE CAO**  
**RECREATION AND CULTURE DIVISION**

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

99-99

**REPORT R&C-2021-11**  
**APRIL 13, 2021**

**SUBJECT: 2021 WELLAND BOAT RENTAL PROGRAM RATES**

**AUTHORS: ERIN CARL, WIFC DEVELOPMENT OFFICER, RECREATION AND CULTURE DIVISION**

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

**RECOMMENDATIONS:**

THAT THE COUNCIL OF THE CITY OF WELLAND authorizes a \$2.00 increase in the Welland Boat Rental Program fees for the 2021 season; and further

THAT Welland City Council authorizes staff to reduce the age of the free rentals at the Welland Boat Rental Program from 12 to 10 years old.

**ORIGIN AND BACKGROUND:**

The Welland Boat Rental Program offers the rentals of canoes, kayaks, pedal boats, and stand-up paddleboards since the mid-2000s. 2019 was the busiest season to date and had a total of 4,791 rentals from May long weekend to the end of September.

The Welland Boat Rental Program has relocated from the Welland Community Boathouse to the new facility at 129 Lincoln St., within the new Rotary Club of Welland Park.

Hours of Operation:

Month	Operation Days	Hours of Operation
May	Weekends Only	11 am to 6 pm
June	Weekends Only	10 am to 7 pm
July	Weekdays	11 am to 8 pm
	Weekends	10 am to 7 pm
August	Weekdays	11 am to 8 pm
	Weekends	10 am to 7 pm
September	Weekends Only	11 am to 6 pm

The Welland Boat Rental Program offers bulk purchases of rentals that can benefit regular users of the program, such as:

- Econo Pass (15 hour rentals for \$90)
- Gift Certificates



**COMMENTS AND ANALYSIS:**

## Fee Increase:

- The Welland Boat Rental Program has not increased the rental fees since prior to 2017.
- Most programs/services have an annual increase to offset the operational expenses.
- With the current relocation to the new facility, it is the opportune time to increase to the fees.
- The relocation will hopefully garner more users and increase the number of rentals in 2021.
- It is being proposed that the rental fee for the first hour rental being increased by \$2.00, where the rental rate for each additional half hour (30 minutes) remains the same.

Equipment	Time Frame	Current Rental Fee (\$)	Proposed Rental Fee (\$)
Single Kayak or Pedal Boat	1 Hour	12.00	14.00
	Additional 30 minutes	5.00	5.00
Canoe, Tandem Kayak, or SUP	1 Hour	18.00	20.00
	Additional 30 minutes	9.00	9.00

## Change to Free Rental Age:

- The Welland Boat Rental Program currently provides free rentals to anyone under the age of 12.
- In 2019 there were a total of 1,025 rentals that were for persons under the age of 12.
- It is being proposed to reduce the age from 12 to 10 years.

**FINANCIAL CONSIDERATION:**

Based on the 2019 number of rentals, the increase of \$2.00 and change to the free rental age will increase 2021 revenues approximately \$6,000 under normal circumstances. This increase will be reduced by the impact of COVID-19 on program operations; at this time it is unclear how significant this impact will be.

**OTHER DEPARTMENT IMPLICATIONS:**

NIL

**SUMMARY AND CONCLUSION:**

The Welland Boat Rental is a program that offers community members and tourists the opportunity to be active and enjoy the Welland Recreational Waterway. We are aware that this program needs to stay affordable and are proposing an incremental fee increase to the fees and reduction in age for the free rentals.

**ATTACHMENT:**

NIL



**City of Welland**  
**Corporate Services**  
 Office of the Chief Financial Officer/Treasurer  
 Finance Division  
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**Email:** steve.zorbas@welland.ca | www.welland.ca

## MEMORANDUM



**TO:** Mayor and Members of Council

**FROM:** Steve Zorbas, CPA, CMA, B.Comm, DPA,  
 Interim CAO / Director, Corporate Services / Chief Financial Officer /  
 Treasurer

**DATE:** April 13, 2020

**SUBJECT: 2021 Dividend from Welland Hydro-Electric Holding Corp.**

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During the 2021 Budget process, Council approved the inclusion of shareholder dividends in the amount of \$800,000, representing the regular annual standard dividend. This revenue from Welland Hydro is included in the 2021 City of Welland Tax Supported Budget.

In order to access these funds, the sole shareholder of Welland Hydro, the Corporation of the City of Welland, is required to pass a resolution requesting the dividends.

Staff recommends passage of the following motion in order to proceed with requesting the aforementioned dividends:

***THAT THE COUNCIL OF THE CITY OF WELLAND, as sole Shareholder of Welland Hydro-Electric Holding Corp., requests and accepts excess funds of \$800,000 by way of a dividend from Welland Hydro-Electric Holding Corp., notwithstanding the terms of the Shareholder Declaration.***