



**The Corporation of the City of St. Catharines
CITY COUNCIL AGENDA
Regular, Monday, January 16, 2023
Council Chambers and Electronic Participation, 6:00 PM**

This Meeting will be held in both person at Council Chambers and electronically. Individuals who are feeling unwell are asked to watch the Meeting online at www.stcatharines.ca/youtube rather than attend in-person. Delegations to Council can be made in-person in Council Chambers or electronically through Zoom. Requests to delegate must be submitted using the

[City's Electronic Delegation Form](#) by Monday, January 16, 2023, before 9:00 a.m. Those wishing to delegate through Zoom must attend a test session on Monday, January 16, 2023, at 10:00 a.m.

Public Comments: The public may submit comments regarding agenda matters to the Office of the City Clerk by contacting clerks@stcatharines.ca by Monday, January 16, 2023, before Noon.

His Worship Mayor Mat Siscoe takes the Chair and opens the meeting with a Land Acknowledgement

- 1. Mayor's Report**
- 2. Adoption of the Agenda**
- 3. Adoption of the Minutes**

3.1 Regular Council, minutes of [December 12, 2022](#).

- 4. Declarations of Interest**
- 5. Motion to Move Consent Reports**

Consent Reports are approved in one motion which approves all of the recommendations contained in each report. Prior to this motion, a councillor may request that one or more of the reports listed under Item 6 be moved to the list of Discussion Reports.

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6. Consent Reports

- 4 - 22 6.1 Community, Recreation and Culture Services, Programs and Cultural Services
Niagara Folk Arts Festival 2022 Report and 2023 Funding Request
- 23 - 32 6.2 Economic Development and Tourism Services
Municipal Accommodation Tax Impacts on Accommodation Providers
- 33 - 35 6.3 Legal and Clerks Services, Office of the City Clerk
Appointment of Hearing Officer for appeals under By-law 95-302, being a by-law for the licensing and regulating of the keeping of dogs
- 36 - 112 6.4 Municipal Works
Asset Resource Management System Program (ARMS) - Phase 1 Report Update
- 113 - 190 6.5 Legal and Clerks Services, Office of the City Clerk
Council Correspondence

7. Public Meetings

- 191 - 459 7.1 Financial Management Services, Director
Updated Proposed 2023 Operating Budget

8. Presentations

9. Discussion Reports

10. Motions

- 10.1 **Honouring the Legacy of Liam Coward**
Councillor Miller will present the following motion:
WHEREAS Liam Coward made significant contributions to the City of St. Catharines, particularly through his advocacy for the LGBTQ2S+ community and his participation on the City's LGBTQ2+ and Equity and Inclusion committees; and
WHEREAS Liam's contributions are an excellent example to all of how to build a better, more just and equitable city;
THEREFORE BE IT RESOLVED that as a tribute to Liam's life and work, may staff consult with Liam's loved ones and the City's committees on an appropriate manner to honour Liam's legacy.

11. Call for Notices of Motion

12. Report Requests

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13. Committee and Task Force Minutes

13.1 Minutes to Receive:

- Heritage Permit Advisory Committee, meeting of [November 24, 2022](#) (draft)

14. Closed Session

Council will meet in Closed Session for the following purpose(s):

15. Motion Arising from Closed Session

16. By-laws

16.1 Reading of By-laws
[Addenda]

17. Adjournment

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Corporate Report City Council

Report from: Community, Recreation and Culture Services, Programs and Cultural Services

Report Date: November 25, 2022

Meeting Date: January 16, 2023

Report Number: CRCS-003-2023

File: 35.60.28

Subject: Niagara Folk Arts Festival 2022 Report and 2023 Funding Request

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: economic, social and cultural.



Recommendation

That Council authorize the disbursement of \$41,000 to the Niagara Folk Arts Council for the 2023 Niagara Folk Arts Festival as indicated in the current Fee-for-Service Agreement, attached as Appendix 1.

Summary

Since 1998, the City of St. Catharines has negotiated and implemented a series of Fee-for-Service agreements related to the Niagara Folk Arts Festival (NFAF). Prior to that year, the City provided annual grants for the NFAF. The most recent agreement for 2021, 2022 and 2023 is attached as Appendix 1.

These agreements have sought to increase the overall economic impact of the NFAF by requiring the Niagara Folk Arts Council to pursue specific organizational, marketing and event goals to receive partnership funding from the City.

In past years, the City has provided \$26,000 in annual funding with an increase to \$41,000 in 2015.

Relationship to Strategic Plan

The NFAF supports three of the strategic goals of the St. Catharines 2019 to 2028 Strategic Plan including economic prosperity, social well-being and cultural renaissance.

The Fee-for-Service Agreement is a collaborative partnership which allows for the hiring of a full-time Festival Producer annually. The Festival itself is an economic driver of tourism and promotes local visitor spending. The NFAF supports both social and cultural sustainability goals through programming which embraces our diversity, creates a welcoming and inclusive community, celebrates our unique heritage and showcases a variety of ethnic cultures while welcoming newcomers. The NFAF provides events which build civic pride, encourage local engagement and attract people to the community.

Background

The Niagara Folk Arts Council is the governing body for the NFAF, Canada's oldest continually running heritage festival. Since 1968, with its grass roots beginnings of an afternoon in Montebello Park, the Festival has grown in its programming and celebrates the diverse culture, arts, and heritage of all Canadians. A historical summary of event metrics pertaining to the NFAF for the past three years (2020, 2021 and 2022) is attached as Appendix 2.

Report

The current 2021 to 2023 Fee-for-Service Agreement provides an annual allocation of \$41,000 which has been included in the Community, Recreation and Culture Services annual operating budget.

The Fee-for-Service agreement also provides for additional in-kind charges to an upset annual limit of \$4,639 per year to be provided by Community, Recreation and Culture Services, Engineering, Facilities and Environmental Services and Municipal Works staff. These in-kind services may include, but are not limited to, the costs for park rental (if applicable), park restoration (if applicable), road closure fees, the provision of street closure barricades, garbage cans, traffic barrels, and street banner.

2022 Festival Summary

The 54th NFAF saw the return of in-person event programming at pre-Covid levels. The NFAF hosted 15 events which were all supported by the Fee-For-Service Agreement funding. A post event summary report of the 2022 NFAF provided by the Niagara Folk Arts Council is attached as Appendix 3.

Grant Funding Eligibility

To be eligible for grant funding, the Niagara Folk Arts Council must fulfill the following obligations in the support and operation of the Festival including:

1. Operating the Festival in the City of St. Catharines as a distinct event from other Recipient programming during the years 2021, 2022, and 2023;
2. Developing the Festival as a fully professional arts event and a major cultural attraction for the City of St. Catharines;
3. Contracting a producer for the Festival who will organize and promote the Festival in a timely and professional manner;

4. Reporting back to the City on past festivals and contractual obligations, and also outlining future festival plans; inclusive of programming, marketing and other relevant initiatives relating to the Festival;
5. Preparing and submitting annually to the City, annual year in review of all events relating to the Festival;
6. Documenting visitor data through event surveying, web and related marketing analytics and data collected from the cultural open houses;
7. Preparing and delivering a formal written follow-up report on each Festival, including a full financial accounting, visitor and attendance metrics, volunteers and community involvement;
8. Advertising and promoting its events throughout the City, the Niagara Region, and in other relevant markets. Whenever possible, opportunities for coordinated and cooperative advertising and marketing with Tourism Services and industry partners will be pursued; and
9. Any such other things as may be required for the successful operation of the Festival in the City of St. Catharines.

CRCS staff are satisfied that the Niagara Folk Arts Council have met all of the requirements under the Fee-for-Service Agreement in 2022 and Report CRCS-003-2023 is intended to satisfy the above obligations for grant funding eligibility and disbursement to the Niagara Folk Arts Council.

The amount of funding recommended in this report represents the final allocation of the current Fee-for-Service Agreement between the City and Niagara Folk Arts Council. It is anticipated that a request to renew the Fee-For-Service Agreement for a future multi-year term will be forthcoming in 2023 for Council's consideration.

Financial Implications

Staff recommend the disbursement of \$41,000 to the Niagara Folk Arts Council for the 2023 Festival, as outlined in the current 2021 to 2023 Fee-for-Service agreement. The grant funding has been included in the Community, Recreation and Culture Services 2023 Draft Operating Budget.

Environmental Sustainability Implications

There are no environmental sustainability implications associated with this report.

Conclusion

The Niagara Folk Arts Council has satisfied its obligations for grant funding eligibility as outlined in the Fee-for-Service Agreement. Staff recommend the disbursement of \$41,000 to the Niagara Folk Arts Council for 2023 which is included in the Community, Recreation and Culture Services 2023 Draft Operating Budget.

Notifications

Emily Kovacs, Executive Director / CEO
Niagara Folk Arts Multicultural Centre
85 Church Street
St. Catharines, ON L2R 3C7

Prepared and Submitted by

Lori Mambella, Manager, Programs and Culture Services

Approved by

Eric Lamothe, Acting Director, Community, Recreation and Culture Services

Appendices

1. Appendix 1 - Fee-for-Service Agreement
2. Appendix 2 – Historical Festival Summary – 2020, 2021 and 2022
3. Appendix 3 – 2022 Niagara Folk Arts Festival Report

THIS FUNDING AGREEMENT is made on the day of June, 2021, as authorized by By-law No. 2021-37 of the City of St. Catharines.

BETWEEN:

THE CORPORATION OF THE CITY OF ST. CATHARINES
(hereinafter the "City")

OF THE FIRST PART;

- and –

FOLK ARTS COUNCIL OF ST. CATHARINES
(hereinafter the "Recipient")

OF THE SECOND PART.

WHEREAS the Recipient presents an annual cultural heritage festival called the Niagara Folk Arts Festival (the "Festival") in the City of St. Catharines;

AND WHEREAS the Recipient has agreed to provide certain services associated with the Festival in exchange for funding provided by the City upon the terms and conditions hereinafter set forth;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual covenants and agreements herein contained and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by the parties, the parties covenant and agree with each other as follows:

1. TERM

- 1.1 Term. The parties agree that the term of this agreement shall be for a period covering the 2021, 2022, and 2023 Festivals.

2. FUNDING

- 2.1 Monetary funding. The City shall provide grant funding to the Recipient in the amount of FORTY ONE THOUSAND DOLLARS (\$41,000.00) per annum for the calendar years 2021, 2022, and 2023 with the first such payment becoming due and payable upon the execution of this agreement.
- 2.2 Funding conditional. Grant funding for the 2021, 2022, and 2023 Festivals shall be conditional upon budget approval by City Council and satisfactory reports to the City including evidence of increasing participation and increased fundraising prior the first day of November following the Festival.
- 2.3 Performance required. The obligation of the City to provide grant funding hereunder is subject to observance and performance by the Recipient of all terms and conditions of this agreement.
- 2.4 Unused funds. Any unused portion of the funds paid by the City to the Recipient in each year remains the property of the City and if already paid to the Recipient by the City shall be deemed to be a debt owing to the City and shall be repaid to the City immediately upon request.

3. IN-KIND SERVICES

- 3.1 In-kind services. In addition to the grant funding provided by the City under this agreement, to recognize the Festival's contributions to the quality and diversity of community life and providing opportunities to enhance economic activity and tourism, the City will provide in-kind services for the use of municipal venues on an annual basis for the 2021, 2022, and 2023 Festivals, and said services may be provided by either the Parks, Recreation and Culture Services Department

("PRCS"), Municipal Works Department, and/or Transportation and Environmental Services Department ("TES"), with an upset limit of FOUR THOUSAND SIX HUNDRED THIRTY-NINE DOLLARS (\$4,639.00) per annum, for items such as, but not limited to: road closure(s), facility rental(s), park reinstatement fees (inclusive of labour and materials), hanging of street banner(s), providing parking barricades, traffic pylons, garbage cans, etc.

- 3.2 Rates and fees by-law. The value of in-kind services will reflect the Council approved Schedule of the City's Rates and Fees applicable in those years.
- 3.3 Maximum amount. The cost of in-kind services for the use of municipal venues are the maximum amount of in-kind contributions to be provided by the City in each case. Amounts over and above said values shall be borne by the Recipient.
- 3.4 In-kind services conditional. The provision of in-kind services for the 2021, 2022, and 2023 Festivals shall be conditional upon satisfactory reports to the City including evidence of increasing participation and increased fundraising prior the first day of November following the Festival.
- 3.5 Performance required. The obligation of the City to provide in-kind services for the use of municipal venues as provided herein is subject to observance and performance by the Recipient of all the terms and provisions of this agreement.

4. RECIPIENT'S OBLIGATIONS

- 4.1 Grant conditions. To be eligible for grant funding, from and after the execution of this agreement, the Recipient must fulfill the following obligations in the support and operation of the Festival including:
 - 4.1.1 operating the Festival in the City of St. Catharines as a distinct event from other Recipient programming during the years 2021, 2022, and 2023;
 - 4.1.2 developing the Festival as a fully professional arts event and a major cultural attraction for the City of St. Catharines;
 - 4.1.3 contracting a producer for the Festival who will organize and promote the Festival in a timely and professional manner;
 - 4.1.4 reporting back to the City on past festivals and contractual obligations, and also outlining future festival plans; inclusive of programming, marketing and other relevant initiatives relating to the Festival;
 - 4.1.5 preparing and submitting annually to the City, annual year in review of all events relating to the Festival;
 - 4.1.6 documenting visitor data through event surveying, web and related marketing analytics and data collected from the cultural open houses;
 - 4.1.7 preparing and delivering a formal written follow-up report on each Festival, including a full financial accounting, visitor and attendance metrics, volunteers and community involvement;
 - 4.1.8 advertising and promoting its events throughout the City, the Niagara Region, and in other relevant markets. Whenever possible, opportunities for coordinated and cooperative advertising and marketing with Tourism Services and industry partners will be pursued; and
 - 4.1.9 any such other things as may be required for the successful operation of the Festival in the City of St. Catharines.
- 4.2 Performance schedule. Within twenty (20) days of execution of this agreement the Recipient shall provide to the Director of the Parks, Recreation and Culture

Services Department (herein referred to as the “Director”) a schedule of the work to be undertaken for the preparation and operation of the Festival required hereunder for the first year of the term. The Recipient shall provide to the Director, not later than each anniversary of the commencement of the term, a schedule of the work to be undertaken for preparation and operation of the Festival for the next year of the term

- 4.3 Report. Not later than the first day of November in each of the years 2021, 2022, and 2023, the Recipient shall prepare a detailed report accounting for the manner in which the advance paid by the City has been applied and specifying things done for which it has been provided for. In the event of any failure by the Recipient to account substantially for the expenditure of any of the grant funding provided herein, the City may at its sole option terminate this agreement and as of the date of termination the City shall no longer be required to pay other funds, or provide in-kind services for the use of municipal venues as set forth in paragraph 3.1., to the Recipient, and further, the Recipient agrees to refund to the City out of those grant funds advanced hereunder any and all amounts in respect of which conditions was not satisfactorily fulfilled for which a satisfactory accounting has not been made.

The Director shall review the report delivered by the Recipient hereunder and in turn report to City Council prior to payment by the City of the next annual instalment hereunder. In the event Council gives to the Director approval and direction to continue providing grant funding to the Recipient for the preparation and operation of the Festival, then such payment will be provided under this agreement. However, if such Council approval and direction not be forthcoming, or if Council approves modified or additional conditions or a change in the amount of the grant funding under this agreement, unless amended by the parties hereunder, this agreement shall become null and void.

- 4.4 Specific programs or projects. Initiatives for each of the grant funding years to be jointly identified by the parties to increase the overall economic and tourism impact of the Festival.
- 4.5 Performance. The Recipient shall provide the services for which it is responsible hereunder actively, continuously and in a diligent and professional manner and using qualified personnel, and in accordance with the provisions of this agreement.
- 4.6 Agreement. The Recipient will observe and perform all the terms and provisions of this agreement which are binding upon it and shall not do or suffer to be done anything contrary to any term or provision of this agreement.
- 4.7 Compliance with the law. The Recipient shall obtain any necessary approvals for the Festivals required by law and shall comply with all federal, provincial and municipal laws which apply to the Festivals and the provision of services under this agreement.
- 4.8 External funding. The Recipient warrants and represents that it has not applied for and will not receive any other financial assistance to perform its obligations under or connection with this agreement. In the event the Recipient receives any other financial assistance to offset loss of revenue or costs incurred due to the Festivals, the City may, in its sole discretion, reduce the grant funding agreed to be provided under this agreement in proportion to such other financial assistance received by the Recipient.

5. GENERAL

- 5.1 Enurement. This agreement is binding upon the parties and their successors and permitted assigns.
- 5.2 Assignment. Neither party may assign this agreement, part of this agreement, or an amount payable under this agreement, without the prior written consent of the

other party.

- 5.3 Notice. The parties agree that any notice required to be given under this agreement shall be given in writing and shall be sent by either facsimile transmission or delivered to the Recipient, or mailed by registered mail postage prepaid, addressed to:

Folk Arts Council of St. Catharines:

85 Church Street
St. Catharines, Ontario L2R 3C7
Facsimile No. (905) 685-6589
ATTENTION: Emily Kovacs, Executive Director/CEO

and to the City at:

The Corporation of the City of St. Catharines
City Hall, 50 Church Street
P. O. Box 3012
St. Catharines, Ontario L2R 7C2
Facsimile No. 905-646-9262
ATTENTION: Director of Parks Recreation and Culture Services

Any notice, request, demand or other communication given by facsimile transmission shall be deemed to have been received at the time the facsimile transmission was sent. Where such notice is delivered, it shall be deemed to have been given on the date of delivery, and where such notice is given by mail, it shall be deemed to have been given on the second day after mailing by prepaid registered mail. Any party may change its address by notice served as mentioned.

- 5.4 Limitation of liability. The City, its elected officials, officers, employees, volunteers, contractors and agents will not be liable to the Recipient and its directors, officers, agents, employees, partners, affiliates, volunteers or independent contractors for any and all liability, loss, costs, damages and expenses (including legal fees), causes of action, actions, claims, demands, lawsuits or other proceedings; howsoever caused that arise out of or are in any way related to the Festival or this agreement.
- 5.5 Indemnification and hold harmless. The Recipient will indemnify and hold harmless the City and its elected officials, officers, directors, agents, representatives and employees from and against any and all liability, loss, costs, damages and expenses (including legal fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made, directly or indirectly arising from or in connection with or relating to the following: (i) any breach or violation by the Recipient of any representation, warrant or covenant given by it in this Agreement; (ii) any action or omission by the Recipient and its directors, officers, agents, employees, partners, affiliates, volunteers or independent contractors in the course of performing the Recipient's obligations under, or otherwise in connection with, this Agreement; (iii) any death, or injury of any kind, of any person (including any employee, agent or representative of the City), to the extent directly caused by any act or omission of the Recipient and any person for whom the Recipient is responsible for in law; and (iv) any negligence, or criminal or fraudulent conduct or other wilful misconduct on the part of the Recipient or of any person for whom the Recipient is responsible for in law.
- 5.6 Insurance. Prior to the disbursement of any grant funding or provision of any in-kind services, the Recipient shall maintain comprehensive general liability insurance of at least Five Million Dollars (\$5,000,000.00) per occurrence for bodily injury including personal injury, death and automobile liability insurance, for the duration of the term. The Recipient shall, upon execution of this agreement, provide the City with a certificate of insurance in a form that is satisfactory to the City Solicitor evidencing the required insurance coverage and naming The Corporation of the City of St. Catharines as an additional insured. The Recipient

shall provide notice to the City immediately upon change or cancellation of the insurance.

- 5.7 Municipal Freedom of Information. The Recipient acknowledges that the City is bound by the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended from time to time, and that any information provided to the City in connection with this agreement is subject to disclosure in accordance with the requirements of that Act. The Recipient acknowledges that the City may make public the name and business address of the Recipient, the amount of the grant funding and the purpose for which the grant funding has been provided.
- 5.8 Time of the essence. Time is of the essence of this agreement and of all provisions of it.
- 5.9 Waiver. No provision of this agreement will be deemed to be waived, and no breach excused, unless such waiver or consent excusing the breach is in writing and signed by the party to be charged with such waiver or consent. A waiver of any provision of this agreement, or of any breach of any provision is not to be deemed or construed to be a waiver of any other provision of this agreement, or of any other breach, whether of the same or of any other provision, nor shall any delay or omission on the part of any party to this agreement to exercise or avail itself of any right it has, or may have under this agreement, operate as a waiver of any such breach or right, nor will any waiver or failure to enforce any of the provisions of this agreement in any way affect the validity of the agreement or any part of it.
- 5.10 Severability. If any term, covenant or condition of this agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this agreement, or the application of such term, covenant or condition to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and each term, covenant or condition of this agreement shall be valid and enforceable to the fullest extent permitted by law.
- 5.11 Entire agreement. This agreement contains the entire agreement between the parties and supersedes all previous negotiations, understandings and agreements, verbal or written, with respect to any matters referred to in this agreement.
- 5.12 Amendments. This agreement may be amended, altered or modified only by written document signed by the parties hereto.
- 5.13 Counterparts and electronic execution. This agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument. This agreement will be considered fully executed when all parties have executed an identical counterpart, notwithstanding that all signatures may not appear on the same counterpart. This Agreement may be executed and delivered by facsimile signatures or other electronic delivery and will be binding on all parties as if executed by original signature and delivered personally.
- 5.14 Effective date. This agreement will take effect on the date set out on the first page of this agreement and will expire upon payment of funding and provision of in-kind services in accordance with the provisions of this agreement unless terminated earlier as permitted by this agreement.
- 5.15 Termination. The City may terminate this Agreement immediately upon giving notice to the Recipient if in the opinion of the City: (i) the Recipient has knowingly provided false or misleading information regarding its obligations under or in connection with this agreement; or (ii) the Recipient breaches any provision of this agreement; or (iii) the Recipient makes an assignment, proposal, compromise, or

arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver; or (iv) the Recipient ceases to carry on business.

[remainder of page intentionally left blank; signature page follows]

IN WITNESS WHEREOF the parties to this agreement, by their duly authorized representatives, have executed this agreement.

FOLK ARTS COUNCIL OF ST. CATHARINES

PER:

Witness Name:

Name:
Title:

PER:

Witness Name:

Name:
Title:

I/We have authority to bind the corporation.

THE CORPORATION OF THE CITY OF ST. CATHARINES

Mayor

Clerk

Niagara Folk Arts Festival (NFAF)

Historical Summary

Years 2021-2023 Services Agreement

NOTE: Information contained within this report provided by the NFAF.

2020 info included to give prior year reference

	2022	2021	2020
City Support			
Fee For Service - Cash Amount	\$ 41,000	\$41,000	\$41,000
Fee For Service - Value in Kind Amount	\$ 4,639	\$4,639	\$4,639
Grant Funding			
Total Number of Grant Applications Submitted	5	4	4
Total Grant Funding Note-in 2022--additional Canadian Heritage Reopening Fund as a one time COVID recovery supplement of \$42,200			
Total Grant Funding-Note in 2022--a one time OTF funding of \$24,999 for Covid Recovery	\$81,029		
Total Grant Funding-Note in 2021--a one time OTF funding of \$29,167 for Covid Recovery		\$59,542	
Total Grant Funding-Note in 2020-- \$6300 additional funding from BCAH as one time COVID supplement			\$35,505
Event Metrics			
Total Number of Cultural Open Houses	9	NA	NA
Total Number of NFAF Events In St. Catharines	15	14	16
Total Visitor Attendance	6972	1994*	NA in person
Total Number of Community Partners	46	15	15
Total Number of Volunteers		54	1
Total hours donated by Volunteers	604	268	12
Total Number of Local Cultural Artists	131		
Total Number of Local Artists	19	13	1
Total Number of Local Artisans	11		
Total Number of Local Heritage Performers	101		

Community Development
 Economic Development
 Recreation
 Social Services
 Training
 Youth Services
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Niagara Folk Arts Festival (NFAF)

Historical Summary

Years 2021-2023 Services Agreement

NOTE: Information contained within this report provided by the NFAF.

2020 info included to give prior year reference

	2022	2021	2020
Total Number of Presentation Opportunities	24	14	
Digital Advertising Impact			
Reach	14,108	49,096	11,362.00
Clicks	356	2,303.00	2,034.00
Cost per click	\$ 1.62	\$ 3.57	\$ 2.45
Economic Impact -TREIM Report (only when visitor numbers are known)			
Total Visitors' Spending	NA	NA	NA
Total Direct Impact of Visitor Spending in Niagara (GDP)	NA	NA	NA
Total Overall Impact of Visitor Spending in Niagara(GDP)*	NA	NA	NA
	No non-local numbers are known. Marketing was focused on local attendees, as we come back from Covid-19. Trends in Late Winter/Spring 2022 indicated a staycation mindset, as the public re-entered gatherings after 2 year shutdown	NA due to COVID-19 restrictions. Re-invented programming presented/marketed only/mainly to local attendees/Niagara Region as per Province not encouraging cross-regional travel.	NA due to COVID-19 closing all programming. Re-invented programming presented/marketed only/mainly to local attendees/Niagara Region
General Comments	2022	2021	2020
	The 2022 Festival focus was to begin to re-start the event(s), after a 2 year interruption. Main obstacles were a lack of Volunteer resources, artists readiness and hesitation to plan when it was needed-Jan to April, as strong caution was employed to see if activities would be allowed again.	No in-person events could be held until after July 16, 2021. Due to on-line presentation weariness, plans to have on-line events prior to Province re-opening were cancelled due to lack of participation by audience and to attract artists to present.	Shut down of Country/Province/Municipality began March 16, 2020, resulting in all planned 2020 Festival events to be cancelled or postponed. Live/live streamed artist performances started in Aug 2020 and continued up to February 2021.

Niagara Folk Arts Festival (NFAF)

Historical Summary

Years 2021-2023 Services Agreement

NOTE: Information contained within this report provided by the NFAF.

2020 info included to give prior year reference

	2022	2021	2020
		Yoga at City Hall held July 25 Foods to the Folks events held Sept 15,16,22,24,25 Day of the Dead-Mexicanos in Niagara Oct 23 (supported) Wolfgang (Spanish speaking musical duo) Dec 7 on-line and in person Winter at the Market Nov 18,25 Dec 2,9,16,23	

In 2021-*1994 numbers for attendance-this number is much higher as not all Foods to the Folks curbside pick-ups went through the Festival Website, therefore an accurate count cannot be given



Niagara Folk Arts Multicultural Centre
 85 Church Street, St. Catharines, Ontario L2R 3C7
 Phone: 905-685-6589 | Fax: 905-685-8376
www.folk-arts.ca

2022 Niagara Folk Arts Festival Report

Goals of the programs

- To fulfill the parameters of the Services Agreement with the City of St. Catharines
- To create and market events within and outside of the Niagara Region
- To revive the experience of the Festival after a two-year shutdown of programming
- To offer revenue opportunities to our Community Partners/Members
- To offer revenue/performance opportunities to Niagara Artists

The 54th Niagara Folk Arts Festival continued programming in 2022, with an expanded program as compared to 2020 and 2021. As planning was happening during the Winter of 2022, concerns of how to best navigate possible Covid-19 limitations were extensively discussed with all invested groups, and it was decided that the Festival would be best held in June 2022, and in a cautious capacity. This way, programming could happen outside, where attendees could be welcomed in larger numbers and less shutdown restrictions, which also meant the events were more weather dependent. June was felt to have a better chance of better weather. The later date was also chosen as having an extra month to re-engage volunteers and artists, who had not been together or rehearsing for two years.

Niagara Folk Arts Festival Kick-Off-June 4, 2022

- Following the Festival flag raising at City Hall, guests were welcomed at The Robby, 85 Church Street, St. Catharines
- The themes of Welcome Back and gratitude were present
- PK Hummingbird greeted guests arriving
- A Cultural dancer from Niagara Hindu Samaj performed

We celebrate and promote cultural, social and economic inclusion and well-being of all immigrants and newcomers.

- Wolfgang-a Spanish language hybrid band live performed original, traditional and contemporary songs accompanied by traditional instruments
- Our newest ethno-cultural club, Ethio-Canadian Assoc of Niagara was welcomed/featured
- The completed Art We Surprised Community Art Project garbage cans were on display, with the artists on hand to engage the attendees
- Recognitions to outstanding community supporters, volunteer, student and our sponsors that stayed with the festival during the pandemic were presented with certificates of our great appreciation
- A video of the event was created and placed on the Festival/FAMC website/YouTube channel for future accessibility, lengthening the impact of the event beyond its occurrence date.

Art We Surprised-Community Art Project

- The Festival was successful in receiving a grant through the Centennial Gardens program in 2019. The program was to have local artists paint garbage cans which would eventually be placed in Centennial Gardens Park-now Pier Point Park
- Biographies of the artists and images of their work were placed on the Festival website, continuing support of the artists after the program.
- This project completion was delayed due to the pandemic and was activated for the 2022 Festival
- A total of 8 garbage cans were completed and placed in Pier Point park.
- This was a very successful project, with positive comments by the artists, city of St. Catharines Staff and Festival attendees.
- Plans to continue this program will be budget dependent but has a high priority going forward.

Art on the Street-June 2022

- In partnership with the St. Catharines Downtown Association, Friday nights and Saturdays, the Festival operated an Artists' Vendor Booth, where our community members were given a free space to display and sell their art items, perform and engage attendees with their personal stories and inspirations
- This program followed the successful model first created in 2021 November-December City of St. Catharines Winter Market
- This program and partnership was successful in that the Festival continued to offer this program throughout the Summer into August

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- Best practices from this experience will be used to continue this programming.
- The Festival will be working with the St. Catharines Downtown Association and the organizers of the James Street Market to tweak the program, in anticipation of participation in 2023

Up-Cycle Banner Bags

- Street banners from previous Canada Games were repurposed into re-useable tote/shopping bags
- Bags were created and sewn by NFAMC Community Immigrants and Newcomers
- The bags were featured at the Artists' Vendor booth, where interest was generated as to the nature of the program, as well as the green benefits of redirecting tonnage away from landfill
- Best practices from this experience will be used to continue this programming

Cultural Roots of Lacrosse and Values of Stick Making-June 17

- In partnership with FUSE Lacrosse, three presentations were programmed during the Festival, with the St. Catharines version held in Montebello Park.
- FUSE Lacrosse is an Indigenous owned partnership, whose owners are all Haudenosaunee or Status Indigenous People
- This programming was inspired by the Truth and Reconciliation Call to Actions #93 and #94, referring to Newcomers and Immigrants to Canada to learn the history of its Indigenous Peoples and to add reference to Indigenous Peoples in the Oath of Citizenship
- Attendees were presented with an oral history of Lacrosse and its deep Indigenous cultural values, its transition as was interpreted by colonial leaders, and to where it is recognized today, to become Canada's National Summer Sport
- The session in St. Catharines was greatly attended by Newcomers and Immigrants from the Folk Arts Multicultural Centre as well as the general public. With the many languages and customs represented at this session, the example to use art and sport to overcome language and cultural barriers was most evident.
- A video of the event was created and placed on the Festival/FAMC website/YouTube channel for future accessibility, lengthening the impact of the event beyond its occurrence date.

We celebrate and promote cultural, social and economic inclusion and well-being of all immigrants and newcomers.

- Best practices from this experience will be used to continue this programming

Pride Around the World-June 27

- In celebration of Pride Month and Multiculturalism Day, 2SLGBTQIA+ Newcomers, Immigrants, BIPOC in Niagara and allies/friends, were invited to an on-line evening of trivia
- Prizes from queer arts vendors were also featured
- Niagara resident Eboni Parks was the host for the event
- With the public coming out of shutdowns in general, this event was planned to be on-line so as to align with the *Pride Around the World* programming, but also acknowledge the sensitivity for people of these marginalized groups for returning to public spaces
- It is hoped that going forward this event can become a hybrid presentation

Open Houses June 11 to June 26

- 9 Open Houses were held throughout June
- All groups were invited to participate
- The main obstacles for groups to participate were:
 - the lack of motivation/caution of club volunteers to re-engage after a two-year hiatus, including the loss of volunteer leaders, due to Covid. (Most Club volunteers are elderly)
 - Planning was happening in late 2021/Winter 2022 and uncertainty about shutdowns and Covid levels was present
 - Monetary funds to have an Open House were not available as little to no revenues in two years
 - Artistic presenters had not been able to rehearse in two years, and it was felt that a quality presentation in 2022 was not feasible in the turn around to June. (Some restrictions were still in place until March/April)
- The Festival Office directly supported the participating clubs with monetary support of their artists' presentations
- Some Open Houses scaled back their operating hours, reflecting the struggle to be an event first in the calendar year, with volunteer and monetary limitations
- All participants were happy to have participated; comments of defying Covid and getting back to a cultural tradition were common

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Plans for 2023

- The Festival continues to aim for a return to a historical presentation of events
- After consultations with our community volunteer members, Festival plans for either a May or June Festival season will be decided
- As we continue to recover from shutdowns, specific programming will continue to be budget and volunteer investment/availability driven
- We request that the 2023 Services Agreement Funding be delivered in January 2023, so that the funding can begin to be used for the 2023 Niagara Folk Arts Festival, as spending has begun by that time

Created by:

Pam Seabrook, Fundraising & Events Manager, Festival Producer, NFAMC

CC'd Emily Kovacs, Executive Director/CEO, NFAMC

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Corporate Report City Council

Report from: Economic Development and Tourism Services

Report Date: January 4, 2023

Meeting Date: January 16, 2023

Report Number: EDTS-006-2023

File: 10.57.34

Subject: Municipal Accommodation Tax Impacts on Accommodation Providers

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: economic.



Recommendation

That Report EDTS-006-2023, regarding Municipal Accommodation Tax Impacts on Accommodation Providers, be received for information.

Summary

This Report provides an overview of the decisions by Council surrounding the development and implementation of the Municipal Accommodation Tax (MAT) which came into effect on January 1, 2023. Communications received from hotel / motel accommodation providers and the data available from comparator municipalities with respect to MAT in their jurisdictions as the following appendices:

1. Letter from Hoteliers – Delaying MAT Start Date (June 2022)
2. Letter from Hoteliers – Reduction of MAT amount (December 2022)
3. Municipal Comparators

Relationship to Strategic Plan

The implementation of the MAT supports the Strategic Plan goals under the Economic Sustainability Pillar including job creation and investment, good governance, and financial sustainability.

Background

In April 2017 the Province of Ontario passed Bill 127: Stronger, Healthier Ontario Act (Budget Measures) 2017, which amended the Municipal Act (Act) to provide lower or

single-tier municipalities in Ontario with the authority to levy a transient accommodations tax, referred to in this report as a Municipal Accommodation Tax (MAT).

A MAT serves as a revenue tool that Ontario municipalities can use to further promote tourism as an economic driver within their city boundaries and the province. On December 1, 2017, Ontario regulation 435/17 (the “regulation”) came into force which prescribes the necessary provisions for municipalities to implement a MAT for transient accommodations through a by-law and set a tax rate for accommodations of 29 consecutive nights or less.

Since 2019 Council has received information to consider implementation of a MAT. At its meeting on May 22, 2019, the Budget Standing Committee (BSC) approved a request to investigate a municipal accommodation tax (including hotels, AirBnB and Bed and Breakfast properties).

Following this meeting, on June 5, 2019, Council directed staff to engage with stakeholders and the local accommodation providers regarding the potential of a 4% MAT in the City of St. Catharines; and to report back to Council with further details related to the potential implementation of a MAT.

At its meeting on January 20, 2020, Council received the summary and results of the stakeholder consultation, which engaged 10 accommodation providers across St. Catharines. Overall, the industry did not support a blanket 4% tax levied on each room per night, the recommendations were that a MAT in St. Catharines should be consistent with Niagara Falls which charges a rate of \$2 per room per night.

Subsequently at the Council meeting on February 24, 2020, Council deferred the decision of a MAT until such time that a Zoning By-law Amendment to address short term rental use including but not limited to, bed and breakfasts and rental of entire dwelling units be considered.

On April 26, 2021, Council approved the Short-Term Rental Licensing By-law which came into full effect across all Wards on April 1, 2022. Following this implementation, staff provided recommendations to Council on May 30, 2022, to implement a MAT in St. Catharines and to also establish a Tourism St. Catharines Municipal Service Corporation as the eligible tourism entity. At this meeting, Council discussed and approved the implementation of the MAT at a rate of 4%, a funding split of 60% to the eligible tourism entity and 40% to remain with the municipality and a start date for MAT collection of August 1, 2022.

A letter of correspondence to Council was received and signed by area hotel / motel accommodation providers (Appendix 1) and presented at the June 27, 2022, Council meeting requesting a delay in the start date of the MAT implantation to January 1, 2023. Council put forward the following motion at the Council meeting of June 27, 2022, that provided direction to staff:

“Further, that the City Solicitor be directed to draft a by-law to be brought to a future Council meeting to establish the City of St. Catharines Municipal Accommodation Tax (Hotels / Motels), effective January 1, 2023.”

At the August 8, 2022 meeting of Council, staff presented a report which provided the business case for the creation of the Municipal Services Corporation, a draft of the required by-law and further direction that a supplementary report be brought forward which included policies for review relating to the Operating Agreement and Asset Transfer between the Corporation of the City of St. Catharines and the Municipal Service Corporation, Tourism St. Catharines (TSC). Council unanimously approved these recommendations and the by-law with no discussion.

Following up on the direction from the August 2022 meeting, staff attended the November 7, 2022 Council meeting to provide the draft policies for Council review. Council approved, unanimously, all policies presented which included: TSC Sole Member Direction and Sole Member Declaration, the Municipal Accommodation Tax Reserve Policy, the Operating Agreement between the Corporation of the City of St. Catharines and TSC and the Asset Transfer Policy.

On December 8, 2022, Council was sent a letter from the area hotel motel accommodation providers (Appendix 2) expressing concern with the 4% amount of the MAT being implemented in St. Catharines. Citing the rate charged in Niagara Falls, the hoteliers requested that Council reconsider the rate and charge the same in St. Catharines, a \$2.00 flat rate per room per night.

Report

The COVID-19 pandemic had a disastrous impact on the tourism industry, not only in St. Catharines but around the world. Tourist attractions, cultural venues, food and beverage businesses and accommodations were forced to close or operate with significant operational limitations for months as many events were cancelled and restrictions were in place.

With the implementation of the new MAT revenue source as of January 1, 2023 coupled with the and the creation of the Tourism St. Catharines Municipal Service Corporation (TSC), St. Catharines will be better positioned to support the recovery and future growth of local tourism and signature events. The intention of the funds collected and being used by the TSC are to develop tourism products and experiences and promote St. Catharines as an overnight destination for tourists, visitors, event attendees, and business travelers.

Utilization of the MAT

In order to utilize the funding collected and allocation to projects, the TSC Board of Management, in collaboration with local accommodation operators and tourism hospitality providers, will establish a sub-committee of tourism industry representatives from St. Catharines to ensure the revenue collected is utilized for the exclusive purpose

of promoting tourism in St. Catharines. This sub-committee would review, adjudicate, and recommend expenditures to the Board of Management, to be drawn from the fund to enhance tourism industry support. These proposed expenditures would be presented to Council for final review and budget approval on a regular basis. Expenditures could include, but are not limited to:

- Implementation of diverse and innovative tourism product development, itineraries and curated experiences;
- Focus on DEI (diversity, equity and inclusion) tourism product and experiences through enhanced support and partnerships with under-represented groups such as BIPOC business owners, LGBTQ2+ entrepreneurs, etc.;
- Placemaking projects and animation of municipal property;
- Attraction of group business: conventions, sport tourism, bus tours, etc.;
- Facilitation and logistics planning of major events (i.e. 2024 World Rowing Championships);
- Wayfinding projects through the City; and
- Capital and infrastructure projects that provide enhancements to the visitor experience

Financial Implications

The implementation of a MAT provides a new revenue source to the municipality paid by out of town, overnight visitors. Accurate estimates are difficult to determine as the funding collected is based on room night usage and is not guaranteed and has been significantly impacted by the COVID-19 pandemic. Within St. Catharines, there are a mix of accommodation options including hotel / motel, bed and breakfast, and short-term rental, which are all subject to pay the MAT. The hotel and motel rooms in the city account for 642 purpose-built rooms, while the short-term rentals and other accommodations account for 291 rooms. Based on the information available, accommodations in St. Catharines operate on average at a 60% occupancy and an Average Daily Rate of \$120. Utilizing these assumptions, the following amounts can be estimated:

Hotel / Motel Rooms	ADR	Occupancy	MAT Rate	Total Collection (rounded to nearest \$)
642	\$120	60%	\$2.00	\$281,196
642	\$120	60%	2%	\$337,435
642	\$120	60%	4%	\$674,870

STR / Other Rooms	ADR	Occupancy	MAT Rate	Total Collection (rounded to nearest \$)
291	\$120	60%	\$2.00	\$127,458
291	\$120	60%	2%	\$152,950
291	\$120	60%	4%	\$305,900

Total Rooms	ADR	Occupancy	MAT Rate	Total Collection <i>(rounded to nearest \$)</i>
933	\$120	60%	\$2.00	\$408,654
933	\$120	60%	2%	\$490,385
933	\$120	60%	4%	\$980,770

Based on the total amounts included in the chart above, the amount of \$980,977.00 has been included in the 2023 Operating Budget. Within the budget, the allocated revenue split is outlined between the Corporation of the City of St. Catharines and the Tourism St. Catharines Municipal Service Corporation and would be as follows (based on rate charged):

MAT Rate	Total Collection	Allocation to TSC (60%)	Allocation to City of St. Catharines (40%)
\$2.00	\$408,654	\$245,192.40	\$163,461.60
2%	\$490,385	\$294,231	\$196,154
4%	\$980,770	\$588,462	\$392,308

Environmental Sustainability Implications

There are no environment sustainability implications associated with this report.

Operational Implications

There are no operational implications associated with this report.

Conclusion

The revitalization of the tourism sector is a key priority which aligns with the implementation, collection, and utilization of a MAT. Tourism generates significant and positive economic activity in St. Catharines, which is maximized when visitors choose to stay overnight and directly affects jobs in the accommodation, retail, food and beverage, and event management sectors. The implementation of a MAT in communities across Ontario has materialized into improved engagement and promotion with potential visitors, attraction of large signature events and capital improvements that develop destinations and improve tourism product offerings.

Prepared and Submitted by

Julia Ciolfi
Economic Development Officer

Approved by

Brian York
Director, Economic Development and Government Relations

Appendices

1. Letter from Hoteliers – Delaying MAT Start Date (June 2022)
2. Letter from Hoteliers – Reduction of MAT amount (December 2022)
3. Municipal Comparators

To Mayor Sendzik and Council

This letter is to follow up with the discussion we initiated with Economic Development staff regarding the implementation of the MAT. All the hoteliers in the city are on board with collecting the MAT. We certainly are disappointed since it was considerably higher than what we were expecting. Niagara Falls hotels are collecting \$2 per room night which is what the hotels in St. Catharines bought into also. In any event this letter is not to dispute the MAT.

This letter is to shed light on the challenges we are facing in adopting the new MAT. It will be difficult for us to adhere to the August 1st start date. There are many supply chain and logistics that go into setting up the fee. For us to collect we must inform customers and partners also have systems updated to reflect this new 4% surcharge. We need time to communicate to all our partners and have their websites updated.

Here are some of the challenges we must consider and complete:

1. All booking engines need to be updated (ie. Expedia, Priceline, Hotwire etc...) Please keep in mind these are huge companies and a great deal of the time our correspondence does not reach the right person. We have had difficulty in something as simple as removing an incorrect picture. There may also be some push back from them regarding the MAT. We may need some documentation from the City to prove that a new MAT is in place.
2. Our own websites along with our Franchisors website will need to be updated. This will require some correspondence back and forth. There will also be a considerable cost to have these changes made.
3. We have booked groups at the hotel prior to the MAT announcement. These groups had negotiated rates and bookings with us. If we try to increase the amount of the contract, we are in breach of our agreed upon price. This could cause small claims court issues or negative goodwill toward our hotels. Which could ultimately affect future business with that group. There is a great deal of repeat business that we depend on.

There are more challenges that are not listed and maybe some new challenges may arise. If the City could give us more time to implement the MAT we will be better prepared to collect on the City's behalf. We have hardly any groups booked in 2023 so going forth we will ensure that any new contracts have MAT clearly reflected from the start of negotiations. That way any potential groups won't feel resentment because everything was up front and before the fact. If the start date is moved it will also allow the city to get all the undocumented STR's certified and compliant. That will mean all establishments responsible to collect the city's 4% MAT will be accounted for. Which will ultimately make the pool of funds larger for us to market our great city.

We are confident that we can have all of these things taken care of and a successful launch if we go live Jan 1st 2023. Please assist us in making this a successful launch. We have had a difficult time just staffing our hotels and trying to navigate through this during our busiest time is going to be stressful.

We trust you will be able to take care of this.

From your partners:

Comfort Inn- Taj Butar

Holiday Inn- Angelo Nitsopoulos

Hampton Inn – Jimmy Nitsopoulos

Best Western- John Nitsopoulos

Canadas Best Value Inn – Manny Grewal

Capri Inn- Mary Nguyen

Stonemill Inn – Nino Donatelli

CC: City Clerk

To Mayor Siscoe and Council

On behalf of all hoteliers in St Catharines, we urge this new Council & Mayor to reconsider the decision of the previous Council to implement a MAT of 4% in St Catharines. Through the public consultation discussions between City staff and the hotels & motels in St Catharines, the industry made it clear that we supported a flat rate tax of \$2.00 per room per night. This amount would bring us in line with Niagara Falls charges for their MAT fee. Our hospitality industry has been one of the hardest hit sectors of the economy and after nearly three years of turmoil weathering a global pandemic, we are only just now experiencing some stabilization.

With all the headwinds ahead of us in 2023 including:

- affordability,
- inflation,
- supply issues,
- food prices
- and a looming recession just to name a few

A 4% tax to our visitors who bring their hard earned money to spend in our community would put our city at a disadvantage to the rest of Niagara. St Catharines would be the most expensive in all of Niagara region. We already experience an uphill battle convincing visitors to pick St Catharines over Niagara Falls for their overnight accommodations. Eliminating St Catharines pricing advantage and/or perceived “value” away from potential guests will ultimately reduce the number of hotel nights in the city. St Catharines NEEDS a level playing field with Niagara Falls as an iconic tourist destination which draws millions of visitors annually.

Again, we can’t express our concerns enough that the 4% MAT fee will impact travel negatively to our great city. We trust council will reconsider this MAT implementation to mirror the recommendations of city staff at the \$2.00 per room per night. This is not the right time to add exorbitant fees to guests of our wonderful city.

Thank you for your time and consideration.

From your partners:

Comfort Inn- Taj Butar

Holiday Inn- Angelo Nitsopoulos

Hampton Inn – Adrian Nitsopoulos

Best Western- John Nitsopoulos

Canadas Best Value Inn – Manny Grewal

Capri Inn- Mary Nguyen

Stonemill Inn – Nino Donatelli

CC: City Clerk

	Municipal Accommodation Tax in Comparator Jurisdictions									
	Single Tier					Lower Tier				
	Barrie	Guelph	Kingston	Thunder Bay	Windsor	Cambridge	Kitchener	Niagara Falls	Oshawa	Waterloo
MAT Rate	4%	4%	4%	4%	4%	4%	4%	\$2.00	4%	4%
Number of Accommodation providers (hotel/motel)	12	13	24	48	27	10	10	100+	6	4
No. of Hotel Rooms	not available	983	not available	2360	not available	1026	1090	14,000+	652	538
Date of Implementation	01-May-19	01-Sep-22	01-Aug-18	01-Sep-18	01-Oct-18	01-Jul-19	01-Jul-19	01-Jan-19	01-Apr-21	01-Jul-19



Corporate Report City Council

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: January 5, 2023

Meeting Date: January 16, 2023

Report Number: LCS-005-2023

File: 68.29.14

Subject: Appointment of Hearing Officer for appeals under By-law 95-302, being a by-law for the licensing and regulating of the keeping of dogs

Strategic Pillar: Not applicable

Recommendation

That Council delegate the authority to hold hearings under Part III of By-law 95-302, as amended, to Rutherford Prosecutions, or their designate; and

That the hearing be held in accordance with the Statutory Powers Procedure Act; and

That Council authorize the hearings to be held electronically; and

That the City Solicitor prepare the necessary by-laws.

Summary

This report recommends that Council appoint a Hearing Officer to hear an appeal of the City Clerk's designation of a dog as vicious. Appeals are currently heard by the Canine Control Committee, however this alternative is recommended in instances where there may be a potential or perceived conflict of interest or potential or perceived apprehension of bias, to ensure a fair process for an appeal that has been filed that a member of Council is party to.

Relationship to Strategic Plan

This report does not relate to the City's Strategic Plan.

Background

By-law 95-302, as amended, (the By-law) provides for the licensing and regulating of the keeping of dogs in St. Catharines. Part III of the By-law outlines the requirement for the Clerk to declare that a dog is vicious upon receipt of a signed declaration that the dog bit a person or domestic animal. Section 11 of the By-law provides that the owner of

the dog may apply for a hearing in respect of such declaration and identifies that such public hearing shall be held before Council.

Section 23.5 of the Municipal Act authorizes a municipality to delegate the power or duty to hold a hearing to:

- a) one or more members of its council or a council committee;
- b) a body having at least two members of whom at least 50 per cent are,
 - (i) members of its council,
 - (ii) individuals appointed by its council,
 - (iii) a combination of individuals described in subclauses (i) and (ii); or
- c) an individual who is an officer, employee or agent of the municipality.

On September 14, 2015, Council delegated the hearing of an appeal of the City Clerk's decision to declare a dog vicious to a hearing body of Council. This hearing body was composed of three members of Council and was known as the Vicious Dog Hearing Committee. On February 26, 2018, the mandate of the committee was expanded, and it was renamed the Canine Control Committee. This committee has three members of Council and hears appeals of vicious dog declarations under the By-law.

Report

The Clerk's Office has received a request to appeal a vicious dog declaration further to a bite that involves a member of Council. As the Canine Control Committee is comprised of members of Council, there is a concern that having the committee hear this appeal could be perceived to introduce prejudice into the proceedings. As an alternative, staff recommend that the appeal be heard by a third-party Hearing Officer. The appointment of a Hearing Officer, and the procedures for the hearing would be similar to the process and procedures for appeals of staff decisions under the Short-term Rental Licensing By-law.

Council's approval of the report recommendations would appoint a Hearing Officer to hear the appeal and make a determination of whether the dog is vicious pursuant to the By-law. This hearing would be held electronically and would be held in accordance with the Statutory Powers Procedure Act.

In addition to hearing this appeal, staff will use this as an opportunity to review whether a Hearing Officer would be a better long-term solution to hearing appeals to vicious dog declarations. If so, staff will report back to Council with suggested amendments to By-law 95-302.

Financial Implications

The overall financial implications of a hearing held by a Hearing Officer are estimated to be \$150 to \$300 greater than if the hearing is held by the Canine Control Committee.

Environmental Sustainability Implications

There are no environmental implications associated with this report.

Operational Implications

The staff resources involved with an appeal heard by a Hearing Officer are expected to be slightly less than an appeal heard by the Canine Control Committee.

Prepared and Submitted by

Donna Delvecchio, Deputy City Clerk

Approved by

Sandor Csanyi, City Solicitor / Director of Legal and Clerks Services



Corporate Report City Council

Report from: Municipal Works

Report Date: December 22, 2022

Meeting Date: January 16, 2023

Report Number: MW-001-2023

File: 68.81.99

Subject: Asset Resource Management System Program (ARMS) - Phase 1 Report Update

Strategic Pillar:

This report aligns with the following St. Catharine's Strategic Plan pillars:



Recommendation

The Report MW-001-2023 regarding Asset Resource Management System Program (ARMS) - Phase 1 Report Update, be received for information.

Summary

The ARMS project is the next major step and a cornerstone element of the City's transition to becoming a more proactive asset manager and customer focussed service provider.

The move to a unified work and asset management system will make the City's processes more efficient by leveraging the capabilities of modern, industry standard software systems and field technology for the Municipal Works and Engineering Facilities and Environmental Services Departments. Perhaps most importantly, the system will also enable the provision of timely and accurate work status information to the public.

To enable implementation of the Asset Resource Management (ARMS) System the following capital funds will be required:

- \$1.564M to \$2.164M available in Fiscal Year (FY) 2023 to procure the ARMS implementation and configuration contract with first year of software subscription,
- \$403,000 available in FY 2024 to procure 176 tablets and laptops for field staff,

Funding of \$1.8M from FY 2021 and FY 2022 capital budgets are available to cover the 2023 capital needs for this project.

Should the ARMS implementation and software bids exceed that amount, a budget adjustment may be needed. For tablets and laptops, the estimated cost will be requested through the FY 2024 capital budget process.

Beginning in FY 2024, an annual operating budget increase of \$846,000 (in 2022 dollars) has been estimated to sustain the ARMS program. These costs will continue to be reviewed and updated through the 2024 budget process.

Asset data improvements will also be needed leading up to the ARMS project, including data collection and alignment of existing asset inventory data (primarily Tangible Capital Assets (TCA) with Asset Management (AM) inventories). It is assumed that operational departments will lead data collection efforts, while the Asset Management-GIS team will coordinate data standards and data loading.

The Asset Management-GIS team will also coordinate with Finance to align the TCA and AM inventories.

The ARMS implementation project will require participation of staff resources from multiple City departments.

Relationship to Strategic Plan

The ARMS project will modernize the City's maintenance and asset management technologies and practices. This project demonstrates the City's spirit of Innovation, which is a key element of its Vision. Moreover, the ARMS will help the City realize the other two key elements of its Vision, by enabling clear, transparent asset management decision-making criteria that prioritize Sustainability and Livability.

Background

As part of the City's Asset Management Strategy, 1.8M in capital funds were dedicated to the implementation of a new asset management solution through the 2021 and 2022 capital budgets. These funds were to implement a new software solution that would replace the existing WorkManager system used to track maintenance activities and cost on most City assets and provide a new software solution for asset management planning to enhance the capital planning for the renewal of City assets.

Some of the challenges the software solution will address are:

- Lack of vendor support for current WorkManager system poses a software security and business continuity risk
- Current WorkManager system crashes frequently, resulting in disruption, inefficiency and staff frustration
- Current work order management processes are not aligned to leading practice and are inefficient due to duplicate data entry, paper-based processes, lack of

querying capability, lack of map views and a highly reactive approach to maintenance

- Inconsistent asset data residing in multiple uncoordinated data sets results in uncertainty, error, lower confidence in decision-making and time lost investigating inconsistencies
- Reliance on multiple discrete spreadsheets for AM planning results in inconsistent decision-making, duplicated effort to develop analysis formulas and inability to prioritize organization-wide
- Lack of advanced AM planning capabilities limits the organization's ability to make efficient AM decisions and to effectively communicate those decisions to Council and the public.

A consultant was retained to lead the process of procuring, selecting, and implementing the new software solution. A portion of the consultant cost is funded through the Provinces' Audit and Accountability Fund 3 application.

The consultant, SLBC Inc. has completed the Phase 1 report included as Appendix A which outlines what is required to proceed with the selection and implementation of the software solution.

Report

In May of 2022, the City contracted SLBC Inc. to assist in the preparation, selection and implementation of the Asset and Resource Management System (ARMS) to enhance the City's existing maintenance management and AM planning capabilities and efficiency. The project consists of three phases:

- Phase 1: Business Process Mapping and Requirements Specification
- Phase 2: Implementation Plan, RFP, and Vendor Selection
- Phase 3: Configuration, Implementation, Testing, Training, Go-Live and Monitoring of ARMS
- Phase 4: Implementation, Testing, Training, Go-Live and Monitoring of integrations between ARMS and PeopleSoft

The following key findings and recommendations were established in Phase I of the project, and aimed to:

- Describe the City's current state business processes, systems and integrations
- Establish the desired future state business processes, systems and integrations, as well as the functional requirements of those systems and integrations
- Recommend a preferred procurement approach for achieving the desired future state
- Identify data improvement activities and project resourcing needs to support the future state systems and business processes
- Discuss options to store historical work order data from the existing WorkManager application

Current State

The City currently uses WorkManager, an outdated and unsupported maintenance management system. Current work order management processes are inefficient due to duplicate data entry, paper-based processes, lack of querying capability, lack of map views and a highly reactive approach to maintenance. Moreover, the system crashes frequently, resulting in disruption, inefficiency and staff frustration. Moreover, the unsupported system also poses a serious risk to the City's cyber-security and business continuity.

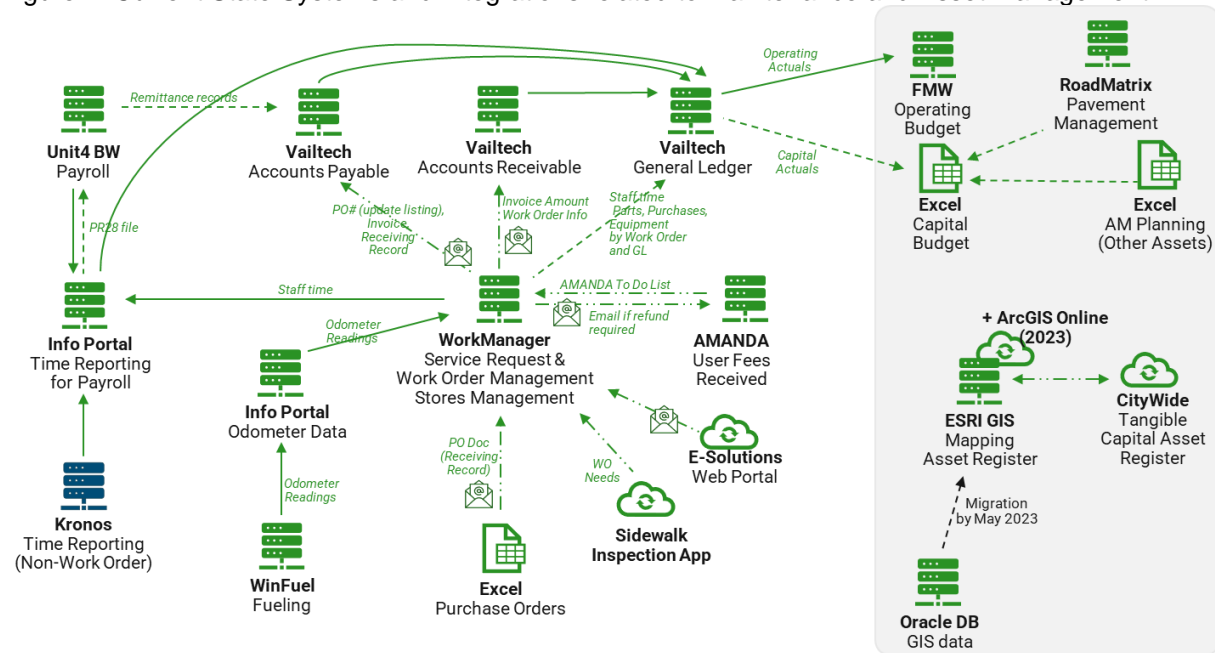
Other than RoadMatrix for pavement, asset management planning activities are conducted in spreadsheets. This results in inconsistent decision-making, duplicated effort to develop analysis formulas and difficulty prioritizing needs organization-wide. Moreover, lack of advanced AM planning capabilities inhibits the organization's ability to make efficient AM decisions and to effectively communicate those decisions to Council and the public.

Inconsistent asset data sets reside in multiple uncoordinated data sets results in uncertainty, error, lower confidence in decision-making and time lost investigating inconsistencies. Most data transfers between systems are currently manual, many involving email transfer of information followed by re-typing. The current state systems and integrations related to maintenance and asset management are shown in Figure 1.

Desired Future State

In the desired future state, an ARMS will enable streamlined, paperless work order management processes, along with efficient querying and map views. Issue reports and service requests will be received through a convenient web portal and reviewed prior to creation of a work order. Moreover, the ARMS will be a centralized repository of AM maintenance and repair history, AM planning data and tools for AM planning analysis, reporting and decision-making. It will improve decision-making by enabling optimization and prioritization of needs organization-wide, based on a consistent set of data, and consistent analytical processes. It will also improve efficiency by eliminating duplication of data entry in the work order management process, and in the spreadsheet-based AM planning processes currently in place. It will also enable level of service analysis, risk analysis, and scenario testing of budget limits, levels of service targets and risk tolerances. These are capabilities that are not supported by the organization's existing technology tools and will be needed to meet the 2025 AM Plan requirements of O.Reg. 588/17.

Figure 1: Current State Systems and Integrations related to Maintenance and Asset Management



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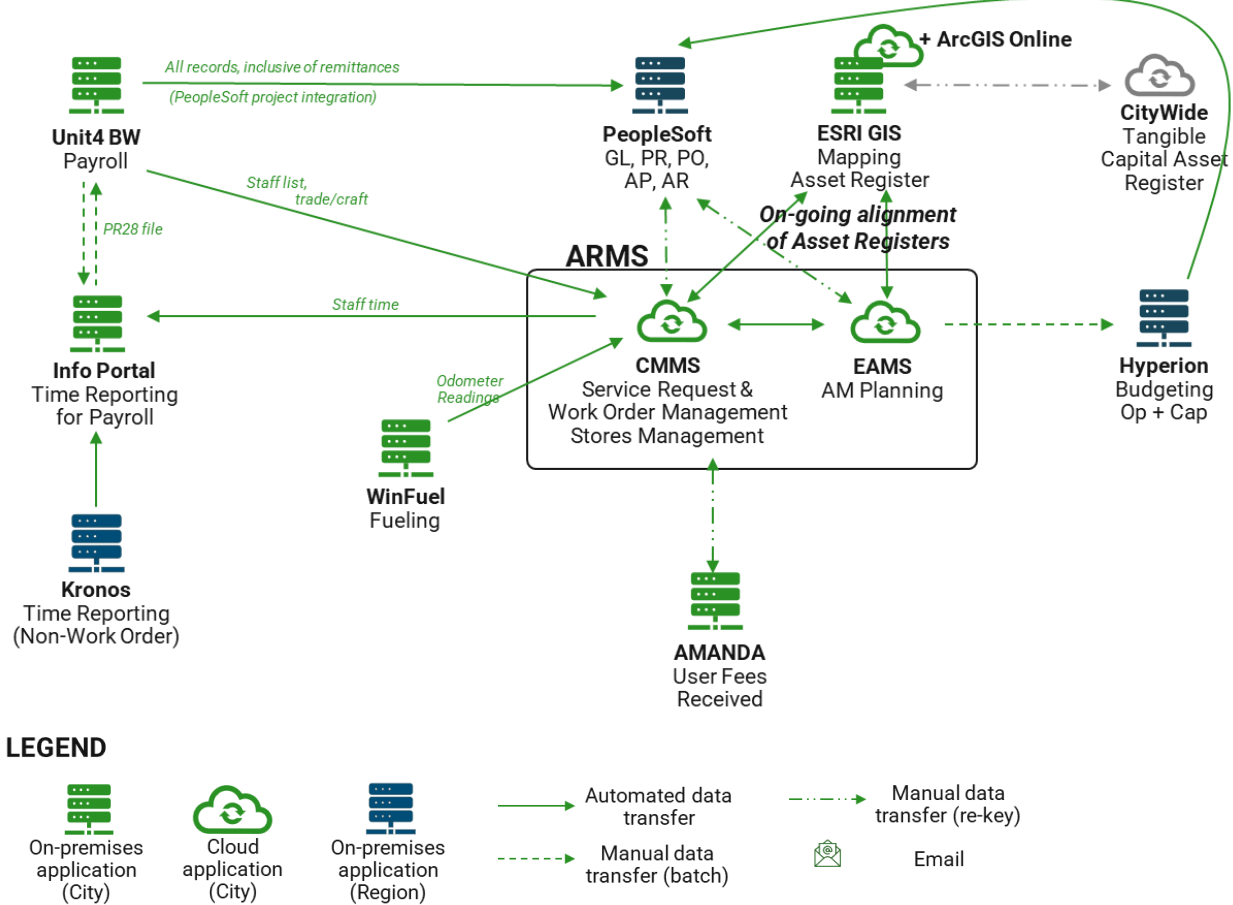


Replacement of the current unsupported WorkManager application with a modern maintenance management system will reduce inefficiency and frustration that currently result from system crashes. Moreover, elimination of the unsupported system will unsupported mitigate serious risks to cyber-security and business continuity associated with unsupported software.

The desired future state systems and integrations related to maintenance and asset management are shown in Figure 2. The Figure shows the ARMS cloud solution in the centre of the diagram supporting maintenance management work orders, as well as AM planning activities. The ARMS solution may consist of a single application, or it may consist of two integrated applications, commonly known as a Computerized Maintenance Management System (CMMS) and an Enterprise Asset Management System (EAMS). In Figure 2, the ARMS is depicted as a CMMS and an EAMS. The CMMS would replace the previous WorkManager system, E-Solutions for Issue Reports (City infrastructure-related only) and AM Planning spreadsheets. RoadMatrix has been excluded from Figure 2, although it is possible that vendors will choose to keep it and integrate it with the EAMS. In the future state, most data transfers between systems will be supported by digital integrations or batch file data transfers. For frequently used processes, inefficient email-based data transfers will be eliminated. The Figure also shows that in the future state, PeopleSoft and Hyperion have been implemented for

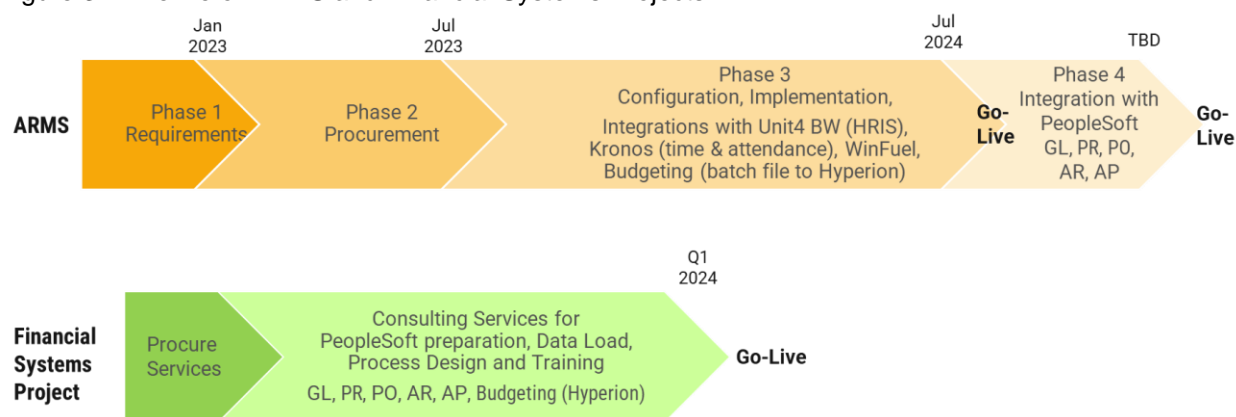
financial and budgeting processes as part of a separate Financial Systems project, which is occurring in parallel with the ARMS project.

Figure 2: Future State Systems and Integrations related to Maintenance and Asset Management



A separate Financial Systems project is being undertaken through 2023 to Q1 2024, which overlaps with the ARMS implementation. The Financial Systems project will replace Vailtech and the purchase order spreadsheet with PeopleSoft, and to replace FMW and the Capital Budget spreadsheet with Hyperion. To mitigate project risks related to undertaking two major technology transformations concurrently, while still achieving replacement of WorkManager by the target date of July 2024, the City will implement ARMS in Phases where Phase 3 (July 2023 – July 2024) will include only integrations with existing systems (Unit4 BW, Kronos, WinFuel), and with Hyperion for budgeting (batch file report output for manual loading). The ARMS will then be integrated in Phase 4 with financial processes after those processes have been implemented and have gone live in PeopleSoft. The resulting timelines of the ARMS and Financial Systems projects are shown in Figure 3. The Go-Live date for Phase 4 is shown as TBD (to be determined) but is expected to be no later than January 2025.

Figure 3: Timeline of ARMS and Financial Systems Projects



To support the desired future state, the following additional resources will be needed:

- 176 devices (tablets or laptops) to enable the paperless work order process
- Five additional resources to
 - Conduct AM planning and analysis using the ARMS
 - Update and coordinate asset data across the organization's enterprise asset registers
 - Plan and schedule work orders and maintenance programs

The additional resources are required to sustain the quality of asset and lifecycle data across the organization, and to realize the expected benefits from the ARMS. At the same time, clerical staff that currently support work order processes will be available to support different tasks, because the future process will be paperless.

Recommendations

To achieve the desired future state, the City will need to implement a modern ARMS with deployment of devices for field staff (tablets / laptops). This project is anticipated to require a \$2.30 million in capital investment and \$0.85 million / year in operating costs thereafter (all costs in 2022 \$) but is expected to yield significant efficiencies in capital planning decision-making and maintenance programming. Over 10 years, this investment's Net Present Value is \$22.3 million (2022 \$, discount rate of 2%) and its Internal Rate of Return of 57.6%. The Pay Back Period is four years.

Consideration was made to leverage existing systems within the City's technology landscape to support maintenance and asset management. The only candidate system was CityWide, which is currently used for Tangible Capital Asset (TCA) reporting; however, it is recommended that the functional suitability and cost of expanded licensing and configuration will be most reliably obtained from the vendor when they assess the City's desired functionality in the context of a request for proposal (RFP) process.

The potential to leverage systems available through the Region was also considered; however, to determine pricing benefits of leveraging one of the Region's systems, a detailed comparison of system capabilities against the City's functional requirements would have to be done, followed by discussions with the Region and respective

vendors. To meet the City's desired ARMS implementation timeline, it is recommended instead that the City proceed to RFP, such that these vendors can demonstrate their functional capabilities and provide their best pricing.

The City also considered opportunities to share ARMS costs with other lower tier municipalities in Niagara Region; however, to meet the existing timeline of the City's ARMS project (new system to Go Live by July 2024), and to avoid increasing the complexity and risk of the project, it is recommended that the City proceed with the ARMS RFP to meet the City's own maintenance and asset management requirements. Moreover, it is recommended that piggy-back clauses not be included in the City's ARMS RFP, because although these may yield beneficial pricing to other local municipalities, they may discourage vendors from offering their best pricing to the City.

Financial Implications

As part of the Phase 1 report, the consultant has estimated the initial capital costs shown in Table 1 and the increase in annual operating costs found in Table 1 which are required to implement and maintain the ARMS software.

As part of the Asset Management Strategy, capital funding was provided in 2021 and 2022 for the ARMS program totaling \$1,800,000. Funds are also being received through the Provinces' Audit and Accountability Fund 3 Intake which cover the cost of the Phase 1 Report.

Table 1: Fiscal Year Allocation of Capital Budget

Description of Capital Cost	Recommended Fiscal Year (FY) Availability of Capital Budget (2022)	
	FY 2023	FY 2024
ARMS software subscription(s) – Year 1	\$300,000 - \$500,000	
ARMS configuration, integration, testing, training and Go-Live services*	\$800,000 - \$1.2M	
Voice of Customer Consultant – Phases 2 & 3	\$464,000	
Devices (123 vehicle-mounted, 16 tractor-mounted)		\$347,500
Devices (37 not mounted)		\$55,500
TOTAL (taking middle of ranges)	\$1.564M - \$2.164M	\$403,000
Currently Funded	\$1.8M	\$0

Table 2: Annual Operating Costs (beginning in Year 2)

Description of Capital Cost	Recommended Fiscal Year (FY) Availability of Operating Budget (2022)	
	FY 2023	FY 2024
ARMS Software subscription(s)*		\$300,000 - \$500,000
Renewal of Devices and Mounts (139, every 4 years)		\$86,900
Renewal of Unmounted Devices (37, every 4 years)		\$13,900
Cellular subscriptions (158)		\$94,800
Staff Costs to support ARMS program**		\$200,000
Conferences and Training		\$50,000
TOTAL		\$845,600

* Software subscription costs can vary.

** Additional funds needed beyond re-allocation of existing resources

Based on the estimated cost for initial subscription and implementation of the software solution, it is undetermined if the current funds provided are sufficient to begin implementation in 2023 without additional funds. A further report to council will be provided if additional funding is required.

With the implementation of the solution, it has been determined that capital funding and an increase in operating costs will be required starting in 2024. Without these additional funds, the cost savings and efficiencies cannot be obtained.

Environmental Sustainability Implications

There are no environmental implications associated with this report.

Operational Implications

The current life cycle maintenance and planning through our asset management process is as efficient as it can be using the current technology and tools that are available to staff. The implementation of all aspects of a state of the art ARMS system will facilitate a significant leap forward in our ability to plan, schedule, and execute work. In addition, it will allow real time reporting on work and issues within the system to provide staff with the best decision making tools to maximize the useful life and efficient use of the City's infrastructure assets. These changes will have an impact on the Operating Budget in future years, currently estimated to be \$845,600 annually.

Conclusion

The ARMS software solution procurement is to be completed by mid-2023 with the start of the Phase 3 configuration beginning thereafter. Additional Capital and Operating costs are essential in the 2024 Budget approval. However, the anticipated pay-back will

be seen through more efficient capital planning, improved customer service, increase in proactive work & reduced backlog.

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Erin O'Hoski, Deputy CAO

Appendices

1. Appendix 1 -City of St. Catharines Enterprise AM Systems Project – Phase 1 Report; December 15, 2022; SLBC Inc.

City of St. Catharines

**Asset and Resource Management
System (ARMS) Project**

Phase 1 Report

Prepared by SLBC Inc.

December 15, 2022

Rev. 1

Final Submission

Executive Summary

Introduction

The City of St. Catharines has initiated a project to select and implement an Asset and Resource Management System (ARMS) to enhance the City's existing maintenance management and AM planning capabilities and efficiency. The project consists of four phases:

- Phase 1: Business Process Mapping and Requirements Specification
- Phase 2: Implementation Plan, RFP, and Vendor Selection
- Phase 3: Configuration, Implementation, Testing, Training, Go-Live and Monitoring of ARMS
- Phase 4: Implementation, Testing, Training, Go-Live and Monitoring of integrations between ARMS and PeopleSoft

This Report summarizes the key findings and recommendations from Phase I of the project, and aims to:

- Describe the City's current state business processes, systems and integrations
- Establish the desired future state business processes, systems and integrations, as well as the functional requirements of those systems and integrations
- Recommend a preferred procurement approach for achieving the desired future state
- Identify data improvement activities and project resourcing needs to support the future state systems and business processes
- Discuss options to store historical work order data from the existing WorkManager application

Current State

The City's currently uses WorkManager, an outdated and unsupported maintenance management system. Current work order management processes are inefficient due to duplicate data entry, paper-based processes, lack of querying capability, lack of map views and a highly reactive approach to maintenance. Moreover, the system crashes frequently, resulting in disruption, inefficiency and staff frustration. Moreover, the unsupported system also poses a serious risk to the City's cyber-security and business continuity.

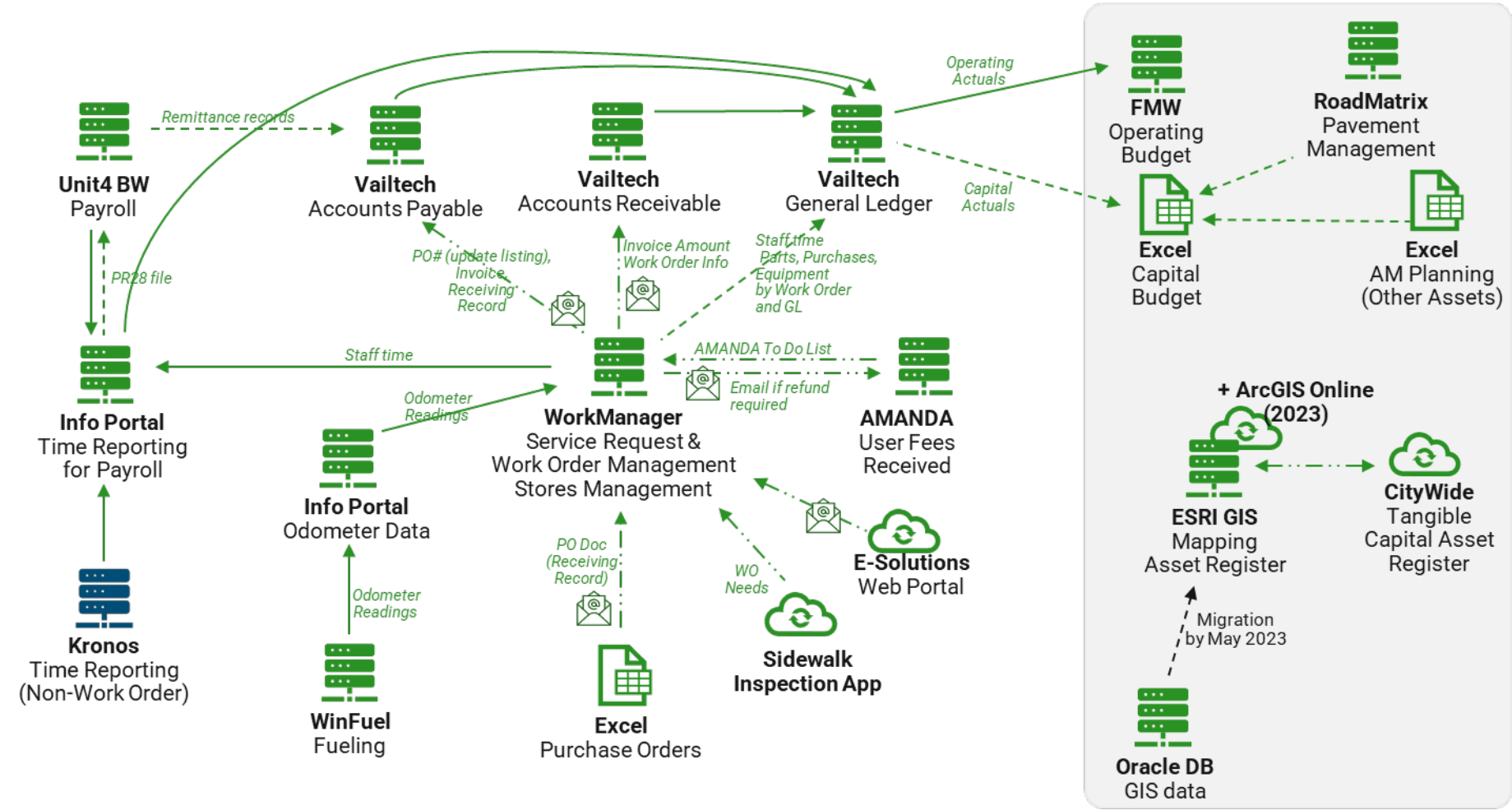
Other than RoadMatrix for pavement, asset management planning activities are conducted in spreadsheets. This results in inconsistent decision-making, duplicated effort to develop analysis formulas and difficulty prioritizing needs organization-wide. Moreover, lack of advanced AM planning capabilities inhibits the organization's ability to make efficient AM decisions and to effectively communicate those decisions to Council and the public.

Inconsistent asset data sets reside in multiple uncoordinated data sets results in uncertainty, error, lower confidence in decision-making and time lost investigating inconsistencies. Most data transfers between systems are currently manual, many involving email transfer of information followed by re-typing. The current state systems and integrations related to maintenance and asset management are shown in Figure E-1.

Desired Future State

In the desired future state, an ARMS will enable streamlined, paperless work order management processes, along with efficient querying and map views. Issue reports and service requests will be received through a convenient web portal and reviewed prior to creation of a work order. Moreover, the ARMS will be a centralized repository of AM maintenance and repair history, AM planning data and tools for AM planning analysis, reporting and decision-making. It will improve decision-making by enabling optimization and prioritization of needs organization-wide, based on a consistent set of data, and consistent analytical processes. It will also improve efficiency by eliminating duplication of data entry in the work order management process, and in the spreadsheet-based AM planning processes currently in place. It will also enable level of service analysis, risk analysis, and scenario testing of budget limits, LOS targets and risk tolerances. These are capabilities that are not supported by the organization's existing technology tools and will be needed to meet the 2025 AM Plan requirements of O.Reg. 588/17.

Figure E-1: Current State Systems and Integrations related to Maintenance and Asset Management



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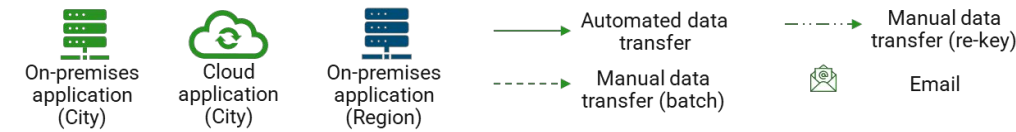
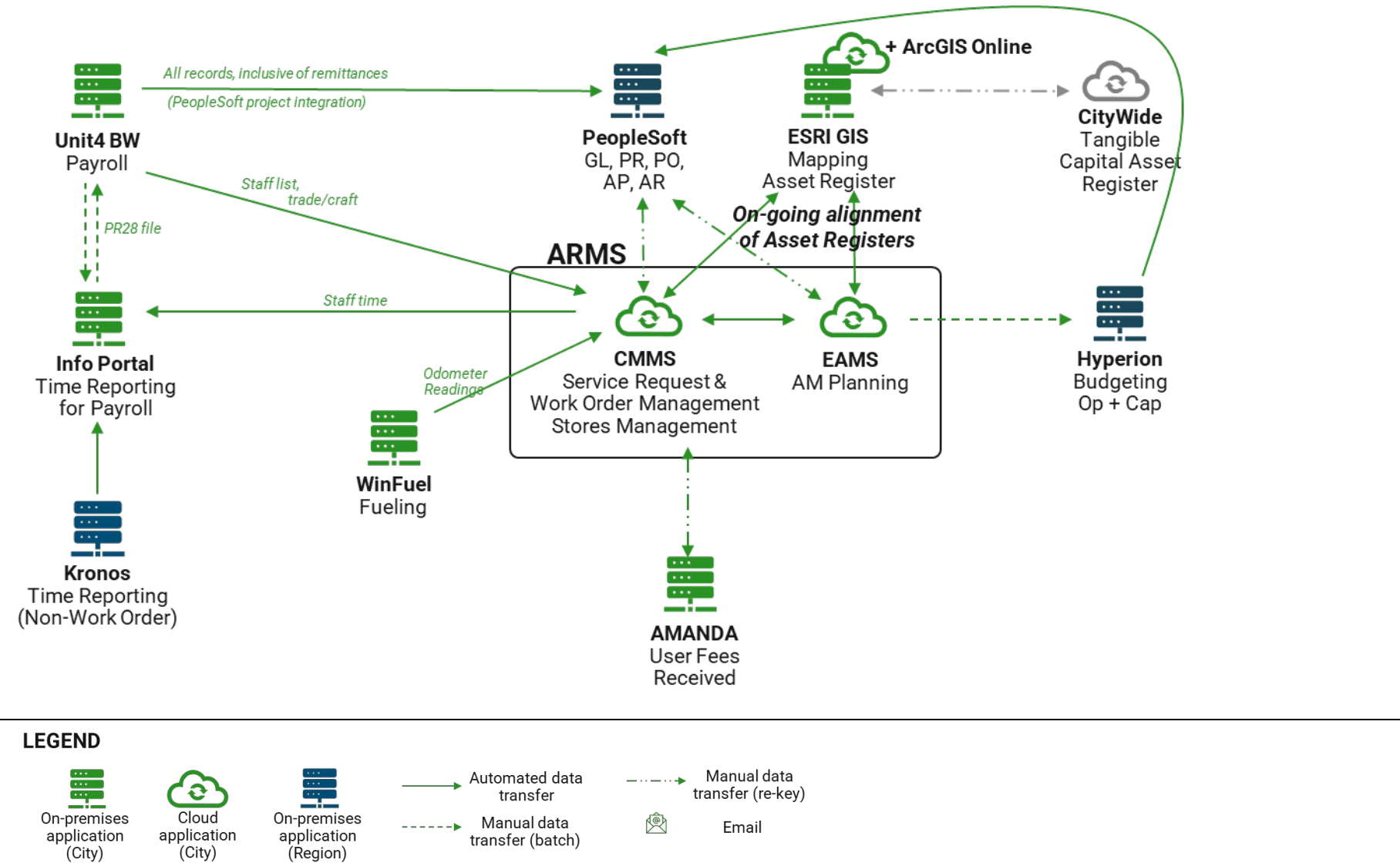


Figure E-2: Future State Systems and Integrations related to Maintenance and Asset Management

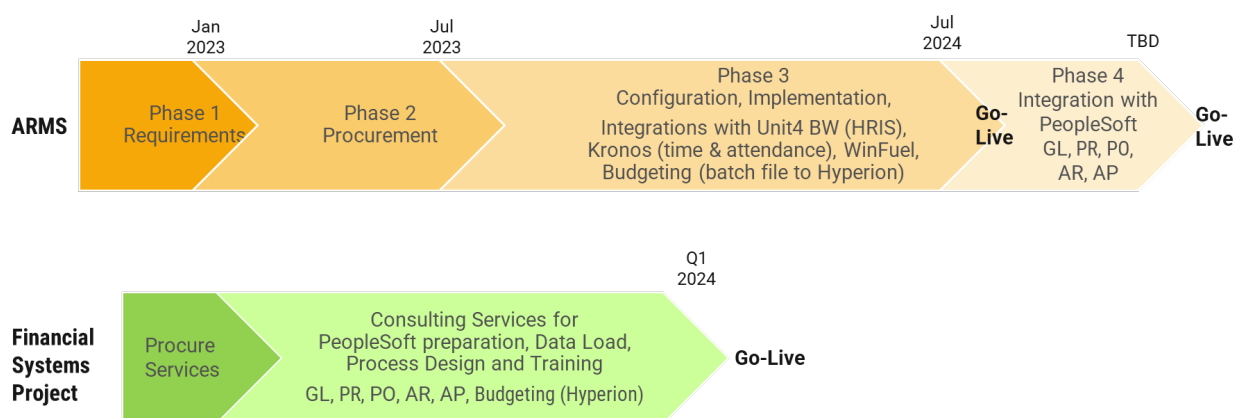


Replacement of the current unsupported WorkManager application with a modern maintenance management system will reduce inefficiency and frustration that currently result from system crashes. Moreover, elimination of the unsupported system will unsupported mitigate serious risks to cyber-security and business continuity associated with unsupported software.

The desired future state systems and integrations related to maintenance and asset management are shown in Figure E-2. The Figure shows the ARMS cloud solution in the centre of the diagram supporting maintenance management work orders, as well as AM planning activities. The ARMS solution may consist of a single application, or it may consist of two integrated applications, commonly known as a Computerized Maintenance Management System (CMMS) and an Enterprise Asset Management System (EAMS). In Figure E-2, the ARMS is depicted as a CMMS and an EAMS. The CMMS would replace the previous WorkManager system, E-Solutions for Issue Reports (City infrastructure-related only) and AM Planning spreadsheets. RoadMatrix has been excluded from Figure E-2, although it is possible that vendors will choose to keep it and integrate it with the EAMS. In the future state, most data transfers between systems will be supported by digital integrations or batch file data transfers. For frequently used processes, inefficient email-based data transfers will be eliminated. The Figure also shows that in the future state, PeopleSoft and Hyperion have been implemented for financial and budgeting processes as part of a separate Financial Systems project, which is occurring in parallel with the ARMS project.

A separate Financial Systems project is being undertaken through 2023 to Q1 2024, which overlaps with the ARMS implementation. The Financial Systems project will replace Vailtech and the PO spreadsheet with PeopleSoft, and to replace FMW and the Capital Budget spreadsheet with Hyperion. To mitigate project risks related to undertaking two major technology transformations concurrently, while still achieving replacement of WorkManager by the target date of July 2024, the City will implement ARMS in Phases where Phase 3 (July 2023 – July 2024) will include only integrations with existing systems (Unit4 BW, Kronos, WinFuel), and with Hyperion for budgeting (batch file report output for manual loading). The ARMS will then be integrated in Phase 4 with Financial processes (GL, PR, PO, AR, AP) after those processes have been implemented and have gone live in PeopleSoft. The resulting timelines of the ARMS and Financial Systems projects are shown in Figure E-3. The Go-Live date for Phase 4 is shown as TBD (to be determined) but is expected to be no later than January 2025.

Figure E-3: Timeline of ARMS and Financial Systems Projects



To support the desired future state, the following additional resources will be needed:

- 176 devices (tablets or laptops) to enable the paperless work order process
- 5 additional resources to
 - Conduct AM planning and analysis using the ARMS
 - Update and coordinate asset data across the organization's enterprise asset registers
 - Plan and schedule work orders and maintenance programs

The additional resources are required to sustain the quality of asset and lifecycle data across the organization, and to realize the expected benefits from the ARMS. At the same time, clerical staff that currently support work order processes will be available to support different tasks, because the future process will be paperless.

Recommendations

To achieve the desired future state, it is recommended that the City proceed implement a modern ARMS with deployment of devices for field staff (tablets/laptops). This project is anticipated to require a \$2.30 million in capital investment in Year 1 and \$0.85 million/year in operating costs thereafter (all costs in 2022 \$) but is expected to yield significant efficiencies in capital planning decision-making and maintenance programming. Over 10 years, this investment's Net Present Value is \$22.3 million (2022 \$, discount rate of 2%) and its Internal Rate of Return of 57.6%. The Pay Back Period is 4 years.

To reduce costs an option of implementing only the maintenance management portion of the ARMS was considered (i.e. implementing a CMMS without an EAMS). This option is anticipated to require \$1.95 million in capital investment in Year 1 and \$0.53 million/year in operating costs thereafter (all costs in 2022 \$). These costs are slightly lower than the full ARMS implementation but will yield significantly lower efficiencies in capital planning decision-making, resulting in a less favourable Net Present Value of \$10.5 million (2022 \$, discount rate of 2%), Internal Rate of Return of 36.2%, and Pay Back Period of 5 years.

The following options to reduce costs associated with the ARMS were also considered:

- Status Quo (no ARMS)
- Implement maintenance management portion of ARMS (i.e. CMMS only) without mobile devices
- Implement AM planning portion of ARMS (i.e. EAMS only)

These options are not recommended as they do not sufficiently address the organization's business needs and strategic guiding principles.

In addition, the City considered leveraging existing systems within the City's technology landscape to support maintenance and asset management. The only candidate system was CityWide, which is currently used for Tangible Capital Asset (TCA) reporting; however, it is recommended that the functional suitability and cost of expanded licensing and configuration will be most reliably obtained from the vendor when they assess the City's desired functionality in the context of an RFP process.

The potential to leverage systems available through the Region was also considered; however, to determine pricing benefits of leveraging one of the Region's systems, a detailed comparison of system capabilities against the City's functional requirements would have to be done, followed by discussions with the Region and respective vendors. To meet the City's desired ARMS implementation timeline, it is recommended instead that the City proceed to RFP, such that these vendors can demonstrate their functional capabilities and provide their best pricing.

The City also considered opportunities to share ARMS costs with other lower tier municipalities in Niagara Region; however, to meet the existing timeline of the City's ARMS project (new system to Go Live by July 2024), and to avoid increasing the complexity and risk of the project, it is recommended that the City proceed with focus the ARMS RFP on meeting the City's own maintenance and asset management requirements. Moreover, it is recommended that piggy-back clauses not be included in the City's ARMS RFP, because although these may yield beneficial pricing to other local municipalities, they may discourage vendors from offering their best pricing to the City.

Implementation Considerations

To enable implementation of the ARMS the following capital funds will be required:

- \$1,564k to \$2,164k available in Fiscal Year (FY) 2023 to procure the ARMS implementation and configuration contract with first year of software subscription.
- \$ 403k available in FY 2024 to procure 176 tablets and laptops for field staff

Capital funding of \$1,800k from FY 2021 and FY 2022 allocations is available to cover the 2023 capital needs for this project. Should the ARMS implementation and software bids exceed that amount, a budget adjustment may be needed. For tablets and laptops, the estimated capital cost will be requested through the FY 2024 budget process.

Beginning in FY 2024, an estimated annual operating budget of \$846k (2022 \$) will be needed to sustain the ARMS program.

Asset data improvements will also be needed leading up to the ARMS project, including data collection and alignment of existing asset inventory data (primarily TCA with AM inventories). A recommended roadmap of data improvement initiatives is shown in Table E-1. The first set of initiatives aims to gather the data required for Phase 3 Go-Live of the ARMS, including asset inventory, condition and warranty data. The second set of initiatives updates and improves asset data, where the current data is of adequate completeness and quality to support Phase 3 Go-Live of the ARMS. These initiatives are recommended for either 2024-25 or 2026-27, depending on the criticality of the data to AM Planning. The third set of initiatives aims to align TCA and AM asset registers, beginning with high-value assets aligned in 2023, followed by other asset types aligned in 2024-25 and 2026-27.

The ARMS implementation project will require participation of staff resources from multiple City departments. The report presents estimated effort for different project roles at different stages of the project. More detailed resourcing plans will be developed with additional input from the eventual software vendor(s).

Historical work order data will not be migrated from WorkManager to the ARMS because the data structure (tables and attributes) and data standards, including asset definitions, will likely be incompatible; however, the City will still require this data for future analysis. It is recommended that the data be migrated to a more modern, secure data storage application with more flexible and powerful querying and analysis capabilities. The following decisions remain to be made:

- City's preferred data storage approach
- Whether the migration of historical work order data (including requirements gathering and design) should be
 - executed by internal staff,
 - incorporated into the ARMS implementation vendor RFP
 - tendered as a separate RFP

Table E-1: Asset Data Improvement Roadmap

Data Improvement Initiative	2023				2024				2025	2026	2027	Internal Resources	External Resources
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
1. Data Collection for ARMS Go-Live													
1.1 Warranty Data & Process for Asset On-boarding												ARMS Project Team Operations and Capital Delivery groups	None
1.2 Guiderail Inventory and Assessment												Municipal Works – Roads CAM input on data standard	Inspection Contractor (already funded)
1.3 Collect Parks Inventory												Municipal Works – Parks EFES CAM input on data standard	None
1.4 Consolidate Tree Inventory												Forestry team CAM input on data standard	None
1.5 Establish Horticulture Bed and Planter Inventor												Horticulture team CAM input on data standard	None
1.6 Collect Inventory and Attributes of Stormwater Assets												Municipal Works / EFES – Stormwater team CAM input on data standard	None
1.7 Buildings (in progress)												EFES CAM	None

Data Improvement Initiative	2023				2024				2025	2026	2027	Internal Resources	External Resources
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
1.8 Fire Protection Equipment												Fire Department CAM input on data standard	None
1.9 Traffic Signal Data Sharing Process												Municipal Works – Roads CAM input on data standard	None
1.10 Water Meter Inventory												Finance – Water Billing CAM input on data standard	None
2. On-Going Data Improvement Activities													
2.1 Traffic Sign Inventory and Condition												Municipal Works – Roads CAM input on data standard	None
2.2 Streetlight Pole and Electrical Inventory												Municipal Works – Roads CAM input on data standard	None
2.3 Sidewalk Condition Assessment												Municipal Works – Roads CAM input on data standard	None
2.4 Continuous Improvement for Transportation AM Planning												CAM	None
2.5 Natural Asset Inventory												Municipal Works, EFES CAM input on data standard	None
2.6 Establish Watermain Scoring Criteria												CAM Municipal Works – Water	None

Data Improvement Initiative	2023				2024				2025	2026	2027	Internal Resources	External Resources
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
2.7 Inventory and Condition Data of Water and Wastewater Discrete Assets												Municipal Works – W&WW CAM input on data standard	Consultant (funding required)
2.8 Service Connection Inventory												CAM Municipal Works – W&WW	None
2.9 Collect Inventory and Attributes of Stormwater Assets												Municipal Works / EFES – Stormwater CAM input on data standard	None
3. Alignment of TCA with AM Asset Registers													
3.1 TCA and AM Asset Categories												CAM & Finance	None
3.2 TCA-GIS Alignment for Group 1 Assets												CAM & Finance	None
3.3 TCA Alignment with Enterprise Inventories for Group 2 Assets												CAM & Finance	None
3.4 TCA Alignment with Enterprise Inventories for Group 3 Assets												CAM & Finance	None

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1 Introduction

1.1 Project Background

The City of St. Catharines is responsible for delivering a range of services to its communities and other stakeholders. In doing so, the City is responsible for the acquisition, operation, maintenance, and renewal of over \$5 billion (2022 core assets) in infrastructure across the City.

While the current processes and applications for managing the City's assets have performed satisfactorily, several opportunities exist to improve information flow, improve capital and maintenance planning, and reduce the time required by staff to collect, maintain, and access information. Gaining these efficiencies will result in better informed infrastructure recommendations and budget forecasts, as well as more efficient handling of maintenance and repair work orders. The City has identified the need to invest in an Asset and Resource Management System (ARMS) to realize these expected benefits. The ARMS will also help the City meet the requirements of Ontario Regulation (O.Reg.) 588/17 "Asset Management Planning for Municipal Infrastructure" under the Infrastructure for Jobs and Prosperity Act, 2015. Specifically, O.Reg. 588/17 requires municipalities to update AM Plans every five years.

The work to implement the ARMS will be undertaken in four phases, as follows:

Phase 1: Business Process Mapping and Requirements Specification

- Task 1: Map Current and Future State Business Processes
- Task 2: Review Business Requirements
- Task 3: Review System Integration
- Task 4: Develop Functional Requirements Specifications
- Task 5: Review Asset Register and Data
- Task 6: Business Case - Document Cost Efficiencies & Resources
- Task 7: Document Phase 1 in a Summary Report

Phase 2: Implementation Plan, RFP, and Vendor Selection

- Develop Change Management and Implementation Plan
- Develop RFP for Procurement of CMMS/EAM Software
- View Vendor Demonstrations and Select CMMS/EAM Software

Phase 3: ARMS Implementation

- Configure Software
- Test and Accept Software
- Train and Document
- Go Live and Monitor

Phase 4: Integrations between ARMS and PeopleSoft

- Design and implement integration
- Accept and Test Software
- Train and Document
- Go Live and Monitor

This Report summarizes the key findings and recommendations from Phase 1 of the project.

1.2 Objectives

This Report defines a path for the City to modernize its maintenance and Asset Management (AM) practices by:

- Describing the City's current state business processes, systems and integrations
- Establishing the desired future state business processes, systems and integrations, as well as the functional requirements of those systems and integrations
- Recommending a preferred procurement approach for achieving the desired future state
- Considering a shared implementation approach with other local municipalities in Niagara Region
- Identify data improvement and project resourcing needs to support the future state systems and business processes
- Discuss options to store historical work order data from WorkManager

1.3 Strategic Alignment

The ARMS project will modernize the City's maintenance and asset management technologies and practices. This project demonstrates the City's spirit of Innovation, which is a key element of its Vision. Moreover, the ARMS will help the City realize the other two key elements of its Vision, by enabling clear, transparent asset management decision-making criteria that prioritize Sustainability and Livability.

The ARMS project also aligns with the City's Guiding Principles, including promoting operational and service excellence and demonstrating accountability and transparency. The ARMS will also play an essential role in meeting the City's Economic Prosperity goal of building fiscal responsibility through the following Strategic Objectives: Specifically, the ARMS project will ensure that accurate asset inventory, condition and lifecycle data are available to support forecasts of the short-, medium- and long-term costs associated with delivering the City's committed service levels while managing risks.

The City's Strategic Asset Management Policy (SAMP) identifies a Guiding Principle of continually evolving and improving its Asset Management practices and systems. The ARMS applies this principle to establish what will become the City's core AM system. Moreover, the ARMS will enable the City to apply the other SAMP principles by making customer focused, forward-looking, service based, risk based, evidence based, value based and affordable AM decisions that are coordinated with other governmental plans and strategies.

1.4 Organization of Document

The remainder of this TM is structured as follows:

- **Section 2: Current State and Opportunity Gaps**
This section describes the City's current state business processes for maintenance and asset management, as well as the systems and integrations that support those processes. Opportunities for improvement are identified.
- **Section 3: Desired Future State**
This section defines the desired future state business processes for maintenance and asset management. The required systems are described, along with integrations needed to other City technologies. This section also discusses the need for devices (tablets and laptops) for field staff, as these will be needed to streamline maintenance management processes.
- **Section 4: Procurement Scope Options**
This section identifies different scope options for procuring a ARMS, such as procuring the full ARMS, procuring only the maintenance management functionality (a CMMS), procuring only the AM planning functionality (an EAMS), or procuring the system with or without devices for field staff. Of five options, only two are found to sufficiently meet the City's business needs and strategic priorities. Costs and benefits are analysed for those two options, and the preferred option is recommended.
- **Section 5: Shared Implementation Models**
This section discusses the potential benefits and drawbacks of pursuing shared implementation of a ARMS with other local municipalities in Niagara Region.
- **Section 6: Asset Data Improvement Plan**

The future ARMS will require asset data, including inventory, service life, age, condition, replacement value and other attributes. During Phase 1, current state asset data was reviewed, and data gaps identified. This section presents a plan for filling the identified data gaps. Some data gaps are recommended to be filled before the ARMS goes live, while in other cases, data will be collected in the years after, as part of continuous improvement of the City's AM program. Data improvement recommendations also consider the need to align the City's multiple asset registers, including the Geographic Information System (GIS) data set, the Tangible Capital Asset (TCA) register, the future ARMS asset registers and others.

- **Section 7: Project Resourcing Plan**
Implementation of the future ARMS will require staff resources to support the procurement and evaluation process, to provide project input as subject matter experts, to support testing and to participate in training. This section describes the resources that are anticipated to be involved in these different stages of the ARMS project.
- **Section 8: Historical Work Order Data**
The current WorkManager system has been in place since year 2000 and holds a significant amount of maintenance and repair history that is critical to the City's ability to investigate incidents and defend itself against liability claims. This section discusses how the City will ensure that historical WorkManager data may be stored to ensure on-going availability to staff.
- **Section 9: Recommendations and Next Steps**
This section summarizes the key recommendations related to the ARMS procurement scope, pursuit of a shared implementation model, asset data collection and alignment actions, resourcing of the ARMS project, and long-term storage of historical WorkManager work order data.

1.5 Related Documents

Additional detail on this project may be found in the following reports, which were produced as part of Phase 1 of this project:

- Technical Memorandum 1 – Current and Future State Business Processes
- Technical Memorandum 3 – Systems and Integrations
- Technical Memorandum 5 – Asset Register Review
- Technical Memorandum 6 – Business Case
- Functional Requirements (output from Tasks 2 and 4)

1.6 Project Name Change

In December 2022, the name of the project was changed to "Asset and Resource Management System" (ARMS). Prior to that, the project was known as "Computerized Maintenance Management and Enterprise Asset Management System" (CMM-EAMS). At the time of the name change, the Phase 1 Technical Memoranda were already completed, so the TM listed above refer to the CMM-EAMS project and CMM-EAMS solution; however, subsequent project documents, including the current Phase 1 Report, refer instead to the ARMS project and ARMS solution.

2 Current State and Opportunity Gaps

This section describes the City's current state business processes for maintenance and asset management. Next, the systems and integrations that support those processes are discussed, and the section closes with a summary.

2.1 Work Order Management Processes

The City's current work order management process is a highly paper-based process that is inefficient, involves duplicate data entry, and requires significant staff effort for manual data entry (e.g., time and materials). Due to technological limitations, the current process also includes significant limitations for querying and retrieving historical information (e.g., historical service requests and work orders) and limitations for analysing historical maintenance and repair data. Table 2-1 provides further detail on the current work order management process. Detailed process flowcharts are provided in Technical Memorandum 1: Current and Future State Business Processes.

Table 2-1: Current Work Order Management Processes

Key Work Order Management Processes	Description of Current Process
Issue Report / Service Request Management	
Intake of Issue Reports	<ul style="list-style-type: none"> Issue Report / Service Requests are received by phone by Citizens First and through a web portal on the City's website. The web portal is a cloud solution by vendor e-Solutions. When an Issue Report is received by phone, Citizens First staff create a Work Order in WorkManager. When an Issue Report is received through the web portal, the portal emails the information to Citizens First, then Citizens First staff create a Work Order in WorkManager.
Query Functions	<ul style="list-style-type: none"> Issue Reports are primarily received and initially reviewed by Citizen's First and are primarily searchable by associated property address. Limited querying capabilities for active or historical Work Orders reduces staff capabilities for information gathering. Duplicate Work Orders are commonly generated (e.g., multiple Work Orders for a single reported issue) due to limited accessible information on active and historical records. Bundling or linking capabilities for Service Requests are not currently available.
Notifications	<ul style="list-style-type: none"> Citizens First staff generally do not receive notifications (e.g., status updates or close-out of a Work Order). Citizens First staff can be working with outdated information and/or incomplete information concerning active Work Orders. There is no formalized and digitized process for documenting and tracking actions taken on Work Orders.
Training and Support Resources	<ul style="list-style-type: none"> There is a lack of training materials, training events, and reference documents for Citizens First staff.

Key Work Order Management Processes	Description of Current Process
Information Management Portal	<ul style="list-style-type: none"> Staff frequently use the “I Know” knowledge management portal which relies on individual departments to manually update department-specific information and can result in outdated and unreliable information.
GIS Integration	<ul style="list-style-type: none"> There is no GIS integration, which would improve the timely querying and information gathering capabilities of Citizens First staff. There is no spatial component to data which allows for locational context (example: coordinates for trees on boulevards in front of homes)
Work Order Management	
Work Order Information Entry	<ul style="list-style-type: none"> The Work Order Management system needs more flexibility and capacity for attaching information to generated Work Orders and to connect to a purchase order system. Additional information attached to Work Orders would improve the database from which Work Orders could be queried, would provide additional detail and clarity of instructions of recipients of the Work Orders, and would enhance analysis capabilities. Digital Work Orders with picklists, check boxes, codes, and standardized tasks would improve the Work Order generation process, reduce the potential for errors, and support aggregate analysis.
Paper-based Process	<ul style="list-style-type: none"> Work orders are printed from WorkManager and assigned to crews on paper. Findings and resources used are handwritten on paperwork orders and Daily Logs forms, re-written on paper Timesheets, then typed into WorkManager by Supervisors and clerical staff. Crews do not have WorkManager accounts or devices (laptops / tablets).
Parent / Child Work Orders	<ul style="list-style-type: none"> No formalized, structured, and digital process for linking, bundling, and prioritizing Work Orders into customizable hierarchies and structures. Need customizable hierarchical structures (e.g., linking multiple Work Orders to a single Service Request, or multiple Work Orders to a “parent” or recurring Work Order). Need capability to identify relationships between a single Work Order across multiple asset types associated with that Work Order (e.g., query unique assets involved in a Work Order) or identify relationships between a single asset that is associated with multiple Work Orders (e.g., query historical Work Orders associated with a unique asset). This functionality is critical for investigating historical actions and documentation related to a Work Order or asset.
Contractors	<ul style="list-style-type: none"> There is no Contractor Portal for digitally streamlining two-way information sharing and communications between the City and contractors. Work Orders received by contractors are tracked externally with the contractor, so the asset lifecycle information (e.g., scheduled work date, details concerning actions taken, etc.) is not available to the City for analysis.

Key Work Order Management Processes	Description of Current Process
	<ul style="list-style-type: none"> Improved tracking of planned or completed contractor works in a centralized digital system would enhance decision-making and work planning capabilities of all departments.
Notifications	<ul style="list-style-type: none"> The Work Order system does not notify the Service Request or Work Order initiator when the work has been completed, or if there is an update to the status of a Work Order that could be communicated to concerned parties. Notifications could be generated when Work Orders are generated, modified, closed out, or a custom message needs to be communicated to all parties associated with the Work Order. There needs to be a notifications capability for Work Orders, with modifiable features (e.g., recipients of notifications, notification messaging, instance/triggers in which notifications are used, timestamping).
Staff Permissions	<ul style="list-style-type: none"> There are currently too many people involved in generating Work Orders, often resulting in duplications, errors, improper identification of tasks or mitigation measures, or inconsistencies in how information is entered or communicated within the Work Order. There are currently no defined criteria (e.g., staff position, department, monetary value of the work, etc.) determining who (and which department) can generate Work Orders (e.g., only supervisors, and/or only staff within the department that the subject asset is associated with therefore ensuring technical competence).
Reporting	<ul style="list-style-type: none"> Enhanced information gathering and tracking in the Work Order Management Process will improve breadth and reliability of productivity reports for future analysis of completed work. Standard failure codes are currently not used on Work Orders and would permit more detailed analysis. Staff need capability to generate standardized reports in a timely manner, which can also be customizable when required.
Generation of Routine Work Orders	
Scheduling	<ul style="list-style-type: none"> Digital Work Orders with recurring/ongoing functions would improve information tracking of recurring tasks (e.g., tracking preventative maintenance) without the need for generating multiple Work Orders. Capability to implement/modify schedules for recurring Work Orders, as well as staff assignments, would improve workflow efficiency.
Inventory Management	
Inventory Tracking	<ul style="list-style-type: none"> Due to issue with inventory database reliability, on-hand supplies are typically confirmed by physically locating materials in Stores. Tracking of inventory taken from Stores is initially paper based with Stores Keepers manually recording inventory information on paper, followed by Supervisor signature and then data re-entry into WorkManager. Carbon Copy forms are also prepared with copies sent to Finance for data entry.

Key Work Order Management Processes	Description of Current Process
	<ul style="list-style-type: none"> Limited querying functionality for inventory in WorkManager, with duplication of data entry commonly required and often leading to errors, inconsistencies, and duplicate information. Standardized barcode scanning system with handheld devices for inventory tracking not employed. Purchase cards inventory purchases are not connected to Work Manager.
Material Usage Tracking	<ul style="list-style-type: none"> Unused materials are not always returned to the Stores, and sometimes purposely left in fleet vehicles or cages for potential future use on other projects with no supporting documentation. The City does not use weigh scales for bulk items, so crews are visually estimating volume of returned unused materials. Mobile devices for field staff would be useful for more accurately recording what is taken, used, and remaining.
Staff Time Reporting	
Paper-based Process	<ul style="list-style-type: none"> Paper timesheets are completed based on paper logs, with data entered into WorkManager by Municipal Works staff. Additional reviews and validation of paper timesheets and subsequent data entry is required to manually enter information concerning time premiums (i.e., night shifts), with encoders running Compare Reports daily to ensure system reconciliation.
Duplicate data entry	<ul style="list-style-type: none"> Kronos is used to track time and attendance (non-productive time), as well as upgrades and premiums. This information is manually entered by clerical staff. WorkManager tracks productive time, upgrades and premiums. This information is manually entered by clerical staff. Clerical staff enter timekeeping data into both Kronos and WorkManager, and manually compare information to ensure consistency. Streamlined process and integration is needed between Kronos, maintenance management and payroll system (Unit4 BW) is needed
Asset Inspection and Condition Assessment	
Mobile Technologies	<ul style="list-style-type: none"> Paper-based Work Orders are currently assigned by Supervisors to individual staff/crews. Many staff do not have electronic access to WorkManager, and do not have mobile devices. Mobile devices are essential to eliminating paper-based Work Orders, enabling field staff to quickly receive, modify and close out Work Orders as required.
Inspections Tracking	<ul style="list-style-type: none"> Current paper-based system results in field staff required to transcribe field notes, resulting in frequent data accuracy errors and in-accessible raw data due to paper filing storage system.

Key Work Order Management Processes	Description of Current Process
	<ul style="list-style-type: none"> Mobile devices are essential to eliminating paper-based WOs, enabling field staff to identify unique assets in the field and collect asset inventory (location) data. Need mobile capability (e.g., tablets) to better flag issues and notify other parties in real-time of identified issues. Although some field staff have laptops, they need a virtual clipboard to communicate with the office (e.g., sharing of tasks/results). Staff should also have capability to digitally modify Work Orders while in the field in response to in-field findings that differ from information provided in the Work Order.
Work Coordination	<ul style="list-style-type: none"> Work Order system should provide users with information concerning planned capital work, so there is coordination with departments on planned asset rehabilitation/replacement and reduced occurrences work duplication.
Fleet Management	<ul style="list-style-type: none"> Carbon Copy forms are used for vehicle circle checks, which is stored in the vehicle per applicable regulations. Digital circle checks using a mobile device (tablet or phone) would improve information tracking of fleet inspections. Need coordination (digital schedule and/or notifications functions) between Fleet Management staff and vehicle users.
Fire Protection Equipment Inspections	<ul style="list-style-type: none"> Vehicle and equipment inspections are currently done on paper. Vehicle component of inspections is regulated by CVOR. Digital form for asset inspection would streamline the process.

2.2 AM Planning Processes

In general, capital and renewal planning activities are done by the following groups:

- Transportation and Traffic assets: Engineering, Facilities and Environmental Services (EFES)
- Water, Wastewater, Stormwater and Shoreline Assets: EFES
- Parks and sports field assets: Community, Recreation and Culture Services (CRCS)
- Facilities assets: EFES, with input from CRCS
- Fleet assets: Fleet Department
- Fire Protection Equipment: Fire Department
- Water meters: Finance

Pavement management is conducted using RoadMatrix software; however, for other asset types, AM planning is done using disparate, disconnected spreadsheets developed by individual Departments. Each year, asset improvement needs are presented to Finance, and the Departments work together to determine an appropriate allocation of resources. Overall, the City's AM planning process suffers from the following ways:

- Duplication of effort**
Each service area must develop its own spreadsheet formulas to conduct similar analysis, such as determining remaining life; calculating whole life cycle costs, comparing life cycle alternatives; forecasting cost, risk, and performance under different scenarios.

- **Duplication of data**
Each spreadsheet analysis results in a new copy of asset data, with non-standardized approaches for recording data, and results in confusing inconsistencies with the main data set and other copies (e.g., inconsistencies across WorkManager, GIS, TCA, planning tools, excel spreadsheets, etc.). Efforts to track down and reconcile differences results in wasted effort.
- **Need for comprehensive, enterprise-wide view**
With analyses and decisions recorded in disparate analysis tools (spreadsheets, in most cases), data manipulation and merging are required to coordinate investments in interrelated assets, as well as to optimize resource allocations enterprise wide.
- **Need for compelling communication tools**
The lack of centralised AM planning data and analysis impedes the ability to create consistent, compelling maps and graphs to communicate needs and decisions to Council and the public.

Table 2-2 provides further detail on current AM Planning processes.

Table 2-2: Current AM Planning Processes

Key AM Planning Processes	Description of Current Process
Annual Budgeting Approach	
Operations and Maintenance Funding	<ul style="list-style-type: none"> • Operations and maintenance activities are funded by Operations budget, generally based on prior year activities. • City tracks and reports Achievements
Capital Budgets	<ul style="list-style-type: none"> • Capital budgets are developed by each department and prioritized on an ad-hoc basis.
Keeping AM Planning Inputs Current	
Updating of Condition Scores	<ul style="list-style-type: none"> • Condition data for core assets is reasonably robust, but sparse for other assets (e.g., recreation facilities). See Tech Memo 5 – Asset Register Review more details.
Updating of life cycle and unit costs	<ul style="list-style-type: none"> • There is a need for reliable life cycle data and historical quantitative/costing data to support planning and budgeting decisions. • No formalized process for updating life cycle costs and unit costs. • Budgeting currently does not consider operations and maintenance costs of future assets to be assumed by the City.
Optimization of life cycle strategies	<ul style="list-style-type: none"> • For most asset types, life cycle strategies (renewal and rehabilitation strategies) are not formally analysed and optimized. Documented lifecycle and maintenance strategies are absent.
Identifying and Prioritizing Needs	
Managing Levels of Service	<ul style="list-style-type: none"> • Levels of Service (LOS) have not been formalized and are not currently used to trigger decision-making. • Moreover, the City does not have a tool to directly link asset performance with LOS indicators.

Renewal needs identification	<ul style="list-style-type: none"> It is difficult for staff to query and extract asset data, with concerns of data reliability often due to multiple data sources and/or issues pertaining to the currency of the data source.
Expansion & upgrade needs identification	<ul style="list-style-type: none"> Currently most “Needs” data is available in reports, but there is no formalized process for entering that data into an accessible database format. Expansion and upgrade needs are identified in master planning documents. Not many Master Plans undertaken. However, the needs identified in these documents are not captured in the asset register by asset, so it is challenging to view the needs with the renewal needs. There is no formal process for leveraging customer feedback to identify improvement needs and support decision-making.
Coordination of projects with related asset classes and with neighbouring municipalities	<ul style="list-style-type: none"> No consolidated view of enterprise-wide infrastructure needs. Coordination of improvement projects across assets classes and with neighbouring municipalities is done based on staff initiative and relationships. These coordination processes are not formalized. Moreover, the city’s current technology tools do not facilitate analysis of interrelationships between assets and asset classes.
Prioritization of needs	<ul style="list-style-type: none"> No enterprise-wide, formalized approach to prioritization.
Scenario Modelling	
Modeling of budget scenarios	<ul style="list-style-type: none"> When making funding decisions, it can be helpful to test different budget limits to see the resulting impact on LOS performance and risk. Municipal Works has LOS and targets defined, but they require review and updating, and may vary from the LOS that will be used for AM planning. Currently, the City models different funding scenarios for roads, but not for other asset types. In general, a budget limit is set, and service areas are required to defer projects that did not fit within the funding limit.
Modeling of Level of Service targets	<ul style="list-style-type: none"> When making funding decisions, it can be helpful to test how adjustments to LOS targets will impact risk exposure and cost. The City has not formalized its LOS, and LOS are not linked to asset performance. Moreover, the City does not currently have a tool that would facilitate modeling the impacts of LOS adjustments.
Modeling of adjustments to Risk thresholds	<ul style="list-style-type: none"> When making funding decisions, it can be helpful to test how adjustments to risk tolerance will impact cost and performance. Although the City is starting to develop a Risk Management procedure, the City has not formalized its risk framework, risk tolerance and process for incorporating risk into decision-making. Moreover, the City does not currently have a tool that would facilitate modeling the impacts of adjustments to risk tolerance.
Long-range Financial Planning	
Long-range needs forecasting for reserve	<ul style="list-style-type: none"> The City has a 10-year financial plan for water and wastewater assets, as required by the Safe Drinking Water Act, but and is developing 10-year capital plans for other asset types through development of Asset Management Plans.

planning and financial sustainability	<ul style="list-style-type: none"> • Capital budgets are approved for one year (soon to be three years). • The City primarily reviews historical expenditures for long-range forecasting.
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2.3 Current State Systems and Integrations

The City's current state systems and data transfers related work order management and Asset Management (AM) planning are shown in Figure 2-1. The Figure is not comprehensive of all systems and data transfers at the City, but rather focuses on the systems and integrations relevant to work order management AM planning.

WorkManager, shown in the centre of the figure, is the City's work order management system. This application is an outdated and unsupported system. The system crashes frequently, which results in staff inefficiency and frustration. The lack of vendor support and on-going patches and upgrades also represents a major risk to the Corporation. Moreover, the system requires significantly more support from the IT Department than a modern cloud system would, for example:

- Addition of each new user account takes about 15 minutes, primarily because Supervisor and team queries (in other user accounts) must be individually adjusted to include the new user.
- IT staff must reboot the system whenever it crashes, as well as weekly a pre-emptive action.
- Development of queries and reports requires IT support. In contrast, most modern maintenance management systems enable ad hoc queries and reports, which can be created and adjusted by all users.

The City's AM planning tools are shown in the top right corner of the figure, consist of RoadMatrix for pavement management and Department-specific spreadsheets for other asset types. The future ARMS will replace the spreadsheets to centralize storage of condition data and AM planning tools. ARMS vendors will be given the option to configure pavement management models and functions into their proposed ARMS, or to integrate with RoadMatrix. If they choose to integration with RoadMatrix, the City must consider the cost of integration and the on-going license cost of RoadMatrix.

Systems supporting human resources (HR), payroll and tracking of time and attendance are shown on the left. Unit4 BW is the City's HR and Payroll system. It receives time and attendance data, as well as staff upgrades and premiums, from Kronos for outside staff. Staff time data, including upgrades and premiums, is manually entered into both Kronos and WorkManager and compared for validation purposes. An in-house middleware solution, Info Portal, is then used to generate the PR 28 payroll form based on Kronos data. To eliminate manual data entry of upgrades and premiums into both Kronos and the maintenance management system, Info Portal may require adjustment to pull productive time data from the future ARMS instead of WorkManager. This adjustment would require IT staff resources to implement and would not be in the scope of the ARMS vendor, since Info Portal is an in-house solution.

The City's Vailtech financial system is shown at the top of the figure, and support General Ledger (GL) accounting, Accounts Payable (AP) and Accounts Receivable (AR). These processes are being transitioned to the Region's PeopleSoft system (on-premises at the Region) as part of a Financial Systems project that is expected to run from January 2023 to Q1 2024. All three processes (GL, AP, AR) are expected to go live in Q1 2024 (by March 31, 2024).

Purchase Orders are currently tracked in a spreadsheet. This process is also being transitioned to Region's PeopleSoft system as part of the Financial Systems project and is expected to go live in Q1 2024 (by March 31, 2024).

Financial Managers' Workbench stores the City's operating budget and tracks actuals. The operating budget and variance tracking are being transitioned to the Region's Hyperion system (on-premises at the Region) as part of the Financial Systems project. It is expected to go live in Q1 2024 (by March 31, 2024).

WinFuel tracks fuel usage and odometer readings by vehicle. Odometer readings are loaded to WorkManager via the City's in-house Info Portal middleware and used to plan vehicle preventive maintenance schedules. It is expected that the future ARMS will integrate directly with WinFuel to retrieve odometer readings.

The Sidewalk Inspection Application is a mobile application that was built in-house in QGIS. Used on mobile devices (cell phones), it enables staff to indicate the location of sidewalk defects by type, then based on the list of defects, work orders are manually created in WorkManager. The inspection function will be incorporated into the future ARMS. Vendors may propose to implement the inspection functionality directly in the ARMS, or they may propose a solution that leverages the City's ArcGIS Online field data collection application. In either case, it is expected that Work Orders will be seamlessly created from and linked to inspection findings.

E-Solutions hosts the City's "[Report an Issue](#)" public web portal. Once entered, issues are emailed to Citizens First, who type the information into WorkManager as a Work Order. E-Solutions also hosts Citizens First's IKnow internal website of response procedures for different types of issues. The ARMS will have a public web portal to receive Service Requests, replacing E-Solutions for Issue Reports related to City-owned infrastructure (e.g., Potholes, Parks and Trails Maintenance, Snow Clearing, etc.); however, E-Solutions will continue to receive other types of Issue Reports, such as By-Law Infractions, Property Standards, Noise Complaints, etc.

Amanda is used to track fee-supported services requested by property owners, such as water shut-offs and curb cuts. When a service is requested, payment of the fee is recorded in Amanda, and the requested service is added to a To Do List. The items on the To Do List are then typed into WorkManager to generate Work Orders.

ESRI GIS stores the City's GIS data (SQL database) and provides mapping and visualization capability. The City is currently migrating GIS data from an Oracle DB to a Microsoft SQL Server DB. This effort is expected to be completed by May 2023. The City is incorporating ArcGIS Online in 2023 to deliver GIS services and applications and to provide a publicly accessible GIS.

CityWide stores the City's Tangible Capital Asset data. This system will be replaced by PeopleSoft; however, this will not be done in a future phase of the Financial Systems project (i.e., not by Q1 2024). Timing of the TCA transition has not yet been determined.

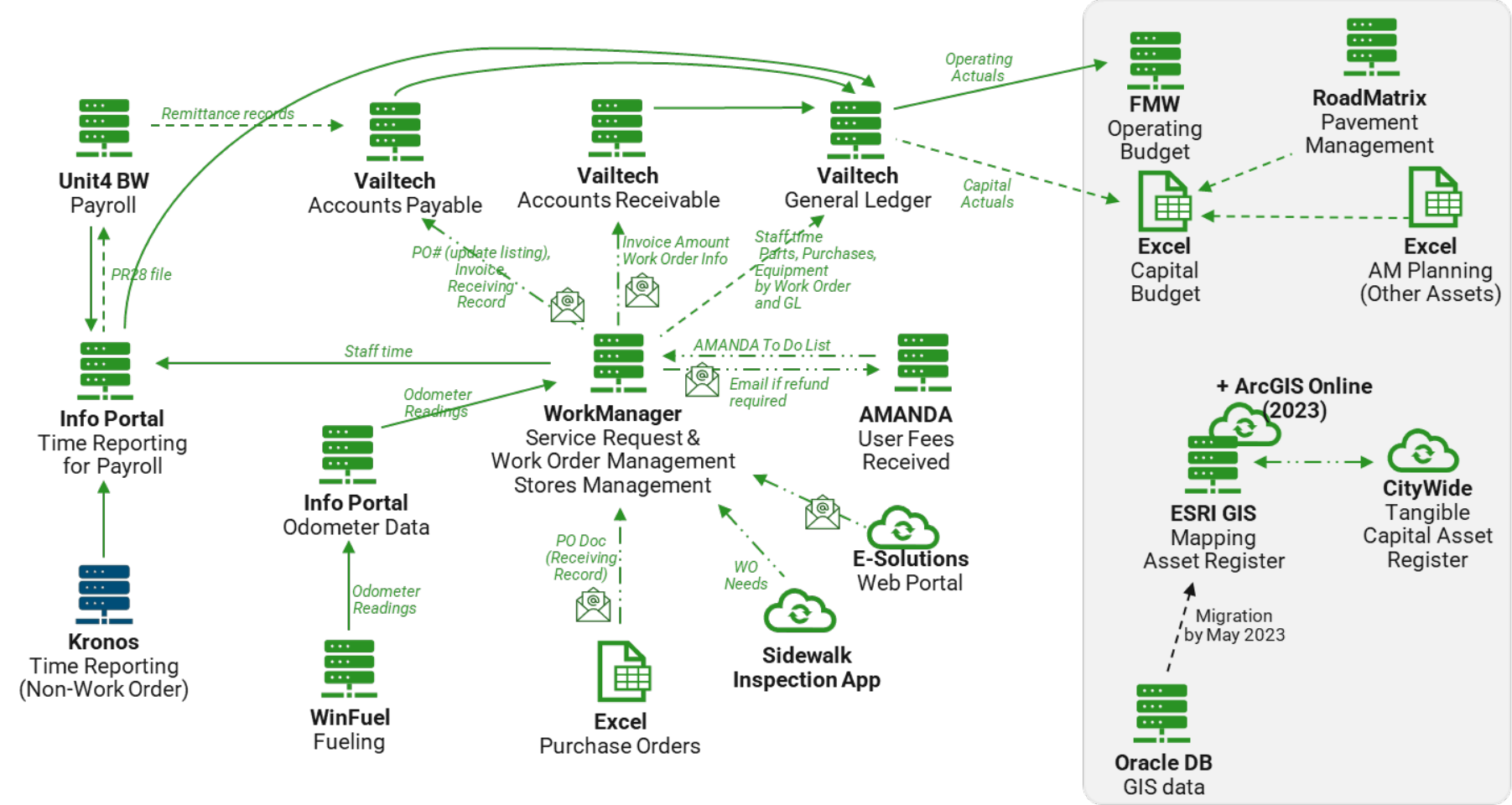
The figure shows data transfers between these systems. Data transfers are differentiated as:

- **Automated data transfers:** Data is transferred digitally, triggered by an automated process. This the most streamlined option for transferring data but requires a digital integration to be established.
- **Manual data transfers by batch file:** Data is transferred by manual transfer of data in a batch file. This approach is moderately streamlined, since it does not require re-keying (re-typing) of data, but it does require manual intervention to load the batch file.
- **Manual data transfers by transaction (re-key):** Data is transferred by re-keying (re-typing) data into the destination system. This is the least streamlined approach to transferring data because it requires duplicate data entry. This also increases the risk of data entry errors. In many cases, this type of data transfer is triggered an email-based process flow.

As shown in the figure, most data transfers are currently manual, many involving email transfer of information followed by re-typing. These inefficient processes represent an opportunity for process streamlining.

For more detail on these systems and integrations, see Technical Memorandum 3: Systems and Integrations.

Figure 2-1: Current State Systems and Integrations related to Maintenance and Asset Management



2.4 Summary

The City's current maintenance and asset management processes suffer from the following:

- Current work order management processes are inefficient due to duplicate data entry, paper-based processes, lack of querying capability, lack of map views and a highly reactive approach to maintenance
- Inconsistent asset data residing in multiple uncoordinated data sets results in uncertainty, error, lower confidence in decision-making and time lost investigating inconsistencies
- Reliance on multiple discrete spreadsheets for AM planning results in inconsistent decision-making, duplicated effort to develop analysis formulas and inability to prioritize organization-wide
- Lack of advanced AM planning capabilities limits the organization's ability to make efficient AM decisions and to effectively communicate those decisions to Council and the public.

Moreover, the current WorkManager system is outdated and lacks vendor support. The system crashes frequently, resulting in disruption, inefficiency and staff frustration. The unsupported system also poses a serious risk to the City's cyber-security and business continuity.

Most data transfers between systems are currently manual, many involving email transfer of information followed by re-typing. These inefficient processes represent an opportunity for process streamlining.

3 Desired Future State

This section describes the City's desired future state business processes for maintenance and asset management. Next, the systems and integrations required to support those processes are discussed. Coordination of the ARMS and Financial Systems projects is then discussed, followed by an overview of mobile devices and staff resources needed to support the future state. The section then closes with a summary.

3.1 Maintenance Management Processes

Table 3-1 presents the desired future state maintenance management functions as relevant to the opportunities for improvement identified in the City's existing work order management process. Process flowcharts for the future work order management process are provided in Technical Memorandum 1: Current and Future State Business Processes.

Table 1-1: Desired Future State Functions for Maintenance Management

Desired Future State Functions	Relevance to the City's Needs
Issue Report / Service Request Management	
<ul style="list-style-type: none"> • Issue reporting • External work requests/management • Bundling/linking • Multi-Criteria querying functions • System notifications (e.g., status updates) • GIS integration • Training and resource materials 	<p>In City's current WorkManager system, Issue Reports / Service Requests are not differentiated from Work Orders. In other words, reported issues are recorded in a Work Order.</p> <p>The desired functionality will improve on the City's current capability to query existing Service Requests and Work Orders, especially using a GIS map viewer to provide spatial context to data.</p> <p>The future ARMS will receive Issue Reports / Service Requests through a public portal. Issue Reports / Service Requests will then be directly linked to related Work Orders.</p> <p>Automated notifications of Service Request status will also be a valuable feature, as issue reporters do not receive status updates in the current state process.</p>
Work and Resource Management (IPSECA)	
<p>Initiation</p> <ul style="list-style-type: none"> • Asset identification • Qualified staff diagnose issue, identify mitigation measure(s) and priority level • Digital work order creation (staff permissions, unique ID creation, parent/child hierarchies, bundling/linking) • Work order data entry (attachments, photos, picklists, checkboxes, codes, standardized tasks) 	<p>In the City's current Work Manager system, work orders are initiated by non-specialist staff. In the future system, non-specialist staff will be limited to creating Service Requests (to report issues), and Work Orders will then be initiated by specialist staff with permissions to generate Work Orders (to define the work that needs to be done).</p>

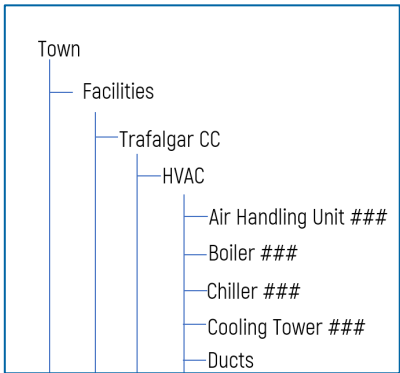
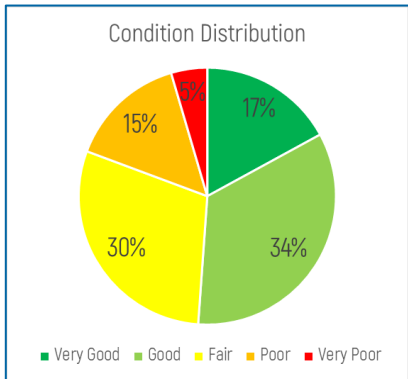
Desired Future State Functions	Relevance to the City's Needs
Planning & Scheduling <ul style="list-style-type: none"> • Work planning (task list, estimated cost, resource requirements, asset details) • Work coordination • Work scheduling (net capacity, material availability, tools/equipment availability, asset availability, smarter resource scheduling and coordination of Work Orders) • Recurring work orders (scheduling, notifications) • Workforce/skills management • Subcontractor management (Contractor Portal) 	<p>Currently, Supervisors generally plan and schedule all work orders. There is opportunity to delegate some of this activity to a Planner/Scheduler role; however, trained resources and clear processes would need to be established.</p> <p>Work scheduling may be a challenge in some departments, as schedules are often affected by weather and unplanned events. As such, currently, work is planned day-by-day with routine work done executed between unplanned events.</p> <p>Increased effort to scheduling work could improve efficiency, where work must be coordinated between teams, for example, for scheduling of vehicle maintenance.</p>
Execution <ul style="list-style-type: none"> • Tracking of completed tasks • Materials and tools return • Work order status notifications (automated, customizable messaging/recipients, permissions) 	<p>By providing field staff with mobile devices and access to the ARMS, work order information will be entered directly into the system, rather than on paper. This will improve the timeliness of data, reduce errors and loss of paperwork, and increase overall efficiency.</p>
Closure <ul style="list-style-type: none"> • Documentation (failure codes, labour, materials, crew comments, asset condition) • Work Order Close-out (with pictures, samples) 	<p>Findings to be recorded in the ARMS will include failure codes, time spent, materials used, and equipment used. Staff time information will flow into the time reporting and payroll process.</p> <p>An electronic workflow will enable work orders to be digitally reviewed and closed by the Supervisor.</p>
Analysis <ul style="list-style-type: none"> • Future analysis and standardized reporting (Work Order type, asset, failure codes, cost, downtime, labour, planner, supervisor, department, etc.) 	<p>Data in the work orders will be analysed to identify cost and failure trends, and to support adjustment and optimization of planned work, design standards and other asset lifecycle decisions.</p>
Generation of Routine Work Orders	
<ul style="list-style-type: none"> • Maintenance jobs definitions • Preventative program management 	<p>Currently, routine work is generally tracked in spreadsheets, and effort is recorded in blanket work orders. As such, life cycle costs cannot be determined by asset.</p> <p>The ARMS will automatically generate planned work orders, and effort will be recorded to those work orders. This will enable analysis of effectiveness and costs associated with planned work activities.</p>


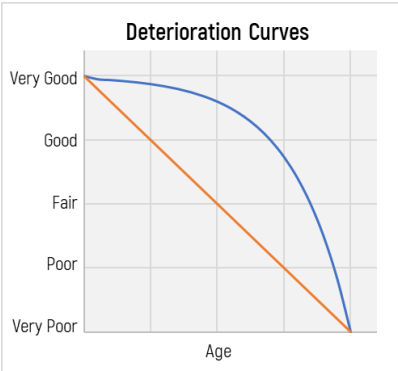
Desired Future State Functions	Relevance to the City's Needs
Inventory Management	
<ul style="list-style-type: none"> Digital inventory (materials) management Inventory accounting/adjustments Supply chain planning Inventory reconciliation Material requisition/procurement 	<p>Management of materials from Central Stores is generally paper based. The ARMS will enable paperless management and approval workflows for material use.</p>
Staff Time Reporting	
<ul style="list-style-type: none"> Single-point digital data entry (no data entry duplication) Automated reconciliation checks Financial and staff time information (central database, accessible information) Integration with work order system 	<p>The ARMS will eliminate the need for paper Timesheets. Staff time will be entered digitally into work orders, from where it will flow to the timesheet process. The ARMS will automatically calculate</p> <ul style="list-style-type: none"> upgrades, for example for staff completing tasks above their pay grade, and premiums for certain activities (e.g., driving a wing plows, completing an interment). <p>As such, clerical staff will not be required to manually calculate and enter upgrades and premiums into the ARMS.</p> <p>Kronos will continue to be used to track non-productive time but will no longer be the payroll source for upgrades and premiums. As such, clerical staff will not only be required to enter staff non-productive time into Kronos, but not upgrades and premiums.</p>
Asset Inspection and Condition Assessment	
<ul style="list-style-type: none"> Mobile access (work order management) GIS, document management and project management integration (mobile access) Advanced asset condition reporting integration (mobile access) Reporting 	<p>Mobile access to the ARMS will enable staff to conduct inspections in the field and generate work orders when defects are identified. GIS implementation will allow for visualization of inspection progress and real-time updates to data.</p> <p>To enable this, inspections must be configured into the ARMS.</p>

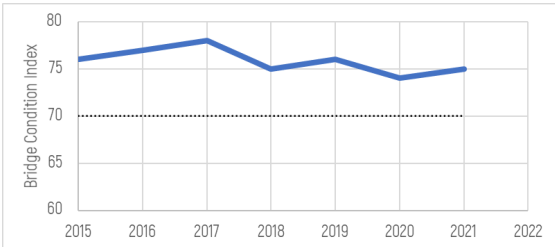

3.2 AM Planning Processes

The ARMS will provide AM planning analysis and reporting capabilities needed that will enhance the City's current AM planning capabilities, improve efficiency, and fill gaps in technology capability. Relevant AM planning capabilities and strengths are described in Table 3-2, along with their relevance to the City.

Table 3-2: Desired ARMS AM Planning Capabilities

Description of Capability	Relevance to the City's Needs												
1. Centralized Asset Data													
<p>The ARMS will house the asset database, synchronized with the authoritative source, and enables all AM planning analysis to be conducted with one consistent set of AM planning analysis tools on one consistent asset data set.</p> <p>Outputs can be presented at different levels of service/system/asset detail (see example in Figure 3-1), while ensuring consistency with numbers reported at other levels of aggregation.</p>  <pre> graph TD Town --> Facilities Facilities --> Trafalgar_CC[Trafalgar CC] Trafalgar_CC --> HVAC HVAC --> AHU[Air Handling Unit ###] HVAC --> Boiler[Boiler ###] HVAC --> Chiller[Chiller ###] HVAC --> CT[Cooling Tower ###] HVAC --> Ducts </pre> <p>Figure 3-1: Example of Drill-down Capability to different levels of service/system/asset detail</p>	<p>Enhances City's current capability and efficiency</p> <p>The City is currently using spreadsheets to conduct AM planning analysis for most asset types.</p> <p>Having a centralized system will reduce data duplication, as well as duplication of effort required to re-create AM analyses in multiple spreadsheets. The centralized tool will also ensure consistency of analytical approaches.</p> <p>In addition, the City needs to report condition and other asset information at different levels of service/system/asset detail. The centralized ARMS will ensure that all values align when reported at different levels.</p>												
2. Visual Reporting of Condition Distribution													
<p>The ARMS will conveniently generate condition charts and maps for maximum communication impact (see Figures 3-2 and 3-3 for examples). These visuals can be easily created at any level of service/system/asset detail.</p>  <p>Condition Distribution</p> <table border="1"> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Good</td> <td>17%</td> </tr> <tr> <td>Good</td> <td>34%</td> </tr> <tr> <td>Fair</td> <td>30%</td> </tr> <tr> <td>Poor</td> <td>15%</td> </tr> <tr> <td>Very Poor</td> <td>3%</td> </tr> </tbody> </table>	Condition	Percentage	Very Good	17%	Good	34%	Fair	30%	Poor	15%	Very Poor	3%	<p>Enhances City's current capability and efficiency</p> <p>Communication with Council and the public are essential for engendering confidence in the City's stewardship of assets, and trust in the City's AM decision-making.</p> <p>The ARMS makes it quick and easy to generate such graphics and can even be used live to show deterioration impacts of different funding decisions.</p>
Condition	Percentage												
Very Good	17%												
Good	34%												
Fair	30%												
Poor	15%												
Very Poor	3%												

Description of Capability	Relevance to the City's Needs
<p>Figure 3-2: Example of a Condition Pie Chart</p>  <p>Figure 3-3: Example of Condition Map</p>	
<h3>3. Modelling Using Deterioration Curves</h3>	
<p>ARMS enable condition deterioration to be modeled using different deterioration curves, which can be calibrated using user-defined parameters.</p>  <p>Figure 3-4: Examples of Deterioration Curves</p>	<p>Fills a gap in City's existing AM technology capability</p> <p>The City uses RoadMatrix to model pavement deterioration, and an SQL script to apply a Markov deterioration model for other asset types. However, the SQL script is a tool that was developed by a consultant, and the City does not have the capabilities in-house to adjust the model parameters.</p> <p>Using the ARMS, condition forecasts can be modelled more accurately by applying deterioration curves. The ARMS will make it easy to select and apply different types of curves. (However, effort will still be required calibrate the curve to reflect historical deterioration data.)</p>
<h3>4. Reporting Level of Service (LOS) Performance</h3>	
<p>ARMS can be used to link asset performance to specific LOS indicators and targets, and to conveniently report performance against those targets (see Figures 3-5 and 3-6 for examples. These indicators are used to drive decision-making by showing where performance is falling short of targets.</p>	<p>Fills a gap in City's existing AM technology capability</p> <p>The City has not formalized its LOS indicators and targets, and thus has not linked asset performance to indicators.</p> <p>However, even after the City defines its LOS indicators and their relationships with assets, the City does not currently have a tool to conveniently translate those</p>

Description of Capability	Relevance to the City's Needs																								
<table><thead><tr><th></th><th>Target</th><th>Performance</th></tr></thead><tbody><tr><td colspan="3">Average surface condition (PQI)</td></tr><tr><td>Locals</td><td>50</td><td>55</td></tr><tr><td>Arterials & Collectors</td><td>65</td><td>61</td></tr><tr><td colspan="3">Average Bridge Condition Index</td></tr><tr><td>Bridge</td><td>70</td><td>75</td></tr><tr><td>Culverts</td><td>70</td><td>73</td></tr><tr><td>Percentage of bridges in the municipality with load restrictions</td><td>0%</td><td>5%</td></tr></tbody></table> <p>Figure 3-5: Example of LOS Reporting</p>  <p>Figure 3-6: Example of LOS Trend Reporting</p>		Target	Performance	Average surface condition (PQI)			Locals	50	55	Arterials & Collectors	65	61	Average Bridge Condition Index			Bridge	70	75	Culverts	70	73	Percentage of bridges in the municipality with load restrictions	0%	5%	<p>relationships into LOS analyses and reports for decision-making.</p>
	Target	Performance																							
Average surface condition (PQI)																									
Locals	50	55																							
Arterials & Collectors	65	61																							
Average Bridge Condition Index																									
Bridge	70	75																							
Culverts	70	73																							
Percentage of bridges in the municipality with load restrictions	0%	5%																							
5. Identification of Renewal Needs																									
<p>By using an ARMS, renewal needs can be identified based on current condition. Needs can also be identified to a future horizon can be using deterioration curves and considering Level of Service targets.</p>  <p>Figure 3-7: Example of deterioration forecast to 2031, used to identify renewal needs to a future horizon</p>	<p>Enhances City's current capability and efficiency</p> <p>The City has processes and condition data for identifying renewal needs; however, the process primarily relies on spreadsheet analyses.</p> <p>Moreover, Levels of Service are currently not used to inform renewal needs.</p> <p>An ARMS would be configured to perform specific analytical and forecasting processes, so that spreadsheets do not have to be re-developed for each analysis. This will improve efficiency.</p> <p>It will also enable forecasting needs to future year horizons and forecasting LOS performance.</p> <p>These capabilities will be useful for fulfilling O. Reg. 588/17's requirements for reporting on projected Levels of Service and their associated costs (required in AM Plan by July 1, 2025).</p>																								
6. Tracking of Capacity and Upgrade Needs																									

Description of Capability	Relevance to the City's Needs
Capacity and upgrade needs are typically identified by master plans and other studies. The identified needs can be consolidated into an ARMS at the asset level, so that they can be prioritized with other needs, and considered in long-term planning for their impacts on renewal and operating costs.	<p>Fills a gap in City's existing AM technology capability</p> <p>The City does not currently track expansion and upgrade needs at the asset level.</p> <p>An ARMS could be used to consolidate all identified needs into one database at the asset level. These needs may then be tracked in one place (instead of multiple different reports), coordinated, and prioritized with other needs (including renewal needs), and their impacts on future long-term costs may be included in financial forecasts.</p>
7. Bundling and Coordination of Projects	
<p>The ARMS can act as a window on all improvement needs (renewal, capacity, and upgrade needs) for all asset classes. This will facilitate coordination of projects.</p> <p>It is also possible to incorporate improvement plans of neighbouring municipalities to further improve coordination.</p>	<p>Enhances City's current capability and efficiency</p> <p>The City typically coordinates improvement projects between departments and with neighbouring municipalities, based on informal processes.</p> <p>An ARMS could provide a centralized view of all asset needs and projects to facilitate collaboration, and to ensure that all parties are working with the same data.</p>
8. Risk-based Prioritization	
<p>ARMS can enable assignment of Probability of Failure (PoF) and Consequence of Failure (CoF) scores to evaluate risk exposure. An ARMS should accommodate different types of PoF, such as probability of physical failure, capacity failure and functional failure. An ARMS should also recognize different types of CoF, such as financial, availability, environmental, health & safety and reputational impacts.</p> <p>An ARMS may show the municipality's risk exposure in a risk map (see example in Figure 3-8) or show the risk level by asset (see example in Figure 3-9).</p>	<p>Fills a gap in City's existing AM technology capability</p> <p>The City does not have a tool to efficiently analyse and visualise risk exposures, and to facilitate risk-based prioritization. The ARMS will provide these capabilities.</p>

PoF


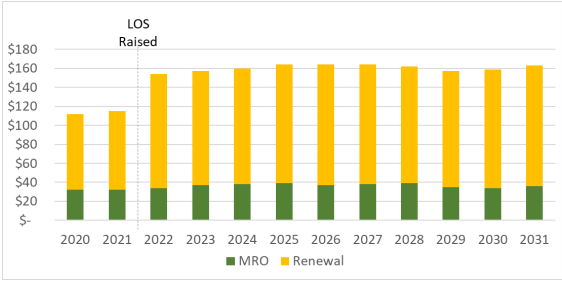
5	-	-	-	-	-
4	\$ 5.8	\$ 0.4	\$ 0.0	\$ 0.2	-
3	\$ 10.7	\$ 2.4	\$ 0.1	\$ 0.3	\$ 6.3
2	\$ 11.7	\$ 0.7	-	\$ 0.2	\$ 0.0
1	\$ 15.9	\$ 1.6	\$ 0.1	\$ 0.5	\$ 0.0

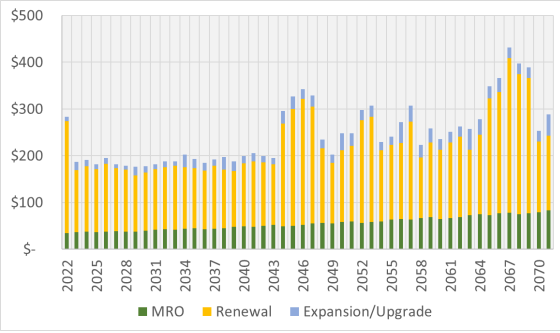
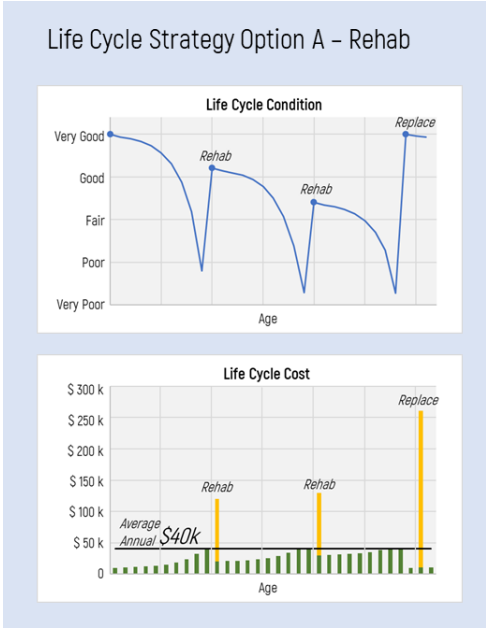
Consequence of Failure

1 2 3 4 5

Risk Legend

Very Low	Low	Moderate	High	Very High
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Description of Capability	Relevance to the City's Needs
<p>Figure 3-8: Example of a Risk Matrix</p>  <p>Figure 3-9: Example of a assets mapped by</p>	
<p>9. Testing of Budget, LOS, and Risk Scenarios</p>	
<p>ARMS can be used to test different corporation-wide budget scenarios to see the resulting impact on enterprise LOS performance and risk. The impacts can also be drilled down to the asset level.</p> <p>Similarly, ARMS can be used to test how adjustments to LOS targets will impact risk exposure and cost, or how adjustments to risk tolerance will impact cost and performance.</p> <p>Figure 3-10 shows an example of an ARMS cost forecast associated with increasing a service level target.</p>  <p>Figure 3-10: Example of estimated cost impact of raising the LOS target</p>	<p>Fills a gap in City's existing AM technology capability</p> <p>Currently, the City does not have tools to easily model budget, performance, or risk scenarios. This capability will improve the City's decision-making and its decision-making confidence.</p>

Description of Capability	Relevance to the City's Needs
10. Long-range Forecasting	
<p>ARMS can provide long-range forecasts of costs associated with renewal, expansion, upgrade, and Maintenance, Repair and Operations (MRO). ARMS can produce forecasts that extend the full life of a municipality's longest-lived asset, for example 100 years or more.</p>  <p>Figure 3-11: Example of long-range cost forecast</p>	<p>Enhances City's current capability and efficiency</p> <p>Currently, the City does not have a tool to enable long-range forecasting across its full asset portfolio. The ARMS will enable this type of modeling to identify and adjust for peaks in funding needs, and to ensure that sufficient reserves are being prepared to sustain the full lifecycle of the assets.</p>
11. Optimization of Life-Cycle Strategies	
<p>ARMS can be used to find the lowest cost life cycle strategy for a specific asset class. Example outputs are shown in Figure 3-12.</p>  <p>Figure 3-12: Example of life cycle optimization outputs</p>	<p>Fills a gap in City's existing AM technology capability</p> <p>The City currently uses RoadMatrix to optimize life cycle strategies for roads; however, no tool is in place to enable this type of analysis for other asset types. An ARMS would fill this gap.</p> <p>Moreover, RoadMatrix applies a prioritization fixed logic based primarily on traffic volumes, pavement condition and ride. The ARMS will enable the City to adjust the logic to reflect the City's priorities.</p>

3.3 Systems and Integrations

Figure 3-13 shows the desired future state systems and integrations. The Figure shows the ARMS cloud solution in the centre of the diagram supporting maintenance management work orders, as well as AM planning activities. The ARMS solution may consist of a single application, or it may consist of two integrated applications, commonly known as a Computerized Maintenance Management System (CMMS) and an Enterprise Asset Management System (EAMS). In Figure E-2, the ARMS is depicted as a CMMS and an EAMS. The CMMS would replace the previous WorkManager system, E-Solutions for Issue Reports (City infrastructure-related only) and AM Planning spreadsheets. RoadMatrix has been excluded from this graphic, although it is possible that vendors will choose to keep it and integrate it with the ARMS. The figure also shows PeopleSoft replacing Vailtech and the PO spreadsheet, as well as Hyperion replacing FMW and the Capital Budget spreadsheet.

WinFuel will be directly integrated to provide odometer readings to the future ARMS. Amanda also remains, and data transfers to generate fee-supported work orders will continue to be manually re-keyed, because the small number of transactions (approximately 10/month) does not justify a digital integration at this time.

The figure shows the Tangible Capital Asset (TCA) register remaining in CityWide. The City plans to transition this to PeopleSoft in the future; however, the timing for this is not yet known, so the desired future state is shown for now with CityWide.

The payroll process supported by Unit4 BW will remain unchanged, receiving the PR28 payroll form from Info Portal; however, Info Portal will be adjusted to generate the PR28 based on non-productive time from Kronos and productive time (including upgrades and premiums) from the future ARMS, while ensuring that non-productive and productive time align with regular time totals. Adjustment of Info Portal will need to be done by City IT staff, since Info Portal is an in-house middleware solution.

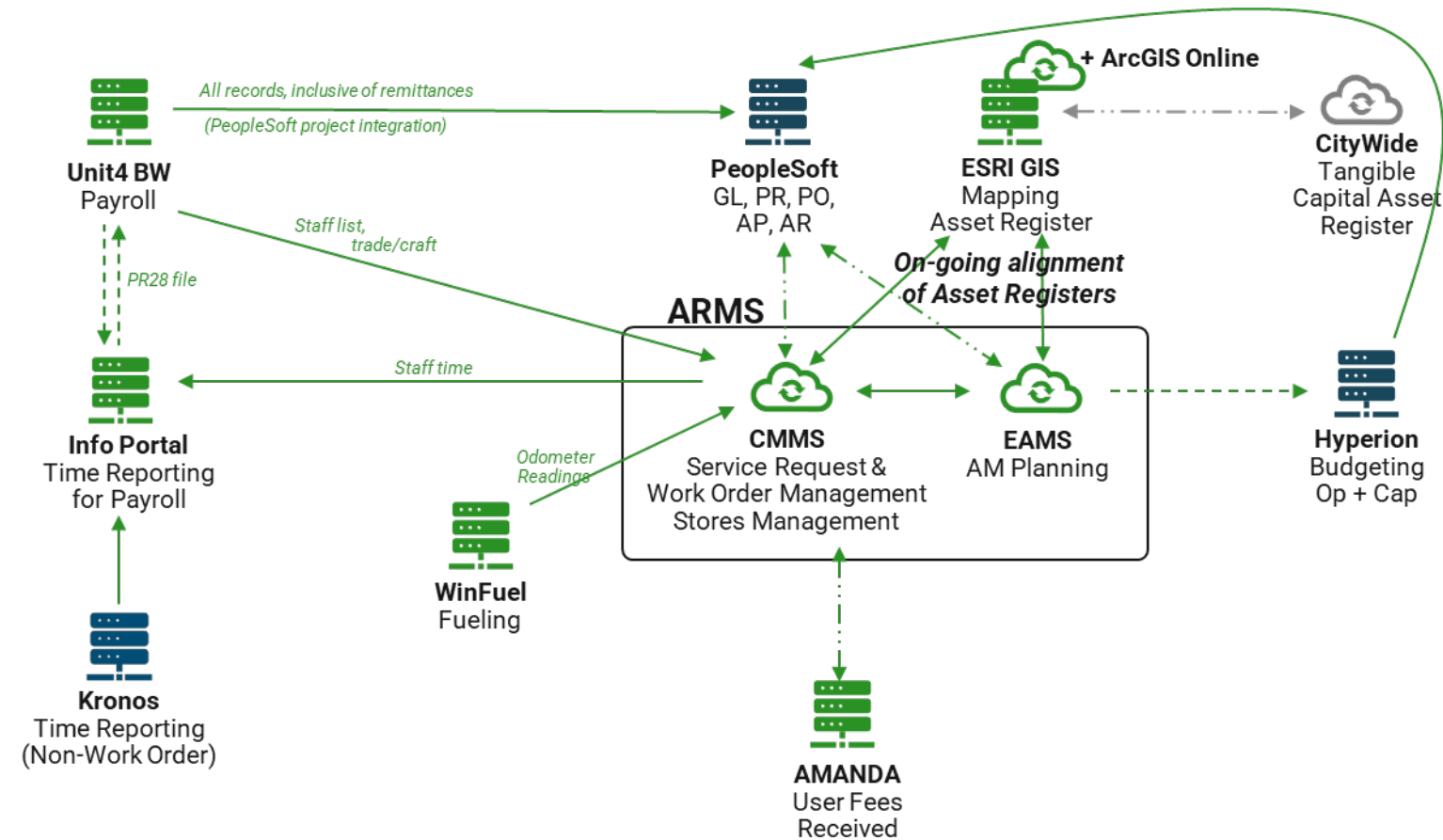
A direct integration from Unit4 BW to ARMS is included to the Figure. This desired digital integration will transfer staff data to the ARMS, such as staff names, trade/craft, rates, upgrade criteria and premium criteria. This integration did not appear in the current state figure (Figure 2-1 in Section 2.2) because this type of data coordination is not consistently or formally done in the current state. This represents a process gap that results in outdated staff lists in WorkManager. Similarly, upgrade and premium criteria are not recorded in WorkManager. Instead, Municipal Works' clerical staff rely on paper reference sheets to manually calculate upgrades and premiums that they then manual type into WorkManager.

One of the priorities of the ARMS project is to ensure that asset data will be kept consistent across the City's enterprise asset registers, including GIS, TCA and ARMS (which may comprise separate CMMS and EAMS). This will require a combination of coordinated data update processes, as well as digital integrations. The design of the processes and integrations will be developed as part of the ARMS vendor implementation contract.

The City does not currently have plans to implement a centralized Data Warehouse; however, it is recommended that the City consider this option to enhance business intelligence capabilities and to simplify future integration needs.

For more detail on these systems and integrations in Figure 3-13, see Technical Memorandum 3: Systems and Integrations.

Figure 3-13: Future State Systems and Integrations related to Maintenance and Asset Management



LEGEND

- On-premises application (City)
- Cloud application (City)
- On-premises application (Region)
- Automated data transfer
- Manual data transfer (batch)
- Manual data transfer (re-key)
- Email

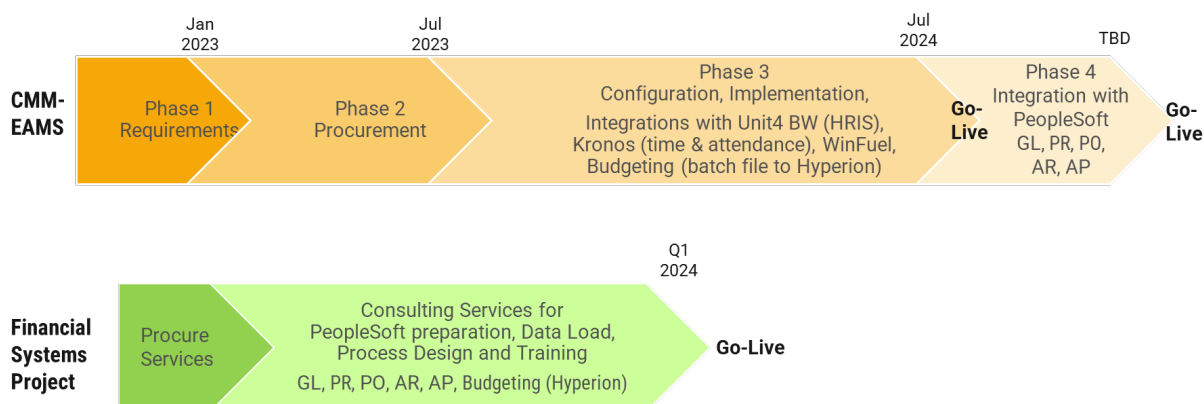
3.4 Project Timing – Coordination with Financial Systems Project

A separate Financial Systems project is being undertaken through 2023 to Q1 2024, which overlaps with the ARMS implementation which is planned for July 2023 – July 2024. The Financial Systems project will replace Vailtech and the PO spreadsheet with PeopleSoft, and to replace FMW and the Capital Budget spreadsheet with Hyperion. The ARMS will require a digital integration with those PeopleSoft, and the following risks were identified as a result of the overlapping timing of the two projects:

- Insufficient staff availability (City & Region staff) to support both projects at the same time.
- Delays to PeopleSoft project could cause delays to ARMS
- ARMS vendors may be discouraged from bidding, or will price in the risk of changes being made to financial processes

To mitigate these risks and to enable replacement of WorkManager by July 2024, the City will implement ARMS in Phases where the first year (July 2023 - 2024) will include only integrations with existing systems (Unit4 BW, Kronos, WinFuel), and with Hyperion for budgeting (batch file report output for manual loading). The ARMS will then be integrated with Financial processes (GL, PR, PO, AR, AP) after those processes have been implemented and have gone live in PeopleSoft. The resulting timelines of the ARMS and Financial Systems projects are shown in Figure 3-14, where a Phase 4 has been added to the ARMS project to implement integrations to PeopleSoft. The Go-Live date for Phase 4 is shown as TBD (to be determined), but is expected to be no later than January 2025.

Figure 3-14: Timeline of ARMS and Financial Systems Projects



3.5 Devices – Tablets and Laptops

To enable paperless work orders as desired in the desired future state, tablets and laptops will be needed for field staff. Table 5 lists the devices that will be needed to support the planned paperless processes. In most cases, devices will be assigned to a vehicle or facility. As such, each device will be used by multiple staff. In total, it is estimated that 176 devices will need to be purchased for the ARMS project. The exact mix of laptops and tablets will be determined at a later date.

Table 3-3: Devices Needed to Enable Future State Work Order Processes

For Maintenance of	Devices Needed (in addition to existing devices)	Description
Roads, Sidewalks, Traffic	75 devices mounted in vehicles (large trucks, pickups ,tractors, backhoes and a loader) 2 devices in the parking garages	Vehicles are sometimes interchangeable between crews and also include vehicles for Winter Control. There is a possibility that some of the 75 devices may be shared between vehicles that are only used in summer or winter.
Parks	21 vehicle-mounted devices 16 tractor-mounted devices 17 devices to be kept in storage buildings at parks	Staff at some parks report directly to the park and don't have a City vehicle on site.
Forestry	8 vehicle-mounted devices	
Facilities and Structures	3 devices for City Hall 6 devices for Community Facilities 14 devices for Sven's team	1 per facility, 2 at larger facility 1 per person, since they work alone in the field
Water, Wastewater, Stormwater	2 devices for Supervisor vehicles	There are currently 11 existing laptops in utility vans
Fire Protection Equipment	None	iPad tablets have already been acquired for each vehicle. These tablets can be used to enable digital daily inspections and creation of work orders. Work orders will generally be conducted by contractors and led by office staff who have access to computers.
Fleet Vehicles and Equipment	5 devices 3 tablets	Assumes one per three mechanics One each for Fire, Parks' service truck, small equipment
Stores	4 tablets	Locations would be 1 at each counter and 2 for the warehouse. Scanners

For Maintenance of	Devices Needed (in addition to existing devices)	Description
	Upgrade Wi-Fi signal in warehouse and office space	would also be required unless tablet is able to scan using camera
TOTAL	176 devices	

3.6 Resources

It is expected that clerical staff that currently support work order processes will be available to support different tasks, because the future process will be paperless. On the other hand, additional resources will be needed to support the following:

- **AM Planning and Analytics**
Currently, AM planning activities are generally conducted by managers as part of the annual budgeting process. To leverage the capabilities of the ARMS, additional resources are recommended to conduct analyses for improved planning and decision-making. It is recommended that 1 resource be added to support AM analytics, planning and reporting, as well as on-going development of AM analysis logic and frameworks.

The AM Planning and Analytics resource will produce AM Plans and other analyses that will support budgeting activities across the organization; however, this resource will not directly be supporting budgeting activities of other departments. Moreover, it is expected that asset condition assessments and operational reviews will continue to be led by the operational groups.

- **Asset Data Updates**
The organization currently has a small GIS team (3 resources) available to update GIS data; however, their scope includes non-asset GIS data (and a wide array of other functions). The organization also has Finance staff who are responsible for updating the TCA register. Processes for updating the asset list in WorkManager are informal, except in the case of vehicle assets, for which asset data is regularly updated.

In the future state, additional resources will be needed to ensure that asset data remains up to date and coordinated across different asset registers. Electronic data integrations will be established where possible, but some data entry will likely be involved. It is recommended that 2 resources be dedicated to updating, coordination and continuous improvement of asset data across the TCA, GIS and ARMS. (See Tech Memo 5 – Asset Register Review for data improvement needs.) These resources will also assist in operationalizing asset data standards established by the GIS Solutions Architect and Manager of Infrastructure Assets through cross-departmental collaboration.

- **Planning/Scheduling of Work Orders and PM Optimization**
It is recommended that 2 Planner/Scheduler resources be provided to support the work order process and to develop, coordinate and continuously improve maintenance programs. These resources will be responsible entering and updating preventive maintenance schedules, forecasting and assigning future work, coordinating work assignments with training and vehicle preventive maintenance, and ensuring availability of materials and equipment to support scheduled work. They may also support development of City-wide repair and maintenance programs and plans.
- **System Administration**
The ARMS will be cloud-based, so the requirement for IT support resources is lower than for on-premises solutions. However, there will still be a need for system administration effort, for example, adding accounts,

adjusting permissions, adjusting configurations and acting as the first tier of support for end users. This effort may be re-purposed from the effort that we previously allocated to supporting WorkManager.

These additional 5 resources will be required to sustain the quality of asset and lifecycle data across the organization, and to realize the expected benefits from the ARMS.

3.7 Summary

In the desired future state, work order management processes will be streamlined and paperless, and will enable efficient querying and map views. Issue reports and service requests will be received through a convenient web portal and reviewed prior to creation of a work order. Moreover, the ARMS will be a centralized repository of AM maintenance and repair history, AM planning data and tools for AM planning analysis, reporting and decision-making. It will improve decision-making by enabling optimization and prioritization of needs organization-wide, based on a consistent set of data, and consistent analytical processes. It will also improve efficiency by eliminating duplication of data entry in the work order management process, and in the spreadsheet-based AM planning processes currently in place. It will also enable level of service analysis, risk analysis, and scenario testing of budget limits, LOS targets and risk tolerances. These are capabilities that are not supported by the organization's existing technology tools and will be needed to meet the 2025 AM Plan requirements of O.Reg. 588/17.

Replacement of the current unsupported WorkManager application with a modern maintenance management system will reduce inefficiency and frustration that currently result from system crashes. Moreover, elimination of the unsupported system will unsupported mitigate serious risks to cyber-security and business continuity associated with unsupported software.

In the future state, most data transfers between systems will be supported by digital integrations or batch file data transfers. For frequently used processes, inefficient email-based data transfers will be eliminated.

A separate Financial Systems project is being undertaken through 2023 to Q1 2024, which overlaps with the ARMS implementation. The Financial Systems project will replace Vailtech and the PO spreadsheet with PeopleSoft, and to replace FMW and the Capital Budget spreadsheet with Hyperion. To mitigate project risks related to undertaking two major technology transformations concurrently, while still achieving replacement of WorkManager by the target date of July 2024, the City will implement ARMS in Phases where Phase 3 (July 2023 – July 2024) will include only integrations with existing systems (Unit4 BW, Kronos, WinFuel), and with Hyperion for budgeting (batch file report output for manual loading). The ARMS will then be integrated in Phase 4 with Financial processes (GL, PR, PO, AR, AP) after those processes have been implemented and have gone live in PeopleSoft.

To support the desired future state, the following additional resources will be needed:

- 176 devices (tablets or laptops) to enable the paperless work order process
- 5 additional resources to
 - Conduct AM planning and analysis using the ARMS
 - Update and coordinate asset data across the organization's enterprise asset registers
 - Plan and schedule work orders and maintenance programs

The additional resources are required to sustain the quality of asset and lifecycle data across the organization, and to realize the expected benefits from the ARMS. At the same time, clerical staff that currently support work order processes will be available to support different tasks, because the future process will be paperless.

4 Procurement Scope Options

This section discusses options and recommendations for achieving the City's desired ARMS future state. The first subsection considers opportunities to leverage systems that exist within the City's or Region's current technology landscape. Leveraging existing systems could yield lower software licensing costs and simplify the enterprise technology landscape and integration needs. If these alternatives are not attractive, a ARMS may be procured through an open RFP. The next subsection examines options for procuring a ARMS, such as procuring the full ARMS, procuring only the maintenance management functionality (a CMMS), procuring only the AM planning functionality (an EAMS), or procuring the system with or without devices for field staff.

4.1 Options to Leverage Existing Systems

The key question in this project is how to procure the desired ARMS functionality in the most cost-efficient way. Options include:

- Leveraging existing systems within the City's technology landscape
- Leveraging systems potentially available through the Region
- Seeking solutions from the market

The first two options would entail discussions with specific vendors, while the third option consists of open procurement based on an RFP.

4.1.1 Existing Systems at the City

Of the systems currently within the City's technology landscape only CityWide, which is currently used to track TCA, has functionality of interest to the ARMS project. Specifically, CityWide offers modules for AM planning and maintenance management. Additional licensing costs may be required to access the additional modules, along with configuration and integration services to achieve the City's desired ARMS future state. The cost of this option will be most reliably obtained from the vendor when they assess the City's desired functionality in the context of an open market RFP.

4.1.2 Systems Potentially Available through the Region

The Region has established a collaborative relationship with its lower tier municipalities, enabling them to leverage the Region's technology tools and technology pricing agreements. For example, St. Catharines is currently using the Region's implementation of Kronos to track time and attendance for outside staff and will soon be using the Region's implementation of PeopleSoft to manage financial processes. In addition, the City implemented ESRI GIS, benefiting from the Region's pricing agreement with ESRI (Enterprise License Agreement).

Relevant systems used at the Region are listed in Table 4-1. Due to the tight timeframe of Phase 1, work order management capabilities of these systems have not been assessed in detail against the City's requirements; however, in general, Cityworks, Hexagon EAM and M5 are considered best-in-class work order systems that are commonly used in municipalities. In contrast, PeopleSoft is not commonly used for work order management in the municipal space and does not typically compete in the municipal ARMS space.

To determine pricing benefits of leveraging one of the Region's systems, a detailed comparison of system capabilities against the City's functional requirements would have to be done, followed by discussions with the Region and respective vendors. To meet the City's desired ARMS implementation timeline, it is recommended instead that the City proceed to RFP, such that these vendors can demonstrate their functional capabilities and provide their best pricing.

Table 4-1: Region's Systems with Work Order Management Capabilities

Region's System	Usage at the Region	Potential Suitability for the City
Cityworks	Used to manage work orders for transportation assets	High
Hexagon EAM*	Used to manage work orders for water and wastewater assets	These are each considered best-in-class work order management systems and would have a high likelihood of fulfilling the City's functional requirements.
M5	Used to manage work orders for fleet assets	Low This is considered best-in-class system for work order management for fleet assets. However, the City seeks an enterprise work order management system that will support all asset types.
PeopleSoft for work order management	<p>PeopleSoft has this capability, but it is not being used at the Region. When PeopleSoft was adopted to support financial processes, the Region considered the work order management module, but chose to stay CityWide, Hexagon EAM and M5.</p> <p>The Region has not configured this module and only has a few licenses.</p>	<p>Low</p> <p>This option would have the potential to reduce integration needs with the financial system; however, based on the Region's earlier assessment and decision to stay with CityWide, Hexagon EAM and M5, it is unlikely that PeopleSoft would meet the City's similar functional needs.</p> <p>Also, PeopleSoft is not commonly used for work order management in the municipal space, and this vendor does not typically compete in the municipal ARMS space.</p>

* Formerly known as InforEAM

4.1.3 Seeking Solutions from the Market

There are many options on the market, including:

- Systems that specialize in maintenance management (CMMS)
- Systems that specialize in AM planning (EAMS)
- Systems that support maintenance management and AM planning

Systems that specialize in either work order management or AM Planning typically have more advanced capability and flexibility in their respective specialty than systems with a broader scope. Bidders on municipal ARMS implementation RFPs typically include:

- CMMS vendors as prime consultant with an EAMS vendor as a subconsultant

- Vendors of systems that include both maintenance management and AM planning capabilities

It is rare for EAMS vendors to bid as the prime vendor because the bulk of the cost (and risk) is related to the CMMS portion of the project.

As explained in the earlier subsections, further exploration of existing City or Region systems would require additional time that is not available in the City's desired ARMS implementation timeline. As such, it is recommended that the City proceed to open RFP, such that all vendors can provide their functional capabilities and best pricing. The next subsection discusses scope options for procuring a ARMS through an RFP.

4.2 RFP Procurement Scope Options

4.2.1 Options Considered

Table 4-2 lists options to structure the RFP scope to accommodate potential funding constraints. The first option is to continue with the Status Quo, and thus abandon the ARMS project (i.e., no procurement). This would leave the City to continue with the current state processes described in Section 2.

The second option is to implement a ARMS with mobile devices to support the paperless work order process, as would be required to achieve the desired future state described in Section 3.

ARMS solutions often consist of separate software systems implemented by partner vendors. Options C-E consist of implementing only one of the systems. These options may be considered if costs of the combined ARMS project become a limitation; however, the benefits to asset lifecycle planning will be affected. Specifically, Options C and D consider the option of procuring and implementing only the CMMS, where C includes devices for the field staff and D does not. Option E considers the option of implementing only the EAMS.

Table 4-2 includes a high-level assessment of the strengths and weaknesses of each option, and shows that only the following two options are carried forward for further analysis:

- Option B – Implement ARMS with devices
- Option C – Implement CMMS only with devices

Options A, D and E did not sufficiently address the organization's business needs, nor the guiding principles in the City's Strategic Plan and Strategic Asset Management Policy.

Table 4-2: Options and Preliminary Assessment

Option	Description	Strengths	Weaknesses	Recommendation
A – Status Quo	<ul style="list-style-type: none"> Continue using WorkManager to manage work orders Continue using existing tools for AM planning (RoadMatrix and spreadsheets) 	No initial capital investment required.	Does not address business needs, Strategic Plan direction or Strategic AM Policy direction	Do not carry forward
B – Implement ARMS with devices	<ul style="list-style-type: none"> Replace WorkManager with a modern, vendor-supported CMMS; provide mobile devices to field staff Implement EAMS as a centralized AM planning tool to replace disjoint spreadsheets (may or may not replace RoadMatrix) 	<p>Addresses City's business needs.</p> <p>Aligns with Strategic Plan direction and Strategic AM Policy direction.</p> <p>Maximizes AM benefits.</p>	High capital investment required.	Carry forward for detailed cost-benefit analysis
C – Implement CMMS only with devices	<ul style="list-style-type: none"> Replace WorkManager with a modern, vendor-supported CMMS; provide mobile devices to field staff Continue using existing tools for AM planning (RoadMatrix and spreadsheets) 	<p>Moderate capital cost</p> <p>Addresses City's business needs related to work order management</p> <p>Advances Strategic Plan direction and Strategic AM Policy direction</p>	Does not realize AM planning decision-making benefits	Carry forward for detailed cost-benefit analysis as a moderate cost option
D – Implement CMMS only without devices	<ul style="list-style-type: none"> Replace WorkManager with a modern, vendor-supported CMMS, but do not provide mobile devices to field staff Continue using existing tools for AM planning (RoadMatrix and spreadsheets) 	<p>Lower capital cost</p> <p>Replaces City's current unsupported work order management system</p>	<p>Does not streamline work order management processes or eliminate paper</p> <p>Does not realize AM planning decision-making benefits</p>	Do not carry forward
E – Implement EAMS only	<ul style="list-style-type: none"> Continue using WorkManager to manage work orders Implement EAMS as a centralized AM planning tool to replace disjoint spreadsheets (may or may not replace RoadMatrix) 	<p>Lower capital cost</p> <p>Enables advanced AM planning frameworks and analysis</p>	<p>Does not streamline work order management processes or eliminate paper</p> <p>Does not improve asset lifecycle data, which is needed to benefit from EAMS capabilities</p>	Do not carry forward

4.2.2 Options Analysis Based on Costs and Benefits

Options B and C are compared based on an analysis of costs and benefits. For more detail on the cost and benefit analysis, see Technical Memorandum 6: Business Case.

Initial Capital Costs

Initial capital costs are estimated at \$2.3 million for Option B and \$2.0 million for Option C, as shown in Table 4-3. This estimate includes the first year of software subscription, software configuration and implementation services, the cost of consulting services to represent the City through procurement (Phase 2) and Implementation (Phase 3), and costs associated with mobile devices. Refer to Technical Memorandum 1 for the breakdown of device needs by service area.

As was explained in Technical Memorandum 1, 123 devices will be mounted in vehicles, 16 will be mounted in tractors and 37 will be used in facilities and parking garages. A cost of \$1,500 has been estimated for each unmounted device (tablet or laptop). An addition \$1,000 has been estimated as the cost to purchase and install vehicle and tractor mounts for the devices. The total for each vehicle-mounted and tractor-mounted device is thus estimated at \$2,500.

Of the 176 devices required, 18 will be used in facilities with wi-fi service and will thus not require cellular subscriptions. The remaining 158 devices will require cellular subscriptions at an estimated cost of \$50/month. The first year of cellular service is included in the estimate of initial capital costs.

Table 4-3: Initial Capital Costs

Description of Capital Cost	Initial Capital Cost (2022 \$, thousands)	
	Option B ARMS with devices	Option C CMMS only with devices
ARMS software subscription(s) – Year 1*	\$300 - \$500	\$200 - \$300
ARMS configuration, integration, testing, training and Go-Live services*	\$800 - \$1,200	\$600 - \$1,000
Voice of Customer Consultant – Phases 2 & 3**	\$464.0	\$464.0
Devices (123 vehicle-mounted, 16 tractor-mounted)***	\$347.5	\$347.5
Devices (37 not mounted)***	\$55.5	\$55.5
Adjustment to Info Portal for payroll process (1 in-house IT developer, 3 months, full-time)	\$35.0	\$35.0
TOTAL (taking middle of ranges)	\$2,302.0	\$1,952.0

* Software configuration, integration and subscription costs can vary widely. It is expected that this budgetary amount will support the desired functionality.

** Current Voice of Customer contract is based on Option B, but may be adjusted if scope is reduced to Option C.

*** Cellular subscriptions are covered in Table 4-4: Annual Operating Costs.

Table 4-3 also shows that the Info Portal middleware will require adjustment to receive and transform data from the future CMMS to support the payroll process. It is expected that this work will be completed by in-house IT resources, because the Info Portal is an in-house middleware solution.

Annual Operating Costs

Table 4-4 shows that the additional annual operating cost of Option B, beginning in Year 2, is estimated at \$845.6 thousand/year (in 2022 \$, and 2022 conditions) and of Option C is \$525.6. This estimate includes the annual costs of software and cellular subscriptions, the annualized cost of replacing devices and mounts on a 4-year cycle, staff costs to support the ARMS (beyond re-allocated resources), and costs of conferences and training to support continuous improvement and realization of benefits.

Table 4-4: Annual Operating Costs (beginning in Year 2)

Description of Annual Cost	Amount (2022 \$/year, thousands)	
	Option B ARMS (CMMS and EAMS) with devices	Option C CMMS only with devices
ARMS Software subscription(s)*	\$300 - \$500	\$200 - \$300
Renewal of Devices and Mounts (139, every 4 years)	\$86.9	\$86.9
Renewal of Unmounted Devices (37, every 4 years)	\$13.9	\$13.9
Cellular subscriptions (158)	\$94.8	\$94.8
Additional Staff Costs to support ARMS program**	\$200.0	\$50.0
Conferences and Training	\$50.0	\$30.0
TOTAL	\$845.6	\$525.6

* Software subscription costs can vary widely. It is expected that this budgetary amount will support the desired functionality.

** Additional funds needed beyond re-allocation of existing clerical resources

Tangible Benefits

To enable a high-level economic analysis, the anticipated tangible benefits are developed for the following categories:

- **Improved Capital Planning**

The primary objective of implementing more advanced AM practices is to improve the efficiency and effectiveness of AM practices at the City. The benefits include savings from more cost-effective lifecycle management: doing the right projects, at the right times, through a formal options development and analysis process based on risk to meeting levels of service. Based on savings reported by similar organizations, the savings from improved capital planning can result in up to 5% reduction in annual Capital Infrastructure Program (CIP) budget after the second year of implementation. The annual CIP budget provided by the City is shown in below.

For comparison, Aberdeen Group (2013, Asset Management: Using Analytics to Drive Predictive Maintenance) reports that following implementation of CMMS and EAMS technologies Industry Leaders (top 20%) have demonstrated an average 20% reduction in capital spending, while the industry average reduction is an estimated 7%.

The 2021 Asset Management Plan (AM Plan) estimated the City's annual capital needs to maintain current levels of service at approximately \$56 million for tax- and rate-funded core assets. The City has not yet completed its AM Plan for non-core assets. As such, Table 4-5 shows an estimate of this benefit considering only capital needs for core assets. Further savings will be achieved when considering the capital cost reduction for non-core assets.

For Option B, the cost saving rate is assumed to increase from 1% in Year 2 (first year that ARMS is operational) to 5% in Year 6 and is assumed to remain steady at that rate. During Years 2-6 it is assumed that benefits will increase as the City matures its AM planning analysis frameworks and approaches, and as the City improves its asset data and accumulates asset lifecycle data. Over 10 years, the total benefit is estimated at \$20.4 million (2022 \$).

For Option C, the cost saving rate is much lower, because that Option does not include the EAMS tool to enable AM planning and prioritization. On the other hand, improved asset lifecycle data accumulated in the CMMS will support improved AM decision-making. Savings are estimated at 0.5% for Years 2-5, increasing to 1.0% for Years 6-10. Over 10 years, the total benefit is estimated at \$3.6 million (2022 \$).

Table 4-5: Benefits – Capital Cost Efficiencies

Year	Option B ARMS (CMMS and EAMS)		Option C CMMS Only	
	Estimated Capital Cost Saving Rate	Estimated Capital Cost Saving relative to 2022 capital costs for core assets (2022 \$, millions)	Estimated Capital Cost Saving Rate	Estimated Capital Cost Saving relative to 2022 capital costs for core assets (2022 \$, millions)
1	0	\$0.0	0	\$0.0
2	1.0%	\$0.6	0	\$0.0
3	2.0%	\$1.1	0.5%	\$0.3
4	3.5%	\$2.0	0.5%	\$0.3
5	5.0%	\$2.8	0.5%	\$0.3
6	5.0%	\$2.8	1.0%	\$0.6
7	5.0%	\$2.8	1.0%	\$0.6
8	5.0%	\$2.8	1.0%	\$0.6
9	5.0%	\$2.8	1.0%	\$0.6
10	5.0%	\$2.8	1.0%	\$0.6
TOTAL	n/a	\$20.4	n/a	\$3.6

It should, however, be noted that given the likely capital renewal backlog, the estimated benefits may not be experienced as a reduction in capital spending, but as more efficient spending that brings the organization more value, based on its level of service commitments and strategic priorities.

- **Optimized Maintenance Programming**

Based on information reported by similar organizations, a move from reactive to proactive maintenance can lead to up to 20% reduction in O&M costs, through savings in maintenance labour (internal and external) and

materials, and operations savings through better coordination between maintenance and engineering. These savings are additional to the efficiency improvements related to paperless work order processes and re-allocation of clerical effort, which were accounted for in Table 4-4.

The City's annual maintenance costs for core assets is approximately \$12 million, according to the 2021 AM Plan. (Costs associated with non-core assets are not available because the AM Plan for non-core assets has not been completed.) As shown in Table 4-6, based on a gradually increasing saving rate for maintenance activities, the estimated benefit over 10 years is \$15.5 million for both options.

Table 4-6: Benefits – Maintenance Efficiencies (same for Options B and C)

Year	Estimated Maintenance Cost Saving Rate	Estimated Capital Cost Saving relative to 2022 capital costs for core assets (2022 \$, millions)
1	0	\$0.0
2	2.0%	\$0.2
3	4.0%	\$0.5
4	8.0%	\$1.0
5	15.0%	\$1.8
6	20.0%	\$2.4
7	20.0%	\$2.4
8	20.0%	\$2.4
9	20.0%	\$2.4
10	20.0%	\$2.4
TOTAL	n/a	\$15.5

Qualitative benefits are also extremely important, including:

- Improvements to customer satisfaction due to improved service delivery and responsiveness
- Preservation of corporate data and knowledge
- Improved staff engagement associated with modernization of technology for staff

Although difficult to quantify, these benefits are expected to be larger with Option B than with Option C.

4.3 Economic Assessment

Tables 4-7 and 4-8 compare the Net Present Value of costs and benefits for Options B and C, respectively, over 10 years. Table 4-7 shows that Option B (ARMS) may be expected to produce:

- Net present value of \$22.3 million (2022 \$, with discount rate of 2%)
- Pay Back Period of 4 years
- Internal Rate of Return of 57.6%

In comparison, Table 4-8 shows that Option C (CMMS only) may be expected to produce:

- Net present value of \$10.5 million (2022 \$, with discount rate of 2%)
- Pay Back Period of 5 years
- Internal Rate of Return of 36.2%

Based on this analysis Option B (ARMS) is the preferred investment option.

Table 4-7: Economic Analysis for Option B – ARMS (CMMS and EAMS)

Year	Forecast Expenditure (2022 \$, millions)	Estimated Benefits (2022 \$, millions)		Net Present Value (2022 \$, millions, 2% discount rate)	Cumulative Net Present Value (2022 \$, millions 2% discount rate)
		Capital Cost Savings	Maintenance Savings		
	\$ 2.30	\$ 0	\$ 0	- \$ 2.26	
	\$ 0.85	\$ 0.56	\$ 0.24	- \$ 0.04	
	\$ 0.85	\$ 1.12	\$ 0.48	\$ 0.71	
	\$ 0.85	\$ 1.96	\$ 0.96	\$ 1.92	
	\$ 0.85	\$ 2.80	\$ 1.80	\$ 3.40	
	\$ 0.85	\$ 2.80	\$ 2.40	\$ 3.87	
	\$ 0.85	\$ 2.80	\$ 2.40	\$ 3.79	
	\$ 0.85	\$ 2.80	\$ 2.40	\$ 3.72	
	\$ 0.85	\$ 2.80	\$ 2.40	\$ 3.64	
	\$ 0.85	\$ 2.80	\$ 2.40	\$ 3.57	
	\$ 10.0	\$ 20.44	\$ 15.48	\$ 22.32	

Table 4-8: Economic Analysis for Option C – CMMS only

Year	Forecast Expenditure (2022 \$, millions)	Estimated Benefits (2022 \$, millions)		Net Present Value (2022 \$, millions, 2% discount rate)	Cumulative Net Present Value (2022 \$, millions 2% discount rate)
		Capital Cost Savings	Maintenance Savings		
1	\$ 2.05	\$ 0	\$ 0	- \$ 1.91	- \$ 1.91
2	\$ 0.53	\$ 0	\$ 0.24	- \$ 0.27	- \$ 2.19
3	\$ 0.53	\$ 0.28	\$ 0.48	\$ 0.22	- \$ 1.97
4	\$ 0.53	\$ 0.28	\$ 0.96	\$ 0.66	- \$ 1.31
5	\$ 0.53	\$ 0.28	\$ 1.80	\$ 1.41	\$ 0.10
6	\$ 0.53	\$ 0.56	\$ 2.40	\$ 2.16	\$ 2.26
7	\$ 0.53	\$ 0.56	\$ 2.40	\$ 2.12	\$ 4.38
8	\$ 0.53	\$ 0.56	\$ 2.40	\$ 2.08	\$ 6.46
9	\$ 0.53	\$ 0.56	\$ 2.40	\$ 2.04	\$ 8.50
10	\$ 0.53	\$ 0.56	\$ 2.40	\$ 2.00	\$ 10.49
TOTAL	\$ 6.78	\$ 3.64	\$ 15.48	\$ 10.49	n/a

4.4 Summary and Recommended Fiscal Year Capital Budget Allocation

This section discusses options and recommendations for achieving the City's desired ARMS future state. First, opportunities to leverage systems that exist within the City's or Region's current technology landscape were discussed. Candidate systems with the desired functionality include:

- CityWide, which the City currently uses to track TCA, but could also be used for AM Planning and work order management
- the Region's Cityworks, Hexagon EAM, M5 and PeopleSoft systems, which all offer work order management functionality

To determine pricing benefits of leveraging these options, a detailed comparison of system capabilities against the City's functional requirements would have to be done, followed by discussions with the respective vendors, as well as the Region in the case of Cityworks, Hexagon EAM, M5 or PeopleSoft. To meet the City's desired ARMS implementation timeline, it is recommended instead that the City proceed to RFP, such that these vendors can demonstrate their functional capabilities relative to the City's functional requirements and provide their best pricing.

Options to structure an RFP and project scope were then defined, considering potential funding constraints. The options defined were:

- Option A: Status Quo (no RFP)
- Option B: Implement ARMS with devices (laptops and tablets) to achieve desired future state
- Option C: Implement CMMS only, with devices (laptops and tablets)
- Option D: Implement CMMS only, without mobile devices
- Option E: Implement EAMS only

Options A, D and E were eliminated because they do not sufficiently address the organization's business needs, nor the guiding principles in the City's Strategic Plan and Strategic Asset Management Policy.

Options B and C were then compared based on an analysis of costs and benefits. As shown in Table 4-9, Option B has slightly higher initial and operating costs, but yields significantly higher savings through improved capital planning decision-making. As a result, Option B offers higher investment returns, with a Net Present Value of \$22.3 million (2022 \$) versus only \$10.5 million for Option C, and a shorter pay back period of 4 years versus 5 years for Option C. The Internal Rate of Return for Option B is 57.6% versus 36.2% for Option C. Based on these standard economic measures, Option B is the recommended investment option. As such, it is recommended that a ARMS be procured by RFP on the open market, and that the City also invest in laptops and tablets for field staff to enable the envisioned paperless work order processes.

To fund Option B, the recommended Fiscal Year allocation of capital budget is shown in Figure 4-10. Capital funding of \$1,800k from FY 2021 and FY 2022 allocations is available to cover the 2023 capital needs for this project. Should the ARMS implementation and software bids exceed that amount, a budget adjustment may be needed. For tablets and laptops, the estimated capital cost will be requested through the FY 2024 budget process.

Table 4-9: Economic Comparison of Options B and C

Economic Measures	Option B ARMS (CMMS and EAMS) with devices	Option C CMMS only with devices
	- \$2.3	-\$ 2.0
	- \$7.6	-\$ 4.7
	\$ 20.4	\$ 3.6
	\$ 15.5	\$ 15.5
	\$22.3	\$10.5
	4 years	5 years
	57.6%	36.2%

Table 4-10: Recommended Fiscal Year Allocation of Capital Budget for Option B

Description of Capital Cost	Recommended Fiscal Year (FY) Availability of Capital Budget (2022 \$, thousands) for Option B ARMS with devices	
	FY 2023	FY 2024
ARMS software subscription(s) – Year 1	\$300 - \$500	
ARMS configuration, integration, testing, training and Go-Live services*	\$800 - \$1,200	
Voice of Customer Consultant – Phases 2 & 3	\$464.0	
Devices (123 vehicle-mounted, 16 tractor-mounted)		\$347.5
Devices (37 not mounted)		\$55.5
Adjustment to Info Portal for payroll process (1 in-house IT developer, 3 months, full-time)*		none*
TOTAL (taking middle of ranges)	\$1,564 - \$2,164	\$403.0

* Internal staff will be funded through operating budget.

5 Shared Implementation Models

As part of the Audit and Accountability Fund (AAF) agreement that partially funded Phase 1, the City committed to exploring opportunities to share ARMS costs with other lower tier municipalities in Niagara Region. Specifically, it was anticipated that by collaborating with other municipalities, there may opportunities to share implementation, integration and software licensing costs for mutual benefit. This section discusses the options of:

- Partnering with local municipalities on a ARMS RFP**
 This approach would define the implementation and subscription requirements of all participating municipalities in single RFP. For this approach to yield implementation and software efficiencies, municipalities would need to agree on future state processes, functional requirements and configurations.
- RFP for City-only ARMS implementation but including piggy-back clauses**
 With this approach, the City would release an RFP for pricing of ARMS implementation only at the City but include piggy-back clauses allowing other local municipalities to take advantage of the same pricing received by the City.

The sections below discuss these options

5.1 Partnering with local municipalities on a ARMS RFP

This approach would define the implementation and subscription requirements of all participating municipalities in single RFP. This approach assumes that municipalities have agreed on future state processes, functional requirements and configurations.

Because the City has already defined its desired future state processes and functional requirements, coordination with other municipalities would at the minimum require 4-8 weeks for a thorough comparison of the City's requirements with theirs and to align where differences exist. To coordinate with municipalities that have not already explored ARMS options, this might require waiting for them to complete their own ARMS requirements reviews, which could take 4-6 months. This additional effort has not been accounted for in the current ARMS project timeline and would thus delay the project by a corresponding amount.

Moreover, larger projects always require more effort and time to coordinate and entail more risks to schedule and budget. Also, even after establishing alignment on initial functionality and configurations, a shared instance of ARMS may lead to complications in the on-going governance and management of the ARMS in the future.

As such, to meet the existing timeline of the City's ARMS project (Phase 3 Go-Live by July 2024), and to avoid increasing the complexity and risk of the project, it is recommended that the City proceed with release of a ARMS RFP aiming to implement the maintenance and asset management requirements only at the City.

5.2 Piggy-back Clauses

With this approach, the City would release an RFP for pricing of ARMS implementation only at the City, but piggy-back clauses would enable other local municipalities to take advantage of the same pricing received by the City.

These piggy-back clauses may result in higher costs for the City, because the vendors will face the uncertainty of having to provide implementation services (configuration, implementation, integration, training and testing) in a future year at the same rate offered to the City, without knowing their resource availability and cost pressures. At the same time, the piggy-back clause does not guarantee any work to the vendors, which would enable a price efficiency. As such, a piggy-back clause on implementation services would likely not yield any procurement savings.

Similarly, a piggy-back clause on the software subscriptions may also result in higher costs for the City, because it forces the vendor to guarantee a declared price in a future year, without guaranteeing any work or sales. As such,

vendors will be less likely to offer a discounted price on the main contract. As such, it is recommended that piggy-back clauses not be included in the ARMS RFP.

5.3 Summary

To meet the existing timeline of the City's ARMS project (Phase 3 Go-Live by July 2024), and to avoid increasing the complexity and risk of the project, it is recommended that the City proceed with release of a ARMS RFP that is focused on meeting the maintenance and asset management requirements at the City.

Moreover, it is recommended that piggy-back clauses not be included in the City's ARMS RFP, because although these may yield beneficial pricing to other local municipalities, they may prevent vendors from offering their best pricing to the City.

6 Asset Data Improvement Plan

For the ARMS project, it is expected that the City will provide the following types of asset data:

- Asset inventory data that is consistent across existing enterprise asset registers (GIS, TCA)
- Estimated Service Life and replacement unit costs by asset type
- Condition scores and observation dates by asset
- Warranty period and coverage information by asset

The ARMS vendor will work with the City to formalize and format the following for input into the ARMS:

- Existing maintenance, inspection and repair processes
- Materials, equipment and labour resource needs by work order type
- Failure types and causes associated with asset types
- Criticality of work types for each asset
- AM Planning decision-making logic related to LOS, risk management and lifecycle management

6.1 Asset Data Available

Currently, the City's primary sources of asset data are TCA and GIS. Some asset data is also stored in specialized databases for specific asset classes, such as RoadMatrix for pavement data, OSIM Access DB for bridges and Tree-o-Code and WorkManager for trees. Although there are few major gaps in asset data, enterprise data sets (e.g., TCA, GIS) are not currently consistent. For example, in most cases, there is no consistent identifier enabling cross-referencing of an asset in TCA with the corresponding asset in GIS. Moreover, the assets in the two lists are broken down differently, so it is not straightforward to match corresponding assets.

Warranty data was not reviewed, because warranty data is not currently recorded in the asset registers. As such, for the ARMS project, warranty data that will still be valid after Phase 3 Go-Live (July 2024) will have to be compiled and digitized.

For more information on asset register data at the City, see Technical Memorandum 5: Asset Register Review.

6.2 Asset Data Improvement Roadmap

Table 6-1 summarizes recommended asset data improvement initiatives to support the ARMS project. The first set of initiatives aims to gather the data required for Phase 3 Go-Live of the ARMS, including asset inventory, condition and warranty data. The second set of initiatives updates and improves asset data, where the current data is of adequate completeness and quality to support Phase 3 Go-Live of the ARMS. These initiatives are recommended for either 2024-25 or 2026-27, depending on the criticality of the data to AM Planning.

The third set of initiatives aims to align TCA and AM asset registers, beginning with high-value assets aligned in 2023, followed by other asset types aligned in 2024-25 and 2026-27.

Table 6-1: Asset Data Improvement Roadmap

Data Improvement Initiative	2023				2024				2025	2026	2027	Internal Resources	External Resources
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
1. Data Collection for ARMS Go-Live													
1.1 Warranty Data & Process for Asset On-boarding												ARMS Project Team Operations and Capital Delivery groups	None
1.2 Guiderail Inventory and Assessment												Municipal Works – Roads CAM input on data standard	Inspection Contractor (already funded)
1.3 Collect Parks Inventory												Municipal Works – Parks EFES CAM input on data standard	None
1.4 Consolidate Tree Inventory												Forestry team CAM input on data standard	None
1.5 Establish Horticulture Bed and Planter Inventor												Horticulture team CAM input on data standard	None
1.6 Collect Inventory and Attributes of Stormwater Assets												Municipal Works / EFES – Stormwater team CAM input on data standard	None
1.7 Buildings (in progress)												EFES CAM	None
1.8 Fire Protection Equipment												Fire Department CAM input on data standard	None

Data Improvement Initiative	2023				2024				2025	2026	2027	Internal Resources	External Resources
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
1.9 Traffic Signal Data Sharing Process												Municipal Works – Roads CAM input on data standard	None
1.10 Water Meter Inventory												Finance – Water Billing CAM input on data standard	None
2. On-Going Data Improvement Activities													
2.1 Traffic Sign Inventory and Condition												Municipal Works – Roads CAM input on data standard	None
2.2 Streetlight Pole and Electrical Inventory												Municipal Works – Roads CAM input on data standard	None
2.3 Sidewalk Condition Assessment												Municipal Works – Roads CAM input on data standard	None
2.4 Continuous Improvement for Transportation AM Planning												CAM	None
2.5 Natural Asset Inventory												Municipal Works, EFES CAM input on data standard	None
2.6 Establish Watermain Scoring Criteria												CAM Municipal Works – Water	None
2.7 Inventory and Condition Data of Water and Wastewater Discrete Assets												Municipal Works – W&WW CAM input on data standard	Consultant (funding required)

Data Improvement Initiative	2023				2024				2025	2026	2027	Internal Resources	External Resources
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
2.8 Service Connection Inventory												CAM Municipal Works – W&WW	None
2.9 Collect Inventory and Attributes of Stormwater Assets												Municipal Works / EFES – Stormwater CAM input on data standard	None
3. Alignment of TCA with AM Asset Registers													
3.1 TCA and AM Asset Categories												CAM & Finance	None
3.2 TCA-GIS Alignment for Group 1 Assets												CAM & Finance	None
3.3 TCA Alignment with Enterprise Inventories for Group 2 Assets												CAM & Finance	None
3.4 TCA Alignment with Enterprise Inventories for Group 3 Assets												CAM & Finance	None

6.3 Data Improvement Roadmap Risks

This data improvement plan relies heavily on the efforts of internal staff, specifically Municipal Works, EFES and Fire Departments to collect asset inventory data. CAM staff will also be required to assist in defining data collection standards and loading data to the appropriate data storage applications. If internal staff are not available for these tasks, the City should prioritize collection of data based on criticality of asset classes.

The recommended work plan also relies on CAM and Finance staff to align TCA with other enterprise asset registers. This is proposed as a multi-year process beginning with high-value assets in 2023, followed by medium priority assets in 2024, and lower priority assets in 2025. According to this schedule, the TCA and AM inventories will be aligned by the end of 2025.

Given the on-going ARMS project and Financial Systems project (migration to PeopleSoft), there is a risk that City staff will not have availability to align TCA with other enterprise asset registers. If this is the case, the alignment work can be delayed without affecting the ARMS. However, if the TCA and AM asset registers remain mis-aligned, staff efficiency will be lost each time an asset must be separately searched in multiple asset registers to correctly record replacement or removal.

There is also a risk that funding will not be available in 2024-25 for the inventory and condition assessment of the Booster and Pumping Stations, Wastewater Storage assets and Bulk Water Station, it is recommended that staff knowledge be leveraged to build the componentized inventory and to provide their assessments of condition.

7 Project Resourcing Plan

The ARMS implementation project will require participation of staff resources from multiple City departments. It is important to plan for the project-related tasks, which departments will need to balance with day-to-day operational commitment as well as with other projects.

Table 7-1 shows the anticipated resource needs for each project implementation activity by project role. It is assumed that a 7-member Project Team will continue to guide and coordinate the project through all phases. The Project Team currently includes representation from:

- Municipal Works
- EFES – Asset Management & GIS
- IT Services
- Finance

As explained in Section 6, asset data collection will be required from each Department. Estimated effort varies by asset and data type required. See Section 6 for more details. To coordinate data standards and upload of data to enterprise systems, an average of 2-4 hours/week will be required from a member of the AM-GIS team (some weeks will be heavier and others lighter).

It is anticipated that a 4- to 5-member RFP Evaluation Committee will be convened. An estimated 38-52 hours/person will be required from them throughout the procurement period, with heaviest workloads expected during the proposal evaluation and demo evaluation stages.

For implementation of the software systems, Subject Matter Experts (SME) will be required from each service area to participate in configuration design workshops, training and testing. It is expected that 1-2 SMEs from each service area will participate in the ARMS maintenance management implementation and 1-2 SMEs will participate in the ARMS AM planning implementation. SMEs have not yet been identified.

Resourcing plans will be developed with additional input from the eventual software vendor(s).

Table 7-1: ARMS Implementation Project Resourcing Needs

Project Implementation Activity	Expected Timing	Hours per City Staff Person							
		Project Team	RFP Evaluation Committee	Asset Data and Data Standards Coordinator	Asset Data Collectors	Asset Maintenance SMEs	AM Planning SMEs	Finance SMEs	IT Application Administrative Support
Expected Number of Members		7	5	1	See Section 6	1 2 per Service Area	1 2 per Service Area + 2 CAM GIS	2	
Project Management and Coordination <ul style="list-style-type: none"> Support for Includes Go-Live support 	January 2023 - July 2025	Average 1-2 hrs/week	n/a	Average 1-2 hrs/week	n/a	n/a	n/a	n/a	For hours as member of Project Team, see Project Team column
Asset Data Improvement <ul style="list-style-type: none"> See Section 6 for details Includes data collection and asset inventory alignment 	January 2023 - July 2023	n/a	n/a	Average 2-4 hrs/week	Varies	n/a	n/a	Average 2-4 hrs/week	n/a
Selection and Procurement <ul style="list-style-type: none"> RFP development and review Proposal evaluation Demo evaluation Input during negotiation process 	January 2023 - July 2023	n/a	38-52 hrs 4-6 hrs 12-16 hrs 18-24 hrs 4-6 hrs	n/a	n/a	n/a	n/a	n/a	For hours as member of Evaluation Committee, see Evaluation Committee column
ARMS AM Planning Implementation <ul style="list-style-type: none"> Participation in process and configuration design workshops Participation in training Participation in software testing 	July 2023 - July 2024	n/a	n/a	n/a	n/a	n/a	48-88 hrs 12-16 hrs 16-32 hrs 12-24 hrs 8-16 hrs	18-36 hrs 4-8 hrs 4-8 hrs 2-4 hrs 4-8 hrs	Advice provided to project as member of Project Team

Project Implementation Activity	Expected Timing	Hours per City Staff Person							
		Project Team	RFP Evaluation Committee	Asset Data and Data Standards Coordinator	Asset Data Collectors	Asset Maintenance SMEs	AM Planning SMEs	Finance SMEs	IT Application Administrative Support
Expected Number of Members		7	5	1	See Section 6	1 2 per Service Area	1 2 per Service Area + 2 CAM GIS	2	
<ul style="list-style-type: none"> Communicating project information to home department 									
ARMS Maintenance Management Implementation (Phase 3) <ul style="list-style-type: none"> Participation in process and configuration design workshops Participation in training Participation in software testing Communicating project information to home department 	July 2023 - July 2024	n/a	n/a	n/a	n/a	60-104 hrs 12-16 hrs 16-32 hrs 24-40 hrs 8-16 hrs	n/a	26-44 hrs 12-16 hrs 4-8 hrs 2-4 hrs 8-16 hrs	Advice provided to project as member of Project Team
ARMS Integration with PeopleSoft (Phase 4) <ul style="list-style-type: none"> Participation in process and configuration design workshops Participation in training Participation in software testing Communicating project information to home department 	July 2024 - December 2024	n/a	n/a	n/a	n/a	26-48 hrs 8-16 hrs 8-12 hrs 8-12 hrs 2-4 hrs	n/a	32-56 hrs 12-24 hrs 8-12 hrs 8-12 hrs 4-8 hrs	Advice provided to project as member of Project Team

8 Historical Work Order Data

As explained in Section 3.1 historical work order data will continue to be needed for analysis and to support defence against liability claims. This data will be need to accessible for at least 7-10 years.

The Project Team recommends against transferring this data should not be transferred into the future ARMS, because the data structure (tables and attributes) and data standards, including asset definitions, will likely be incompatible. The Project Team is exploring other data storage options that will:

- Ensure security of the data
- Enable convenient access to the data
- Enable efficient querying and analysis of the data

The WorkManager system is no longer licensed or supported, so there is no additional cost to leaving the data in that system for storage and analysis. However, because the tool is unsupported, there is a risk that the system will become corrupt and access to the data will be lost. This risk may be mitigated with a comprehensive backup of the application and data.

It is recommended instead that the data be migrated to a more modern, secure data storage application with more flexible and powerful querying and analysis capabilities.

Decisions to be made include:

- City's preferred data storage approach
- Whether the migration of historical work order data (including requirements gathering and design) should be
 - executed by internal staff,
 - incorporated into the ARMS implementation vendor RFP
 - tendered as a separate RFP

9 Conclusions and Implementation Considerations

The ARMS is essential to achieving the City's strategic goal of Economic Prosperity through fiscal responsibility and will enable the City efficiently develop Asset Management Plans compliant with the Ontario Regulation 588/17. Moreover, the ARMS project also address specific business challenges, including:

- Lack of vendor support for current WorkManager system poses a software security and business continuity risk
- Current WorkManager system crashes frequently, resulting in disruption, inefficiency and staff frustration
- Current work order management processes are not aligned to leading practice and are inefficient due to duplicate data entry, paper-based processes, lack of querying capability, lack of map views and a highly reactive approach to maintenance
- Inconsistent asset data residing in multiple uncoordinated data sets results in uncertainty, error, lower confidence in decision-making and time lost investigating inconsistencies
- Reliance on multiple discrete spreadsheets for AM planning results in inconsistent decision-making, duplicated effort to develop analysis formulas and inability to prioritize organization-wide
- Lack of advanced AM planning capabilities limits the organization's ability to make efficient AM decisions and to effectively communicate those decisions to Council and the public.

9.1 Recommendations

Based on an analysis of costs and benefits, it is recommended that the City proceed with implementation of the ARMS, including deployment of devices for field staff (tablets/laptops). This Option (Option B) is anticipated to require a \$2.30 million in capital investment in Year 1 and \$0.85 million/year in operating costs thereafter (all costs in 2022 \$) but is expected to yield significant efficiencies in capital planning decision-making and maintenance programming. Over 10 years, this investment's Net Present Value is \$22.3 million (2022 \$, discount rate of 2%) and its Internal Rate of Return of 57.6%. The Pay Back Period is 4 years.

The City may reduce costs by implementing only the maintenance management portion of the ARMS. This Option (Option C) is anticipated to require a \$1.95 million in capital investment in Year 1 and \$0.53 million/year in operating costs thereafter (all costs in 2022 \$). These costs are slightly lower than Option B but will yield significantly lower efficiencies in capital planning decision-making. Over 10 years, this investment's Net Present Value is \$10.5 million (2022 \$, discount rate of 2%) and its Internal Rate of Return of 36.2%. The Pay Back Period is 5 years.

The following options to reduce costs associated with the ARMS were also considered:

- Status Quo
- Implement CMMS without mobile devices
- Implement EAMS only

These options are not recommended as they do not sufficiently address the organization's business needs and strategic guiding principles.

In addition, the City considered leveraging existing systems within the City's technology landscape, specifically CityWide; however, it is recommended that the cost of this option will be most reliably obtained from the vendor when they assess the City's desired functionality in the context of an open market RFP.

The potential to leverage systems available through the Region was also considered; however, to determine pricing benefits of leveraging one of the Region's systems, a detailed comparison of system capabilities against the City's functional requirements would have to be done, followed by discussions with the Region and respective vendors. To

meet the City's desired ARMS implementation timeline, it is recommended instead that the City proceed to RFP, such that these vendors can demonstrate their functional capabilities and provide their best pricing.

The City also considered opportunities to share ARMS costs with other lower tier municipalities in Niagara Region; however, to meet the existing timeline of the City's ARMS project (Phase 3 Go-Live by July 2024), and to avoid increasing the complexity and risk of the project, it is recommended that the City proceed with release of a ARMS RFP that is focused on meeting the maintenance and asset management requirements at the City. Moreover, it is recommended that piggy-back clauses not be included in the City's ARMS RFP, because although these may yield beneficial pricing to other local municipalities, they may prevent vendors from offering their best pricing to the City.

9.2 Implementation Considerations

To enable implementation of the ARMS the following capital funds will be required:

- \$1,564k to \$2,164k available in FY 2023 to procure the ARMS implementation and configuration contract with first year of software subscription
- \$ 403k available in FY 2024 to procure 176 tablets and laptops for field staff

Capital funding of \$1,800k from FY 2021 and FY 2022 allocations is available to cover the 2023 capital needs for this project. Should the ARMS implementation and software bids exceed that amount, a budget adjustment may be needed. For tablets and laptops, the estimated capital cost will be requested through the FY 2024 budget process.

Beginning in FY 2024, an estimated annual operating budget of \$846k (2022 \$) will be needed to sustain the ARMS program.

Asset data improvements will also be needed leading up to the ARMS project, including data collection and alignment of existing asset inventory data (primarily TCA with AM inventories). It is assumed that operational departments will lead data collection efforts, while the AM-GIS team will coordinate data standards and data loading. The AM-GIS team will also coordinate with Finance to align the TCA and AM inventories.

The ARMS implementation project will require participation of staff resources from multiple City departments. The report presented estimated effort for different project roles at different stages of the project. More detailed resourcing plans will be developed with additional input from the eventual software vendor(s).

Historical work order data will not be migrated from WorkManager to the ARMS because the data structure (tables and attributes) and data standards, including asset definitions, will likely be incompatible; however, the City will still require this data for future analysis. It is recommended that the data be migrated to a more modern, secure data storage application with more flexible and powerful querying and analysis capabilities. The following decisions remain to be made:

- City's preferred data storage approach
- Whether the migration of historical work order data (including requirements gathering and design) should be
 - executed by internal staff,
 - incorporated into the ARMS implementation vendor RFP
 - tendered as a separate RFP



Corporate Report City Council

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: January 6, 2023

Meeting Date: January 16, 2023

Report Number: LCS-008-2023

File: 10.12.1

Subject: Council Correspondence

Strategic Pillar:

Recommendation

That Council receive and file the items listed within the report; and

That Council receive and file additional correspondence distributed for the meeting held January 16, 2023, which is available upon request.

Report

The Office of the City Clerk is submitting, for the approval of Council, correspondence received during the period of December 2, 2022, to January 6, 2023.

Resolutions

1. Lanark County re. Violence Against Women Renfrew Inquest
2. Township of Warwick re. CN Railway Contributions under Drainage Act

Correspondence

3. Correspondence from Hoteliers re. Reconsideration of the Municipal Accommodation Tax Fee
4. Correspondence from Ontario Sheep Farmers re. Livestock Guardian Dogs
5. Correspondence from Greg Eckhardt re. naming of Malcolmson Eco-Park northernmost part of the park
6. Correspondence from the Minister of Municipal Affairs and Housing re. Greenbelt Amendments and Revocation of the Central Pickering Development Plan
7. Correspondence from NPCA Board of Directors re. Meeting Highlights - November 2022
8. Correspondence from NPCA re. Report No. FA-51-22 - Enhanced Watershed Restoration and Stewardship Program
9. AMO Watchfile – December 8, 2022
10. AMO Watchfile – December 15, 2022
11. AMO Watchfile – December 22, 2022
12. AMO Watchfile – January 5, 2023

Memorandums from Staff

13. Memorandum from Manager of Parks, Cemeteries, Forestry and Horticulture re. Winter Signage on Port Dalhousie Piers
14. Memorandum from Associate Director of Financial Management Services re. Development Charge Indexed Rates for 2023

Response to Bill 23 (More Homes Build Faster Act)

15. Resolution - City of Toronto - Update on Bill 23 - More Homes Built Faster Act, 2022
16. Resolution - Northumberland County re. Bill 23, More Homes Built Faster Act, 2022
17. Resolution - Town of Newmarket re. Bill 23, More Homes Built Faster Act
18. Letter to Premier from Municipality of North Perth re. Bill 23 - More Homes Built Faster Act Signed
19. Correspondence from NPCA re. - re. Report No. FA-56-22 - Bill 23 Status Update RE CA Programs and Services Further to Royal Assent of Bill 23

Reports Requested by Council

20. Outstanding Reports List – updated January 6, 2023

Prepared by

Sarah McWilliams
Council and Committee Coordinator

Submitted and Approved by

Kristen Sullivan
City Clerk

All Ontario Municipalities

December 15, 2022

To Whom it May Concern:

On Wednesday December 14th, 2022 Lanark County Council passed the following motion:

MOTION #CC-2022-235

MOVED BY: R. Kidd **SECONDED BY:** B. Dowdall

Be it resolved that the Lanark County Council recognizes the issues of violence in rural communities as serious to the health and wellness of local families; and

Be it further resolved that the Lanark County Council recognizes the rural Renfrew County Coroner's Inquest as important to all rural communities; and

Based on the statistics of 4815 crisis calls and service provision to 527 women and children in our local community, the Lanark County Council declares IPV (intimate partner violence)/VAW (violence against women) an epidemic as per recommendation #1 of the Renfrew County Coroner's jury recommendations; and

That this resolution be circulated to all municipalities in Ontario, local MPs and MPPs, the Association of Municipalities of Ontario, and the Ministry of the Attorney General, Ministry of Women's Social and Economic Opportunity, and the Federal Ministry of Women and Gender Equality.

Further background on the Renfrew Inquest Recommendations can be found at this link: https://lukesplace.ca/wp-content/uploads/2022/06/CKW-Inquest-Verdict-Recommendations-SIGNED_Redacted.pdf

Thank you,



Jasmin Ralph, Clerk

Cc: Association of Municipalities of Ontario, Scott Reid, MP, John Jordan, MPP, Ministries of the Attorney General, Justice, Women's Social and Economic Opportunity, and the Federal Ministry of Women's Issues.



TOWNSHIP OF WARWICK Sub-Item 2

"A Community in Action"

5280 Nauvoo Road | P.O. Box 10 | Watford, ON N0M 2S0

Township Office: (226) 848-3926
 Watford Arena: (519) 876-2808
 Website: www.warwicktownship.ca

Works Department: (519) 849-3923
 Fax: (226) 848-6136
 E-mail: info@warwicktownship.ca

BY E-MAIL ONLY

November 16, 2022

Tracy Robinson, CN Rail President and CEO
 Montreal (Headquarters)
 935 de La Gauchetière Street West
 Montreal, Quebec, Canada
 H3B 2M9

Dear Tracy Robinson:

Re: CN Railway Contribution Requirements under the *Drainage Act* and Impacts on Municipal Drain Infrastructure in Ontario

At the October 17, 2022, regular Council meeting Warwick Township Council discussed the continuing impacts of CN's decision not to participate in funding municipal drains in Ontario, as per the *Drainage Act*, and the negative consequences on our community and others in the Province and approved the following resolution to be circulated to CN and related partners:

WHEREAS municipal drains are considered critical rural infrastructure that support food production, food security, the environment and economic sustainability in rural Ontario;

AND WHEREAS the creation, maintenance and contribution requirements towards municipal drain infrastructure are governed by the *Drainage Act*;

AND WHEREAS an official from CN Rail has formally communicated to the Township of Warwick that "CN's decision is that it is a federally regulated entity under CTA guidelines, as such, are not governed by provincial regulations";

AND WHEREAS the implication that any public utility could become exempt from the financial requirements invalidates the underlying principle that all benefitting from municipal drain projects are required to contribute financially, including all public utilities;

AND WHEREAS there are currently at least fifty-five municipal drainage projects in Ontario being impacted by CN's actions and refusal to contribute as per the Drainage Act;

AND WHEREAS the Township of Warwick and many rural municipalities have expressed concerns over this CN Rail position to the Ministry of Agriculture and Rural Affairs consistently over at least the past four years;

AND WHEREAS the Township of Warwick and other rural municipalities met with Minister Thompson at the Association of Municipalities in Ontario (AMO) on this issue and Minister Thompson has confirmed it remains the Provincial government's position that the Drainage Act does apply to all federally regulated railways;

NOW THEREFORE the Council of the Township of Warwick hereby declares as follows:

THAT Ontario's Drainage Act is an important piece of legislation used to meet the drainage needs of a variety of stakeholders, including agricultural businesses and ultimately food production, thereby supporting families, neighbours, and thriving communities;

AND THAT CN Rail be called upon to act as a partner to municipalities and agriculture in Ontario and reconsider its position that the Drainage Act does not apply to it as a public entity;


AND THAT CN Rail contribute to all municipal drains in Ontario, as per section 26 of the Drainage Act, and work to expedite its response timelines to the fifty-five projects currently on hold in Ontario so that the projects impacting the agriculture sector can proceed and be dealt with in a timely manner after years of delay caused directly by CN Rail;

AND THAT a copy of this resolution be circulated to Minister of Agriculture Food and Rural Affairs Lisa Thompson, local MPP Monte McNaughton, Minister of Agriculture and Agri-Food Marie-Claude Bibeau, CN Manager Public Affairs, Ontario & Atlantic Canada Daniel Salvatore, the President and CEO of CN Rail Tracy Robinson, Director of Government Relations Railway Association of Canada Gregory Kolz and to all municipalities in Ontario for their support.

- Carried.

Warwick Township Council looks forward to a timely response from CN in the hopes that this issue impacting rural Ontario can be resolved.

Sincerely,



Amanda Gubbels
CAO/Clerk
Township of Warwick

Cc:

Lisa Thompson, Minister of Agriculture Food and Rural Affairs,
Monte McNaughton, MPP Lambton-Kent-Middlesex
Marie-Claude Bibeau, Minister of Agriculture and Agri-Food
Daniel Salvatore, CN Manager Public Affairs, Ontario & Atlantic Canada
Cyrus Reporter, CN Vice-President, Public, Government and Regulatory Affairs
Jonathan Abecassis, CN Media Relations & Public Affairs
Gregory Kolz, Director of Government Relations, Railway Association of Canada
All Ontario municipalities

Sub-Item 3

To Mayor Siscoe and Council

On behalf of all hoteliers in St Catharines, we urge this new Council & Mayor to reconsider the decision of the previous Council to implement a MAT of 4% in St Catharines. Through the public consultation discussions between City staff and the hotels & motels in St Catharines, the industry made it clear that we supported a flat rate tax of \$2.00 per room per night. This amount would bring us in line with Niagara Falls charges for their MAT fee. Our hospitality industry has been one of the hardest hit sectors of the economy and after nearly three years of turmoil weathering a global pandemic, we are only just now experiencing some stabilization.

With all the headwinds ahead of us in 2023 including:

- affordability,
- inflation,
- supply issues,
- food prices
- and a looming recession just to name a few

A 4% tax to our visitors who bring their hard earned money to spend in our community would put our city at a disadvantage to the rest of Niagara. St Catharines would be the most expensive in all of Niagara region. We already experience an uphill battle convincing visitors to pick St Catharines over Niagara Falls for their overnight accommodations. Eliminating St Catharines pricing advantage and/or perceived “value” away from potential guests will ultimately reduce the number of hotel nights in the city. St Catharines NEEDS a level playing field with Niagara Falls as an iconic tourist destination which draws millions of visitors annually.

Again, we can’t express our concerns enough that the 4% MAT fee will impact travel negatively to our great city. We trust council will reconsider this MAT implementation to mirror the recommendations of city staff at the \$2.00 per room per night. This is not the right time to add exorbitant fees to guests of our wonderful city.

Thank you for your time and consideration.

From your partners:

Comfort Inn- Taj Butar

Holiday Inn- Angelo Nitsopoulos

Hampton Inn – Adrian Nitsopoulos

Best Western- John Nitsopoulos

Canadas Best Value Inn – Manny Grewal

Capri Inn- Mary Nguyen

Stonemill Inn – Nino Donatelli

CC: City Clerk

Sub-Item 4



On behalf of Ontario's 2700 sheep farmers, I am reaching out to begin a dialogue with your municipality on the increasing challenge livestock farmers face in dealing with problem predators, and the role that Livestock Guardian Dogs (LGD) and your municipal dog control bylaws play in helping our farmers protect their sheep.

Problem predators are an increasing challenge and cost for Ontario livestock farmers requiring considerable effort and resources on the part of farmers and the Ontario Sheep Farmers (OSF). The financial cost of predation not only costs farmers, in terms of preventative measures, such as fencing and LGD; it also costs Ontario taxpayers, with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) paying farmers over \$717,000 in the 2021 FY for losses of livestock caused by wildlife. This cost does not include the cost borne by municipalities and OMAFRA in sending investigators out to farms and administering the program. Nor does this cover the costs of veterinarians to help those maimed by predators to recover, the production losses of animals who are stressed from predation and the mental health toll predation takes on the farmer. Without being able to properly protect livestock from predation, taxpayers should expect to see an increased incidence of predation and increased costs.

Livestock guardian animals are one of the most common forms of predation prevention control used by Ontario sheep producers. These include Livestock Guardian Dogs (LGDs), donkeys, and llamas, with LGD being the most popular choice. However, there are instances when municipal by-laws hinder the efficient use of LGDs on farming operations as the by-laws are intended primarily for dogs kept for companionship, breeding, or non-working purposes. We have reviewed work done by several Ontario municipalities where LGDs have been specifically addressed when creating or revising existing by-laws. Below are some of the primary areas of concern and suggested options for consideration by your municipality.

Add Definition of Livestock Guardian Dogs (LGDs) and Herding Dogs to by-laws

We propose that:

"Livestock Guardian Dog" (LGD) be defined as a dog that works and/or lives with domestic farm animals (e.g. cattle, sheep, poultry) to protect them while repelling predators and is used exclusively for that purpose.

"Herding Dog" means a dog that has been trained and is actively being used in a bona fide farming operation for the purposes of controlling livestock on the farm.

There are different breeds of LGDs of which the most popular breeds in Ontario include Great Pyrenees, Akbash, Kuvasz, Maremma and Anatolian Shepherd and crosses between these breeds. Although not an exhaustive list, dogs generally used for herding include Border Collies, Australian Shepherds, Blue & Red Heelers and Huntaways.



OntarioSheep.org

130 Malcolm Road, Guelph, Ontario N1K 1B1 T 519.836.0043 E admin@ontariosheep.org

Dog Registration/Licensing Requirements

Paying annual dog registration/license fees for numerous working farm dogs can become a significant cost for sheep producers. We would encourage municipalities to exempt LGDs and herding dogs from annual license fees as is done in many jurisdictions for assistance/service dogs and working police dogs. The definition of

Requirement for Dogs to Wear a Collar and Tag

LGDs' instincts are to guard and follow the flock, sleeping and working outdoors in all kinds of weather. Collars can become snagged on branches or fences and become a skin irritant in hot or wet weather. We suggest that municipal by-laws allow owners to remove the collar and license tag (if applicable) from a guardian or herding dog while the dog is being actively used in farming practices provided that the owner uses an alternative means of identification linking the animal to the name and address of the owner, e.g. either a tattoo or microchip containing the required information.

Requirements for Kennel Licensing and/or Limitation on Number of Dogs Kept

In some areas bylaw requires a person with more than three dogs at the same premises to secure a kennel license. Coyotes are very smart and will lure the dogs away while the remaining coyotes kill the sheep or lambs from behind or will attack the dogs directly. It is not uncommon for farmers to have more than two LGDs, especially when they are training younger dogs. This is especially true in areas where there is heavy predation. As well, larger sheep flocks in Ontario (several over 1500 animals), require numerous dogs to provide adequate protection especially where higher numbers of predators are present.

We would propose for your consideration that a person may keep more than three dogs at a premise without obtaining a kennel license provided:

- the person is keeping sheep (or other livestock) upon the same premises.
- the premises is on land that is zoned rural and agricultural.
- the person provides proof of producer registration issued in the name recorded by the Ontario Sheep Farmers, Beef Farmers of Ontario, Ontario Goat,
- the dogs are registered/licensed annually in accordance with relevant municipal by-laws (if required)
- and that the dogs are LGDs and or herding dogs.

Running At Large

A dog shall not be running at large if it is a LGD and is on their leased or owned property.

Barking Restrictions

LGD are exempt from barking restrictions if actively engaged in guarding livestock against predators. Under the Farming and Food Production Protection Act farmers are protected from nuisance complaints made by neighbours provided they are following normal farming practices. The use of LGD on sheep farms is a widely used practice in Ontario and other sheep producing jurisdictions.



Aggressive/ Dangerous Dog designation

LGD act aggressively and show aggression towards things they view as a threat to the livestock they are protecting. As such, an exemption, like that for police dogs should be considered.

OSF wishes to work cooperatively with you to ensure that municipal bylaws take into consideration the use of LGD when developing their bylaws. We would be pleased to communicate with the appropriate municipal officials to review with you Ontario sheep producers' needs and concerns in this area.

Thank you for your attention to this matter and we look forward to working with you.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Hemsted", with a stylized flourish at the end.

John Hemsted,
Chair





Livestock Guardian Dog use in Ontario

Predation is a significant cost and ongoing threat to sheep flocks in Ontario. Preventative measures are the first line of defense for producers. Livestock Guardian Dogs are one of the most effective preventative measures available because they are actively protecting the flock 24 hours a day, 7 days a week.

Livestock Guardian Dogs have been used in Ontario since the 1960's. Their use has increased in the past 40 years as the province's coyote population has increased and expanded throughout the entire province. Livestock Guardian Dog are now used by a great majority of sheep producers in Ontario to protect their flocks from predation by (primarily) coyotes, but also wolves, bears and other wildlife.

Livestock Guardian Dogs live with the sheep flock.

They provide protection to the flock by patrolling pastures, marking the perimeter of their territory. They also bark, run at, and try to intimidate any threats to the livestock they are protecting, which in this case is sheep.

Barking is one of the primary means by which livestock guardian dogs provide protection to the sheep flock. It is their way of communicating with other canines, and the guarding bark warns predators to avoid the area. Because dogs' sense of smell and hearing are many times more acute than that of humans, they often appear to be "barking" at nothing, when in fact, they hear, or smell something that humans are not able to.

Except perhaps for sheep flocks totally confined to barns with no access to outdoors, very few sheep flocks would survive predation attacks if it weren't for the effectiveness of livestock guardian dogs.

Ontario Sheep Farmers (OSF) considers the use of livestock guardian dogs to provide protection to livestock against predation as a normal farm practice.

The Farm and Food Production Protection Act (administered by Ontario Ministry of Agriculture, Food and Rural Affairs) defines normal farm practice as a farming practice which:

- is consistent with proper, acceptable customs and standards of similar operations; or
- uses innovative technology according to proper, advanced farm management practices.

The Farm and Food Production Protection Act was established to promote and protect agricultural uses and normal farm practices in agricultural areas, in a way that balances the needs of the agricultural community with provincial health, safety and environmental concerns.



Sub-Item 5

As the bike trail along the east side of Malcolmson Eco-Park nears completion, I would like to propose that the northernmost parkette be named "The Ethel and Cyril Williamson Memorial Park". In early 1930, a tower and light in the modern Pharos style was erected in Port Weller to assist ships in navigating the northern entrance to the Welland Canal. It was not until 1969 that it was decommissioned and replaced by a modern automated range light. For the last 25 years of its existence, the Williamson family lived and operated the lighthouse while raising their 2 sons Douglas and Bruce. Their life at this lighthouse is beautifully captured in both pictures and words in a book authored by Ethel Williamson entitled "A Light On The Seaway". This little book is a must read by anyone living in St. Catharines especially Port Weller residents.

Greg Eckhardt

Past Chair

Malcolmson Eco- Park

**Ministry of Municipal
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Sub-Item 6

December 16, 2022

Dear Head of Council, Municipal Chief Executive Officer and Clerk, and AMO Staff

**Re: Greenbelt Amendments and Revocation of the Central Pickering Development Plan and
O. Reg. 154/03**

The government is committed to taking bold action to address Ontario's housing supply crisis by building 1.5 million homes over the next 10 years.

That is why the government has taken further action to support this goal by making changes to the Greenbelt and revoking the Central Pickering Development Plan and the associated Minister's Zoning Order (O. Reg. 154/03) to help build at least 50,000 new homes, while leading to an overall expansion of the Greenbelt by approximately 2,000 acres.

Further to the letters sent on Nov 4, 2022 regarding proposed amendments to the Greenbelt and the letter on October 25, 2022 regarding the proposed revocation of the CPDP, I am writing to provide an update that the government has approved Amendment No. 3 to the Greenbelt Plan (by OIC 1745/2022), amended the Greenbelt Area boundary (O. Reg. 59/05), and revoked the Central Pickering Development Plan (by OIC 1746/2022). The amendments were approved as proposed without modifications.

As Minister, I approved the related amendments to the Oak Ridges Moraine Conservation Plan (O. Reg. 140/02) and revoked the Central Pickering Development Planning Area and the related Minister's Zoning Order (O. Reg. 154/03).

Information on the Greenbelt Area boundary regulation, and the Oak Ridges Moraine Conservation Plan, and the revocation of the Central Pickering Development Plan and Minister's Zoning Order can be found at:

- Designation of Greenbelt Area (O. Reg. 567/22) - <https://www.ontario.ca/laws/regulation/r22567>
- Oak Ridges Moraine Conservation Plan (O. Reg. 568/22) - <https://www.ontario.ca/laws/regulation/r22568>
- Zoning Area - Regional Municipality of Durham, Part of The City of Pickering (O. Reg. 566/22) - <https://www.ontario.ca/laws/regulation/r22566>

Further details on these changes, including updated mapping, will be available online soon.

Thank you to those municipalities who provided feedback. The province looks forward to continued collaboration with municipal partners to get more homes built faster.

Sincerely,



Steve Clark

Minister

- c. Kate Manson-Smith, Deputy Minister, Municipal Affairs and Housing
Sean Fraser, Assistant Deputy Minister, Municipal Affairs and Housing, Planning and Growth Division
Hannah Evans, Assistant Deputy Minister, Municipal Services Division



Board of Directors' Meeting Highlights – November, 2022

The Board of Directors of the Niagara Peninsula Conservation Authority (NPCA) held a Special Meeting electronically on Friday, November 4, 2022, followed by a regular monthly meeting on November 18, 2022 with a limited number of Board Members attending proceedings at the Ball's Falls Centre for Conservation. Highlights from the meetings included:

Special Meeting of the Board of Directors – Friday, November 4, 2022:

Policies for Planning and Development in the NPCA Watersheds and NPCA Planning and Permitting Procedural Manual

At this special meeting convened electronically, the Board of Directors received a presentation and subsequently approved the NPCA Policy Document for Planning and Development in the Watersheds of the Niagara Peninsula Conservation Authority along with the NPCA Planning and Permitting Procedural Manual. Provisions relating to wetland buffers were referred to the NPCA Governance Committee for further review.

Bill 23, *More Homes Built Faster Act*, 2022

The Board received a report and directed that the NPCA's comments on Bill 23, *More Homes Built Faster Act*, 2022, be submitted to the Standing Committee on Heritage, Infrastructure and Cultural Policy. The NPCA's comments on Bill 23 were to be further posted on the NPCA's digital platforms and distributed to its partners and stakeholders.

Source Protection Authority Meeting – November 18, 2022

Source Protection Committee Chair Re-Appointment

Meeting as the Source Protection Authority on November 18, the Board welcomed the re-appointment of Source Protection Committee Chair, Bill Hodgson and approved updates to the Operating Policy within the Committee Member's Handbook.

Regular Board of Directors' Meeting – November 18, 2022

Proposed Amendments to the Greenbelt Plan, The Greenbelt Area Boundary Regulation and The Oak Ridges Moraine Conservation Plan

The Board instructed staff to provide comment to the Minister of Municipal Affairs and Housing regarding proposed amendments to the Greenbelt Plan, the Greenbelt Area boundary regulation (O. Reg. 59/05) and the Oak Ridges Moraine Conservation Plan and to provide submissions to the province on the related ERO's.

Buffers to Wetlands

Following previous referral to its Governance Committee, the Board approved a section in the NPCA Policy Document to prescribe a minimum 30 metre buffer around all Provincially Significant Wetlands (PSW). For Non-Provincially Significant Wetlands, a minimum 30 m buffer was prescribed, which could only be reduced if there is no other reasonable alternative and the proposed buffer reduction was supported by science through an Environmental Impact Study (EIS). The policy does not prevent a buffer from being increased based on the findings of an EIS.

2023 Fees Schedule

With recent amendments to the Conservation Authorities Act, the NPCA reviewed and updated its fees schedule for programs and services provided by the Conservation Authority. As a result, updated fees were approved by the Board on November 18, and will be circulated to stakeholders and partners, and published on the NPCA website.

Draft Budget and Municipal Levies

The Board approved its 2023 draft budgets and municipal levies for discussion with municipal staff, and established targeted Land Securement Reserve contributions as per the Land Securement Strategy for further consideration to municipal partners.

Links to Agendas, Minutes, and Video:

<https://npca.ca/about/board-meetings>

Sub-Item 8

Report To: Board of Directors

Subject: Enhanced Watershed Restoration and Stewardship Program

Report No: FA-51-22

Date: December 16, 2022

Recommendations:

1. **THAT** Report No. FA-51-22 RE: Enhanced Watershed Restoration and Stewardship Program **BE RECEIVED.**
2. **THAT** staff **DEVELOP** program details, including guidelines, cost estimates, and staffing requirements in accordance with the recommendations within the “Enhanced Watershed Restoration and Stewardship Program” attached as Appendix 1.
3. **AND THAT** staff Report No. FA-51-2022 **BE CIRCULATED** to NPCA watershed municipalities in support of continued memorandum of understanding/ service level agreement discussions.

Purpose:

The purpose of the report is to provide a vision of future restoration and stewardship programming to achieve the goals set out in the NPCA 10-year Strategic Plan while conforming to changing legislation and meeting emerging opportunities, and obtain Board of Directors’ endorsement for further program development.

Background:

Since 1999, the NPCA has played a leading role in watershed restoration and stewardship initiatives within our jurisdiction. Several past and current programs (e.g., Water Quality and Habitat Improvement, Canopies for Kids, Water Well Decommissioning, Mickey DiFruscio & Family Legacy Pollinator Gardens, and Niagara River Remedial Action Plan) have been implemented to improve water quality and ecosystem health while engaging community members, private landowners, municipal partners, volunteers, and environmental non-governmental organizations. In 2019, the Water Quality and Habitat Improvement program was re-launched as a Restoration Grant Program to leverage funds and opportunities to implement habitat restoration projects (e.g., wetland creation, tree planting, agricultural best management practices) that contribute to increasing forest cover, improving habitat quality and connectivity, and enhancing biodiversity. Through these initiatives, the NPCA has completed hundreds of projects and planted over 1.2 million native trees and shrubs across the watershed.

Currently, restoration initiatives are focused on the restoration grant program's projects and providing technical support to internal clients while stewardship activities are focused on planting events engaging the community and other organizations (e.g., ENGOs, nature clubs, community groups, municipalities) and educational opportunities such as public talks and guided nature hikes organized by external groups. The NPCA's 10-year Strategic Plan calls for the expansion of restoration program services and the development of urban and rural stewardship programs aimed enhancing natural habitat and forest cover, increasing biodiversity, leading environmental stewardship and volunteerism, and engaging partners in achieving collective environmental impacts in the watershed.

Discussion:

To better understand the restoration and stewardship programming opportunities/gaps and potential funding mechanisms, a consultant was retained to perform a jurisdictional review with input from NPCA staff. The review examined municipal natural heritage priorities, climate adaptation plans, and restoration goals. Results revealed a mix of defined/undefined goals and objectives inconsistent across municipalities. In parallel, ongoing discussions with NPCA staff and municipal partners have identified several emerging opportunities related to increasing tree canopy cover, greening initiatives, and supporting local climate change adaptation. This information was incorporated into the attached program presenting recommendations to achieve the goals set out in the strategic plan, conform to changing legislation and meet emerging opportunities for the NPCA's watershed restoration and stewardship programs.

The Enhanced Watershed Restoration and Stewardship Program (Appendix 1) builds and expands upon the historical/current work of NPCA restoration and stewardship programs and initiatives, formalizes programming for emerging partnerships and opportunities, and meets the internal needs of integrating knowledge and building organizational capacity. As described below, the enhanced programming includes key goals, targets based on watershed science, a framework detailing distinct program and service areas, a timeline for development and implementation, and summary of funding mechanisms.

Key goals

1. Restore and enhance natural habitat, biodiversity, water resources, and forest cover towards a healthy and climate resilient watershed.
2. Engage and enable communities in improving the health and resilience of the watershed

Targets

Through combined restoration and stewardship efforts, the NPCA aims to add 600 hectares of natural cover and plant 1 million native trees across the watershed by 2031. The targets and measures will be adapted and refined during program development and through watershed strategies and management plans.

Framework for Program and Service Areas

The Watershed Restoration and Stewardship Program proposal identifies six program and service areas, based on distinct audiences, funding mechanisms, and outcomes to work in complement with each other to achieve program goals.

Internal Restoration Services: leading restoration initiatives on NPCA lands to improve habitat and ecological function. This service area will provide support across the organization on all matters related to ecological restoration, including supporting the development of Conservation Area Management Plans and Watershed Strategies, creating and inventory of restoration and stewardship opportunities, planning and compliance review, and supporting organizational climate adaptation and mitigation initiatives.

Watershed Restoration Services: Leading and supporting external large-scale ecological restoration projects with municipal and private partners, including habitat compensation projects, Class Environmental Assessment (EA) flood and erosion control projects, invasive species management, and other fee-for-service opportunities.

Private Land Restoration Grant Program: An updated version of the Restoration Grant Program, continues the NPCA's long history of restoration work with private landowners; however, the grant categories will be focused on improving habitat, biodiversity, water resources and forest cover. The updated program will be positioned to significantly increase natural land cover in the watershed and provide co-benefits of improved water quality. The agricultural components of the existing grant program will be separated into their own program to build additional capacity and expertise.

Agricultural Stewardship Program: A focused approach to working with agricultural communities with an emphasis on best management practices, water quality improvement projects, outreach & education, promoting habitat restoration opportunities, and providing technical expertise to the agricultural community.

Urban Stewardship Program: Updated and expanded program based on existing community engagement activities (e.g., pollinator gardens, community tree plantings, and Yellow Fish Road program) aimed at encouraging residents to improve the health of the environment. The program will formalize existing initiatives and develop new approaches to encourage resilience to climate change while increasing volunteerism and inspiring larger action. Program elements may include small-scale habitat projects, community park naturalization, rain gardens and other demonstration projects, community/schoolyard greening, and stream/park cleanup as well as working with municipalities to increase the urban tree canopy cover especially in vulnerable, low nature areas.

Corporate Stewardship Program: Focused on creating opportunities for private corporations and businesses to engage their staff in meaningful environmental initiatives to fulfill their corporate social responsibility goals, including reducing their environmental footprint. Activities may include invasive species removal, stream/park cleanups, tree plantings, pollinator garden planting/weeding, habitat structure building. The program should be based on a fee-for-service model to recoup costs and may be implemented in collaboration with the Niagara Peninsula Conservation Foundation.

Next steps for 2023

- Determine cost estimates for achieving watershed restoration and stewardship targets to inform program costing for financial discussion with municipal partners.
- Develop and formalize program offerings including staff and financial resource allocations, program details and targets, work plan, and performance measures.
- Update current Restoration Grant Program guidelines in anticipation of 2024 launch of Private Landowner Grant Program.

- Collaborate with NPCA staff to formalize Internal Restoration Services, including an inventory of restoration opportunities on NPCA lands.
- Use the established fee schedule to develop a framework for watershed restoration services and corporate stewardship in collaboration with finance, conservation area services, and Niagara Peninsula Conservation Foundation.
- Seek Board approval for new and updated program offerings for 2024 launch.

Financial Implications:

There are no current financial implications. Further program development and scoping to be done by NPCA staff is accounted for in the 2023 budget.

Apart from restoration activities on NPCA-own lands, the Watershed Restoration and Stewardship Program is considered a non-mandatory program or service under the Conservation Authorities Act (i.e. Category 2 or 3) and will need to be partially funded through service-level agreements with municipal partners or with external funding. Discussions with municipal partners on NPCA's inventory of programs and services is on-going. Staff will also actively pursue external funding opportunities, including service level agreements, grants, partnership funding, self-generated funds and other innovative funding strategies, as opportunities arise.

Links to Policy/Strategic Plan:

The NPCA strategic plan calls for the expansion of restoration program services and develop programs aimed at urban and rural landowners to achieve Goal 1.3: *Restore and enhance natural habitat, water resources, and forest cover*. Enhancing NPCA restoration and stewardship program offerings will also directly support achieving several other NPCA strategic goals and performance measures related to managing NPCA lands to increase biodiversity (Goal 1.4), implementing green infrastructure and sustainability best practices (Goal 2.3), leading environmental stewardship and volunteerism (Goal 3.2), establishing the NPCA as an environmental service provider (Goal 4.1), building relationships with other organizations for collective outcomes (Goal 4.2), and optimize self-generating revenue using innovative approaches (Goal 6.2).

Related Reports and Appendices:

Appendix 1: Enhanced Watershed Restoration and Stewardship Program

Authored by:

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Chief Administrative Officer/Secretary-Treasurer

2022

ENHANCED WATERSHED RESTORATION & STEWARDSHIP PROGRAM



www.npca.ca

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INTRODUCTION

As early as the 1930s, there was broad public concern about soil erosion, flooding, and drought due to decades of poor land, water, and forestry practices throughout Southern Ontario. One of the earliest conservation efforts to help mitigate these watershed-scale problems was tree planting to restore forests. Today, the watershed continues to face immense pressures from land uses and the effects of climate change which threaten ecological integrity and require immediate action. Science and policy have advanced to recognize that forests, wetlands, riparian areas, and natural shorelines are all necessary parts of a healthy and functional ecosystems that provide for economic, social, and environmental well-being. Restoration efforts have followed suit and have grown to understand that involving people leads to better outcomes, not only for projects, but in helping to shape perspectives on caring for the environment.

For many years, the NPCA has been a local leader in watershed restoration and stewardship initiatives. Several past and current programs (e.g., Water Quality and Habitat Improvement, Canopies for Kids, Water Well Decommissioning, Mickey DiFrusco & Family Legacy Pollinator Gardens, and Niagara River Remedial Action Plan) have been implemented to improve water quality and ecosystem health while engaging community members, private landowners, municipal partners, volunteers, and environmental non-governmental organizations. Through these initiatives, the NPCA has completed hundreds of projects and planted over 1 million native trees and thousands of plants across the watershed. Currently, restoration initiatives are focused on projects completed through the Restoration Grant Program and providing technical support to internal clients, while stewardship activities are focused on planting events which engage the community and other organizations (e.g., ENGOs, nature clubs, community groups, municipalities) and educational opportunities such as library talks, and guided hikes organized by external groups. While restoration and stewardship initiatives continue to be successful, existing program structure and staff resourcing limit the NPCA's impact on the watershed and ability to fully meet emerging opportunities.

The NPCA's recent strategic plan is aimed at achieving a healthy and vibrant environment with shared greenspace and clean water that sustains life for future generations. To create healthy and climate-resilient watersheds, the strategic plan calls for the expansion of restoration program service offerings and the development of programs aimed at urban and rural landowners. These enhanced program offerings are intended to increase natural habitat and forest cover, improve biodiversity, lead environmental stewardship and volunteerism, and engage partners in achieving collective environmental impacts in the watershed.

The purpose of this document is to provide a vision of future restoration and stewardship programming to achieve the goals set out in the strategic plan while conforming to changing legislation and meeting emerging opportunities.

STATE OF THE LANDSCAPE

The Niagara Peninsula watershed is part of the Carolinian life zone, an incredibly biodiverse area that includes rare plants and animals. The watershed also supports a wide variety of land uses that provide people with recreational, social, and economic benefits. However, research indicates that the NPCA watershed is deficient of adequate habitat (NPCA 2011). Scientific literature suggests that watersheds require a minimum of 30% forest cover to maintain biodiversity toward a resilient and healthy landscape (Environment Canada 2013). This target represents a high-risk approach to maintaining existing biodiversity that may support less than one half of the potential species richness, and marginally healthy aquatic systems, while a 50% forest cover threshold would equate to a low-risk approach likely to support most of the potential species' richness, and healthy aquatic systems (Environment Canada 2013). The NPCA's Natural Areas Inventory indicates that the watershed has 18% wooded cover (meaning variety of treed ecological community types, including forests) (NPCA 2010). To reach the 30% forest threshold suggested by science, more than 12% of the landscape, or over 29,000 ha of land would need to be converted to forest cover. To achieve this target, an estimated 58 million trees would need to be planted— a worthy but immense goal that would require a watershed-wide, long-term commitment to protecting biodiversity and ecosystem function. Healthy and resilient watersheds include numerous habitat types (wetland, riparian, forest, etc.); therefore, targets should reflect a multi-functional and diverse landscape.

Increased pressure on the landscape from changing land use and their impacts threaten the watershed's ecological integrity. It has been known for some time that the NPCA watershed is functionally degraded to a high degree as it consistently exhibits poor surface water quality (NPCA 2022) and is highly fragmented in terms of natural areas and wildlife habitat. The Nature for Niagara's Future study (NPCA 2011) has shown that the existing natural areas in the watershed cumulatively achieve only 56% of what conservation literature recommends is required for a healthy and sustainable watershed. There is a critical need to increase natural cover and help watershed communities adapt to a changing climate.

JURISDICTIONAL SCAN

To better understand the restoration and stewardship programming opportunities/gaps, a consultant, Intelligent Futures, was retained to perform a jurisdictional review with input from NPCA staff. The

review examined municipalities' natural heritage priorities, climate adaptation plans, and restoration goals. Results revealed a mix of defined and undefined goals and objectives, inconsistent across municipalities.

The review summarized specific goals and priorities that indicate a set of emerging opportunities to work with municipalities to achieve a shared vision for the watershed. Some of the relevant targeted areas of emphasis include:

- Improving natural heritage systems and taking advantage of underutilized lands.
- Becoming leaders in sustainability, including enhancing natural features, promoting, and implementing programs which maintain and improve the quality of surface water and groundwater, and promoting the conservation of water resources.
- Reducing Greenhouse Gas (GHG) emissions through increasing the amount of stewardship and restoration efforts, including tree planting and habitat enhancements.
- Managing agricultural lands using best management practices to help improve ecological functions of the natural heritage system and water quality.

In parallel, ongoing discussions between NPCA staff and municipal partners have identified multiple opportunities related to increasing tree canopy cover, greening initiatives, and supporting local climate change adaptation.

CURRENT PROGRAM OFFERINGS

Restoration Grant Program

From 1999-2017, the Water Quality and Habitat Improvement (WQHIP) program was instrumental in restoring natural ecosystem function and improving water quality across the watershed. The WQHIP focused on completing restoration actions identified in sub-watershed plans, including stream restoration, tree planting, wetland creation, and agricultural Best Management Practices (BMPs). After an 18-month service interruption, the WQHIP was re-launched in 2019 as the Restoration Grant Program to meet the Auditor General of Ontario's recommendations (Lysyk 2018) and to formalize goals of improving water quality, wildlife habitat, and forest cover to the benefit of local ecosystems and the overall health of the watershed.

The current Restoration Grant Program uses an objective, prioritized approach to select projects adjacent to or connecting critical natural features (e.g., floodplains, valleys, provincially significant wetlands, near existing large tracks of established forests, and in headwater areas). The program is based on a cost-share model to leverage the NPCA's initial investment funded by municipal levy and

ensures that partners have a financial stake in their project's success. The application process is open to all, and the program has worked with a wide variety of rural and urban landowners (i.e., farms, businesses, and municipalities). Grants are provided for staff to design and implement habitat restoration projects (e.g., wetland restoration, tree planting, stream restoration) and agricultural best management practices (e.g., grassed waterways, nutrient management projects, hedgerows, and windbreaks) that contribute to increasing forest cover, enhancing habitat quality and connectivity, enriching biodiversity, and improving surface water quality.

Recent Successes

Since the Restoration Grant Program launch in 2019, more than 130 restoration and 30 agricultural Best Management Practice (BMP) projects have been completed, resulting in 127 hectares (ha) of habitat added to the watershed broken down as follows:

- 102 ha of afforestation
- 17 ha of wetland habitat restored
- 8 ha of stream and riparian restoration.

Collectively, these projects have added more than 230,000 trees, 15,000 shrubs, and nearly 10,000 herbaceous plants.

Partnerships are critical for leveraging restoration funding and achieving greater outcomes. Thanks to the Restoration Grant Program, the NPCA has signed memorandums of agreement with Ducks Unlimited Canada, Land Care Niagara, Trout Unlimited Canada (Niagara Chapter), and the Niagara Coastal Community Collaborative to support tree planting, shoreline restoration, and wetland creation in Niagara. In addition, the NPCA became a Planting Delivery Agent (PDA) for Forests Ontario in 2021 to plant trees as part of their various large-scale tree planting initiatives. More recently, the NPCA collaborated with the Niagara Parks Commission to restore a 1.6 ha coastal wetland along the Niagara River in an area known as Gonder's Flats. For this project alone, the NPCA has brought together the support of four funding partners and several community organizations, bringing in \$97,000 (to date) to offset direct project costs.

In total, NPCA restoration projects completed in 2019-2022 are valued at more than \$1.7 million (not including staff time) with the NPCA contributing just over 1/3 of the total cost through grant dollars.

Opportunities

The current Restoration Grant Program structure works well at addressing ecological restoration opportunities with proactive landowners whose goals align with the NPCA. In 2021 and 2022, the

Restoration Grant Program had a waiting list of projects that met the programs eligibility requirements but for which there was not enough funding to support. In some areas, such as agricultural stewardship, a different approach, such as focusing on outreach to farming communities is likely to lead to greater success by developing stronger relationships and breaking down perceived barriers. In other cases, changes to program structure are required to support both internal needs and external requests. In recent years the NPCA has led and supported several initiatives and projects, or been approached with opportunities, that do not quite fit with the current guidelines. Such opportunities include, but is not limited to, shoreline restoration, habitat compensation projects, restoration planning for municipal properties, invasive species management, and planning review.

Presently, restoration efforts on NPCA lands have been accomplished through a mix of formal and informal efforts. As the Conservation Area management plans are updated and completed as legislated by 2031, new restoration needs will be identified and will require a structure to implement. The NPCA's new draft Land Securement Strategy (2022) provides guidance on acquiring lands that provide aquatic and terrestrial habitat restoration opportunities, including lands identified as priority for ecosystem restoration. With land securement targets ranging from 200-400 hectares by 2032, these new lands are likely to increase restoration needs.

Community Engagement & Environmental Stewardship Initiatives

Environmental stewardship refers to the care and protection of the natural environment achieved through increased awareness, shared responsibility, and active participation. While stewardship is similar to restoration in that it aims to improve the environment, the key difference is its focus on engagement and education.

A comprehensive landowner stewardship guide produced by the NPCA in 2015 outlines many actions for homeowners and community members to improve the environment; however, there is no formal program to support its implementation and programming has been mainly opportunistic or reactive. Nonetheless, the NPCA has been an environmental stewardship leader engaging hundreds of volunteers, community members, corporations, and student volunteers in various opportunities to connect with nature and take action to improve the environment. The existing community engagement/stewardship initiative structure delivers a variety of unique and compelling programming that engages watershed communities and provides opportunities to improve the health of the watershed while increasing their understanding of their local environment.

Current initiatives include leading community tree and pollinator garden plantings, coordinating community science/monitoring, conservation area stewardship, and supporting the environmental

work of community groups and partners. For example, the NPCA delivers the Yellow Fish Road™ program (created by Trout Unlimited Canada) to engage school children and inform neighbourhoods about the importance of clean water, protecting aquatic species from pollution, and how to properly dispose of hazardous waste. To increase local biodiversity and awareness about native plants, the NPCA is leading the ‘Mickey DiFruscio and Family Legacy Pollinator Project’. The project includes the establishment of community-based pollinator gardens in public (usually urban) spaces. Each garden is cared for by a community group or local environmental organization to ensure the garden’s continued success. The Niagara Envirothon, based on a North America-wide program coordinated locally by Forests Ontario in partnership with NPCA, engages high school students in hands-on, team-based activities to learn about ecosystems while developing critical thinking, problem solving, teamwork, leadership, and communication skills.

Recent Successes

Fostering partnerships and building positive relationships with people is the key to effective community engagement and exemplary action. In 2021, more than 75 community groups and 409 volunteers engaged in conservation work across the watershed. For example:

- Planting native trees and wildflower gardens
- Building, installing, and monitoring wildlife boxes
- Conducting community cleanups
- Monitoring hiking trails
- Removing invasive plant species
- Creating educational opportunities for high school and post-secondary students

More recently, the NPCA supported the Invasive Species Centre’s project to remove European Water Chestnut from a portion of the Welland River through volunteer recruitment, access to a conservation area to assist with storage of materials, and communication assistance. The project received extensive (positive) media coverage, created 5 local jobs, engaged 63 people, and successfully removed 7,000 invasive European Water Chestnut plants from 35 km of the Welland River. The partnership is an excellent example of how the NPCA brings people and organizations together toward a common goal of improving the environment.

Opportunities

With the recent changes to the *Conservation Authorities Act* through Bill 229 that specify mandatory and non-mandatory programs and services, and the development of the NPCA Climate Change Action Plan, there is an opportunity to formalize these community engagement and stewardship initiatives into a comprehensive program that is attractive to funders, provides objectives and guidance on program delivery, and develops a structure to engage with requests for paid corporate stewardship opportunities. In addition, the NPCA 10-year Strategic Plan offers guidance to deliver complementary approaches to traditional restoration programming to achieve habitat, water quality, and climate adaptation goals (e.g., urban and agricultural stewardship). Working with the people of the watershed primarily in urban and suburban areas, provides the NPCA with opportunities to increase biodiversity in underutilized spaces (yards, parks, stream valleys) and engage communities in important issues such as reducing low-nature areas and adapting cities to a changing climate.

A robust stewardship approach works to better enable individuals and communities to lead local stewardship efforts. By providing information, resources, inspiration through selective demonstration projects, the NPCA can support both burgeoning and developed groups who are ready to take a larger role in caring for their environment.

WATERSHED RESTORATION & STEWARDSHIP PROGRAM DETAILS

The Watershed Restoration and Stewardship Program builds and expands upon the historical and current work of the NPCA restoration and stewardship programs. It formalizes emerging initiatives, partnerships, and programming, and helps build organizational capacity. As described below, the enhanced programming includes key program goals, targets based on watershed science, a framework detailing distinct program and service areas, a timeline for development and implementation, and summary of potential funding mechanisms. Appendix 1 of this document provides more detailed information on programs and services.

Key Program Goals

The Watershed Restoration and Stewardship Program proposes two overarching goals to help align with the vision and goals of the NPCA 10-year Strategic Plan and guide its initiatives, as follows:

- restore and enhance natural habitat, biodiversity, water resources, and forest cover towards a healthy and climate resilient watershed; and

- engage and enable communities in improving the health and resilience of the watershed.

Target Setting

Setting targets is important for achieving realistic and measurable goals that are relevant to the local landscape. While 30% forest cover is an important target established by the scientific literature, its pursuit would exclude other key habitat features critical to ecosystem health and be unrealistic in the timeline of this program. The NPCA 10-year Strategic Plan's habitat target is based on an increase in natural cover, including multiple habitat types and metrics to represent a healthy, multifunctional landscape. **Through combined restoration and stewardship efforts, the NPCA aims to add 600 hectares of natural cover and plant 1 million native trees across the watershed by 2031 (Table 1).** This initial target is based on previous restoration efforts and scaled up assuming a successful land securement program and partner interest. The targets will be adapted and refined based on watershed strategies as well as Conservation Area management plans. Although the habitat types may vary depending on land availability and funding, the following metrics in Table 1 are proposed as guidance.

Table 1. Proposed watershed restoration and stewardship program targets by metric.

Measure	Proposed Target (2024-2031)
Forest restored (ha)	500 ha
# of native trees	1,000,000
# of native shrubs	100,000
# of herbaceous plants	40,000
Wetlands restored (ha)	50 ha
Riparian (ha)	50 ha
Total natural cover added (ha)	600

Overview of Program Areas

To achieve these goals and targets, NPCA staff have identified six restoration and stewardship program and service areas, based on distinct audiences, funding mechanisms, and outcomes to work in complement with each other as an integrated program to achieve program goals. Many of these initiatives are currently ongoing, both in formal and informal capacities. Developing these recommended program areas will provide the NPCA with a comprehensive path to achieving many of the goals of the strategic plan, provide guidance for how this work will continue, and allow flexibility to meet future opportunities. Refer to Appendix 1 for a more detailed program/service summary table.

Internal Restoration Services

This program area is specific to leading restoration initiatives on NPCA-owned or managed lands to improve habitat and ecological function. This service area will provide support across the organization on all matters related to ecological restoration, including creating restoration plans to support the development of Conservation Area management plans and watershed strategies, supporting the development of the Conservation Area Inventory and Strategy, supporting the implementation of the Land Securement Strategy to identify priority areas for terrestrial and aquatic habitat restoration as well as prospective restoration opportunities on new lands under consideration, creating an inventory of restoration and stewardship opportunities, planning and compliance review, invasive species management, and supporting organizational climate adaptation and mitigation initiatives.

Restoration initiatives may include:

- Forest restoration: stand conversion, reforestation, establishing new forest through afforestation, creating habitat features, and other projects that sequester carbon and reduce greenhouse gas emissions.
- Wetland restoration: creation and enhancement of open water marshes, swamp forests, and vernal pools, and buffers around existing wetlands.
- Stream restoration: projects that increase stream cover, improve aquatic habitat and biodiversity, natural channel design, riparian buffers, removal of fish migration barriers, and using bioengineering approaches to reduce/prevent erosion.
- Shoreline restoration: creating resilient natural shorelines using nature-based shoreline solutions that use bioengineering to help protect and restore shoreline function. Supporting engineered solutions that incorporate restoration components.
- Upland restoration: large-scale habitat improvement projects that support biodiversity through mixed habitat types (e.g., thickets and hedgerows adjacent to grasslands, where appropriate), or where other land uses limit restoration opportunities (e.g., beneath hydro corridors).

Watershed Restoration Services

This formalized service area will provide municipal partners and other stakeholders with ecosystem restoration expertise and knowledge that their organizations may otherwise lack. Through service level agreements and/or fee-for-services, the NPCA will lead and support external ecological restoration projects, plans, and strategies with municipal and private partners, including habitat creation and enhancement projects, Class Environmental Assessment (EA) flood and erosion control projects, and invasive species management.

Private Land Restoration Grant Program

An updated version of the existing program will continue the NPCA's long history of restoration work with private landowners. The grant categories will be focused on improving habitat, biodiversity, water resources and forest cover. The NPCA will continue to work with traditional partners to leverage funds to complete these projects and reduce the overall cost to the NPCA. The updated program will be positioned to significantly increase natural land cover in the watershed and provide co-benefits of improved water quality. The agricultural components of the existing grant program will be separated into their own program to build additional capacity and expertise.

Proposed grant categories include:

- Tree Planting: mid- to large-scale projects aimed at establishing new forest cover and expanding and connecting our existing forests through corridors.
- Wetland restoration: the creation and enhancement of open water marshes, vernal pools, habitat improvements, and habitat buffers around existing wetlands.
- Stream restoration: projects that increase stream cover, improve aquatic habitat, enhance buffers, remove fish migration barriers, and use bioengineering approaches to reduce erosion.
- Shoreline restoration: nature-based shoreline solutions that use bioengineering to help protect and restore shoreline function.
- Upland restoration: large-scale habitat improvement projects that support biodiversity through mixed habitat types (e.g., thickets and hedgerows adjacent to grasslands, where appropriate), or where other land uses limit restoration opportunities (e.g., beneath hydro corridors).

Agricultural Stewardship Program

The unique microclimate created by the Niagara Escarpment and rich soils supports one of Ontario's most productive agriculture systems including vineyards, tender fruit orchards, livestock, and various specialty crops. Not surprisingly, agricultural lands account for nearly 65% of the watershed.

This program provides a focused approach to working with producers and agricultural communities with an emphasis on outreach and education to promote best management practices and completing water quality improvement projects. Staff will help identify habitat restoration opportunities on marginal farmland and provide technical expertise.

Program elements may include:

- Outreach and education, including demonstration projects and on-farm workshops;

- Incentives for implementing agricultural best management practices such as nutrient management projects, livestock exclusion fencing, and erosion control projects; and
- Supporting agricultural stewardship initiatives in the watershed.

Urban Stewardship Program

This updated, expanded program builds upon previous successful community engagement activities (e.g., pollinator gardens, community tree plantings, and Yellow Fish Road program) to facilitate and encourage environmental action. Existing initiatives and partnerships will be strengthened through new approaches to build resilience to climate change in urban areas while increasing volunteerism and inspiring greater action. The program will seek to engage youth, residents, community organizations, Indigenous groups, corporations/businesses, and municipal partners in improving nature, increasing biodiversity, and growing the urban tree canopy.

Program elements may include:

- Small-scale habitat projects (e.g., pollinator gardens);
- Naturalization of community parks;
- Rain gardens and other engaging green infrastructure demonstration projects;
- Community/schoolyard/backyard tree plantings;
- Stream/park cleanups;
- Incentive for residents/homeowners to plant native species; and
- Outreach and education to build awareness and inspire action.

Corporate Stewardship Program

The corporate stewardship program will focus on creating opportunities for private corporations and businesses to engage their staff in meaningful environmental initiatives to fulfill their corporate social responsibility goals, including reducing their environmental footprint.

Activities may include invasive species removal, stream/park cleanups, tree plantings, pollinator garden planting/weeding, habitat structure building. The program will be based on a fee-for-service model to recoup costs and may be implemented in collaboration with the Niagara Peninsula Conservation Foundation.

Program Integration

The Watershed Restoration and Stewardship Program will collaborate with staff across several NPCA divisions. The program will aim to integrate with established and emerging business areas to work

effectively and efficiently. Specific focus will be placed on collaborating with internal teams that have functional dependencies including conservation area lands, conservation area programs and services, land care, land planning, watershed monitoring and reporting, climate change and special programs, and watershed strategies.

Examples include:

- Providing landowner leads to securement outreach areas;
- Integrating updated monitoring data into restoration project prioritization;
- Implementing a monitoring project in a key location to showcase the benefits and impact of agriculture stewardship and restoration activities;
- Maintaining a database of restoration and stewardship opportunities on NPCA lands; and
- Creating outreach materials specific to planning/permitting applications to build awareness and encourage the use of native plants in restoration areas and low impact development projects or street tree plantings.

Financing Considerations

Apart from restoration activities on NPCA-own lands, the Watershed Restoration and Stewardship Program is considered a non-mandatory program or service under the *Conservation Authorities Act* (i.e., Category 2 or 3) and will need to be partially funded through service-level agreements with municipal partners or with external funding (Table 2). A Watershed-based Resource Management Strategy, to be developed in 2023 as part of recent changes to the *Conservation Authorities Act* through Bill 229 and associated regulations, will assist NPCA with evolving and enhancing its programs and services to address or manage local watershed triggers, issues or risks. The Watershed-based Resource Management Strategy will include identifying category 2 and 3 programs and services, with cost estimates, that are recommended to support the delivery of mandatory programs and services.

Funding approaches to implement the Watershed Restoration and Stewardship Program will be combined with external grants and innovative approaches to leverage various sources of funding for restoration and stewardship programs. For example, the NPCA will continue to work with Ducks Unlimited Canada to complete wetland restoration projects throughout the watershed. Future costs will be determined by the scope of the program, staffing requirements and uptake and interest by partners and funders.

Additional potential funding sources include:

- **Partners:** working with a mix of existing and new partners to fund and complete projects that meet our shared goals.

- **Grants and external funding:** leveraging the NPCA's newly established Grant Centre, external funding sources will be targeted to help support projects in all programming and service areas.
- **Program sponsorship:** A previously unexplored opportunity, the NPCA will investigate the viability of program and initiative sponsorship from corporations and other organizations.
- **Niagara Peninsula Conservation Foundation (NPCF):** collaborating with the NPCF to increase funding for restoration and stewardship initiatives through donations and giving programs.
- **Fee-for-service:** leveraging the NPCA's skills and expertise to increase self-generated revenue through the Watershed Restoration Services and Corporate Stewardship programs.
- **Conservation Impact Bond (CIB):** an innovative financial tool to address the conservation funding gap and create healthy landscapes in the spirit and practice of reconciliation with Indigenous communities. The NPCA is currently exploring opportunities to create a Niagara Peninsula CIB that could fund habitat restoration projects.

Table 2. Description of the mandatory and non-mandatory programs and services as required by the Conservation Authorities Act (2020).

CA Act	Description
Category 1	Mandatory programs and services as identified in Ontario Regulation 686/21 that can be funded through a municipal levy.
Category 2	Municipal programs and services provided at the municipality's request. These programs can be funded through government and other agency grants and/or municipal funding under a memorandum of understanding (MOU) or agreement with the municipality.
Category 3	Other programs and services that an Authority (Board) determines are advisable. These programs can be funded through self-generated revenue, user fees, government and other agency grants, donations, etc. Any use of municipal funding will require an agreement and would be subject to cost apportioning.

CONCLUSION & RECOMMENDATIONS

This integrated program provides the framework for the NPCA to respond to existing and emerging opportunities, engage the watershed community in restoring and stewarding the local environment, and provide conservation leadership in the watershed. It provides a set of land cover targets to guide the NPCA to achieve its goals set out in the 2021-2031 strategic plan of restoring and enhancing natural habitat, water resources and forest cover by increasing the total amount of land restored.

Through this increased capacity program, the NPCA will strengthen its ability to effect positive change in the watershed. This framework creates structure and flexibility to embrace existing and forthcoming challenges and prepares the NPCA to take on even greater targets in the future.

The following is a list of recommended next steps:

- Develop and formalize program offerings including staff and financial resource allocations, program details and targets, work plan, and performance measures.
- Seek Board approval for new and updated program offerings for a 2024 launch.
- Determine cost estimates for achieving watershed restoration and stewardship targets to inform program costing for financial discussion with municipal partners in 2023.
- Update current Restoration Grant Program guidelines in anticipation of 2024 launch of Private Landowner Grant Program.
- Collaborate with NPCA staff to formalize Internal Restoration Services, including an inventory of restoration opportunities on NPCA lands.
- Use the established fee for services within the NPCA fee schedule to develop a framework for watershed restoration services and corporate stewardship in collaboration with finance, conservation area services, and Niagara Peninsula Conservation Foundation.

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APPENDIX 1 - PROGRAM AND SERVICES SUMMARY

Program/Service	Links to NPCA strategic plan	Key Performance Indicators Sample Metrics	Description	Delivery Method	Category	Potential Funding Sources
Internal Restoration Services	1.3, 2.3, 3.2, 4.2, 5.4, 6.2	Ha of restored area # of trees planted #ha forest restored #ha of stream area restored #ha of wetland restored # of volunteers engaged	Implementation of restoration projects as per Conservation Area Land Management Plans Including tree planting, habitat Improvement projects, shoreline management, invasive species management, and water quality improvement and compensation projects.	NPCA Staff/ NPCA Coordinated Volunteers/ Corporate Volunteers	1	Levy, Grants, Partners, NPCF, Fee-for-service, Grants
	1.3, 1.4, 2.2, 2.3, 5.4		Restoration support for internal initiatives including Conservation Area Management Plans, Land Securement, inventory restoration opportunities, planning/ compliance review, climate focused initiatives (e.g., seed collection)	NPCA Staff	1, 3	Levy, Fee-for- service, Grants, NPCF
Watershed Restoration Services	1.3, 2.2, 4.1, 4.2, 6.2	Ha of restored area # of trees planted #ha forest restored #ha of stream area restored #ha of wetland restored	Lead and support external ecological restoration projects, plans and strategies with municipal and private partners, including habitat creation and enhancement projects, Class Environmental Assessment (EA) flood and erosion control projects, invasive species management, and other fee-for-service opportunities.	NPCA Staff /NPCA Coordinated Volunteers	2, 3	MOU/SLA, Partner, Grants, NPCF
Private Land Restoration Grant Program	1.3, 2.3, 4.1, 4.2	Ha of restored area # of trees planted #ha forest restored #ha of stream area restored #ha of wetland restored	Updated version of the Restoration Grant Program, continues history of restoration work with private landowners; however, the grant categories will be focused on improving habitat, biodiversity, water resources and forest cover. The updated program will be positioned to significantly increase natural land cover in the watershed and provide co-benefits of improved water quality. The agricultural components of the existing grant program will be separated into their own program to build additional capacity and expertise.	NPCA Staff, Environmental Non- Governmental Organizations	3	MOU/SLA, Grants, Partners, Sponsor, NPCF
Agriculture Stewardship Program	1.3, 2.3,3.2, 4.1, 4.2	Surface water quality including total suspended solids and total phosphorus # ag. BMP projects completed # program participants	A focused approach to working with agricultural communities with an emphasis on best management practices, water quality improvement projects, outreach & education, promoting habitat restoration opportunities, and providing technical expertise to the agricultural community.	NPCA Staff/ Landowners	3	MOU/SLA, Grants, Partner, Sponsor, NPCF
Urban Stewardship Program	1.3, 2.3, 3.2, 4.1, 4.2	# of habitat projects completed # of native trees # herbaceous plants # volunteers engaged # events	Formalize existing initiatives and develop new approaches to encourage resilience to climate change while increasing volunteerism and inspiring larger action. Program elements may include small-scale habitat projects, community park naturalization, rain gardens and other demonstration projects, schoolyard greening, and stream/park cleanup as well as increasing the urban tree canopy cover especially in vulnerable, low nature areas.	NPCA Staff/ NPCA Coordinated Volunteers	3	MOU/SLA, Grants, Partners, Sponsor, NPCF
Corporate Stewardship Program	1.3, 2.3, 3.2, 4.2, 6.2	Ha of restored area # of volunteers engaged	Focus on creating opportunities for private corporations and businesses to engage their staff in fulfilling their corporate social responsibility goals, including reducing their environmental footprint. Activities may include invasive species removal, stream/park cleanups, tree plantings, pollinator gardens, habitat structure building.	Corporate volunteers	3	Fee-for-service

Sub-Item 9



December 8, 2022

In This Issue

- Call for applications to fill AMO Board vacancies.
- Call for nominations to the ROMA Board of Directors.
- 4th Independent Review of the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Municipal transit funding announcement.
- Next Generation 9-1-1 (NG9-1-1) support.
- Emerging vehicle pilot programs.
- Register today for the 2023 ROMA Conference and Annual General Meeting.
- Councillor training at ROMA Annual General Meeting and Conference.
- Strengthen your leadership: AMO's New Head of Council & New Councillor Training.
- New dates for Planning and OFIFC Indigenous Community Awareness trainings.
- OMERS confirms 2023 contribution rates.
- LAS Blog: Year End Message.
- LAS training session at FCM Sustainable Communities Conference.
- Data-driven roads: Barrie's Case Study.
- LAS Digital Incident Response Program to launch in 2023.
- Applications open for 2023 Community Climate Transitions Cohort.
- IESO launches E-LT1 procurement.
- Careers: AMO, County of Brant, Ministry of Education, and City of Ottawa.

AMO Matters

AMO is soliciting applications to fill seven Caucus vacancies on the AMO Board of Directors; positions for elected officials and municipal employees are open. Application package can be found [here](#).

Please be advised that in accordance with the Rural Ontario Municipal Association's Policies and Procedures, ROMA is requesting nominations for Zone Representatives to the 2023-2027 ROMA Board of Directors. Nomination package [available here](#).

AMO provided a [submission](#) for the Fourth Independent Review of the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). There is opportunity for municipal governments to provide their input. Visit the AODA Independent Review [website](#) to learn more.

Provincial Matters

The Ontario government has allocated funding to help ensure municipal transit

systems can continue to deliver safe and reliable transit service through a Phase 4 of the federal-provincial Safe Restart Agreement.

\$208 million in grant funding is available to support with the transition to the new Next Generation 9-1-1 emergency services communications system. Deadline to apply is December 21.

The Ontario Ministry of Transportation is interested to know if you have opted into any of the available emerging vehicle pilot programs. Your response to the questionnaire would be greatly appreciated before December 23.

Eye on Events

ROMA 2023: Breaking New Ground offers so much, including an outstanding educational program, an opportunity to hear from provincial leaders, participate in ROMA Board elections and meet the new Board. If you haven't registered yet, here is the opportunity.

AMO is offering councillor training live and in-person at the 2023 ROMA Conference. For more information and to register click here.

AMO training examines the realities, responsibilities, challenges and opportunities of municipally elected officials in today's context. Essential information on legislation, policy, roles, responsibilities and managing relationships are only some of the things attendees will gain insight and tools on. Register today for New Head of Council or New Councillor training.

Registration is now open for AMO's foundational and strategic planning courses. We have also released two new training dates for AMO-OFIFC Indigenous Community Awareness Training. These sessions provide you with insight and skills to community building and decision making. Click here for more information.

MEPCO

In the November 2022 Pension Administration Update, OMERS has confirmed that no changes will be made to contribution rates for 2023. See the full pension administration update for full details and other employer information.

LAS

The year end blog is a reflection of 2022 and LAS' new programming opportunities in 2023 and beyond. Read Judy Dezell, Director AMO Enterprise Centre, Business Partnerships & LAS message and thanks to our Ontario communities.

LAS and Stephen Dixon are working hard to build a training session for the 2023 FCM Sustainable Communities Conference. This limited-space workshop will show how to use Life Cycle Costing (LCC) to help you on your pathway to net-zero. Register here and be sure to attend our session on February 7 at 9 am.

Looking to get the best bang-for-the-buck on your roads budget? Find out how the City of Barrie used AI and objective data to plan their road repairs. Contact Tanner to learn how LAS' Road & Sidewalk Assessment Service can help in your community.

The Digital Incident Response Program will be available as a new program in early 2023 to assist municipalities during an incident and to prepare and review related policies and plans.

Municipal Wire*

The Tamarack Institute is accepting applications for municipalities interested in participating in the 2023 Climate Transitions Cohort. English applications are open until Dec 13 and French until Jan 6.

The IESO's Expedited Process (E-LT1) procurement has launched and final documents are now available on the Long-Term RFP website. The E-LT1 is the first of a series of long-term procurements that the IESO will run in order to help address emerging system needs.

Careers

Policy Intern - AMO. Assisting senior advisors and the Director of Policy, the successful candidate will support AMO's policy development process. Apply with a cover letter and resume to: careers@amo.on.ca by January 16.

Chief Administrative Officer - County of Brant. Duties and responsibilities are subject to the provisions of the *Municipal Act* and include implementation of the approved strategic plan. Apply online by January 8.

Director, Programs and Service Integration - Ministry of Education. Responsible for leading the implementation of province-wide early years initiatives. Apply online by December 14.

Director, Housing - City of Ottawa. Accountable for developing and maintaining strategic business and community partnerships to respond to housing requirements. Apply online January 13.

About AMO

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AMO Contacts

AMO Watchfile Tel: 416.971.9856
Conferences/Events

Policy and Funding Programs

LAS Local Authority Services

MEPCO Municipal Employer Pension Centre of Ontario

ONE Investment

Media Inquiries

Municipal Wire, Career/Employment and Council Resolution Distributions

AMO's Partners



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Sub-Item 10



December 15, 2022

In This Issue

- Joint Annual Memorandum of Understanding Statement.
- Call for applications to fill AMO Board vacancies.
- Deadline for nominations to the ROMA Board of Directors.
- Municipal transit funding announcement.
- Next Generation 9-1-1 (NG9-1-1) support.
- Emerging vehicle pilot programs.
- Register today for the 2023 ROMA Conference and Annual General Meeting.
- Councillor training at ROMA Annual General Meeting and Conference.
- Strengthen your leadership: AMO's New Head of Council & New Councillor Training.
- New dates for Planning and OFIFC Indigenous Community Awareness trainings.
- Webinar: A Barrier Free Website Builder for Municipalities.
- Canoe vendor spotlight: Fisher Engineering, Western Products, SnowEx.
- Applications open for 2023 Community Climate Transitions Cohort.
- AdvantAge Ontario Long-Term Care webinar for councillors.
- Careers: AMO, Thunder Bay and York University .

AMO Matters

AMO and the Province of Ontario released the 2022 Joint Annual Memorandum of Understanding Statement [FR]. The Joint Statement provides an update of some of the activities and accomplishments under the MOU during 2022.

AMO is soliciting applications to fill seven Caucus vacancies on the AMO Board of Directors; positions for elected officials and municipal employees are open. Application package can be found here.

Nominations for ROMA Board zone representatives are due Friday, December 23, 12:00 p.m. Nomination package available here.

Provincial Matters

The Ontario government has allocated funding to help ensure municipal transit systems can continue to deliver safe and reliable transit service through a Phase 4 of the federal-provincial Safe Restart Agreement.

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Registration is now open for AMO's foundational and strategic planning courses. We have also released two new training dates for AMO-OFIFC Indigenous Community Awareness Training. These sessions provide you with insight and skills to community building and decision making. Click here for more information.

Join AMO and our partner of a barrier free website solution, GHD Digital, for a webinar on January 26 at noon to see Govstack, the newest content management system (CMS) for your municipal website. You will learn about the exclusive AMO offering, see the key features and capabilities of the new platform, and get a full understanding of why Govstack is your next best move in digital transformation.

LAS

Canoe is expanding the Snow & Ice Equipment category just in time for winter! We're pleased to welcome Fisher Engineering, Western Products, and SnowEx to the program. This category includes 12 vendors offering a huge range of products to keep your roads and sidewalks safe during the winter months. Contact Simon to learn more.

Municipal Wire*

The Tamarack Institute is accepting applications for municipalities interested in participating in the 2023 Climate Transitions Cohort. English applications are open until Dec 13 and French until Jan 6.

Registration is open for AdvantAge Ontario's free LTC Orientation webinar for municipal councillors. The webinar will be February 15 from 12-1pm. A brief on municipalities and LTC is also available.

Careers

Policy Intern - AMO. Assisting senior advisors and the Director of Policy, the successful candidate will support AMO's policy development process. Apply with a cover letter and resume to: careers@amo.on.ca by January 16.

General Manager, Corporate Services & Long Term Care - City of Thunder Bay. Lead the Corporation and provide expertise in the development of financial and fiscal management policies. Apply online by December 22.

Executive Director, Community Safety - York University. Responsible for providing leadership and relevant subject matter expertise to a suite of community safety services. Apply to jchupik@bipocsearch.com by January 12.

About AMO

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Sub-Item 11



December 22, 2022

*Everyone at AMO wishes you, your friends and family,
and your community a happy and safe holiday season!*

In This Issue

- AMO office closure during the holidays.
- Call for applications to fill AMO Board vacancies.
- Invitation to golf car consultations.
- Investing in Canada Infrastructure Program: COVID-19.
- Time to reserve your AMO 2023 hotel room!
- Register today for the 2023 ROMA Conference and Annual General Meeting.
- Councillor training at ROMA Annual General Meeting and Conference.
- Strengthen your leadership: AMO's New Head of Council & New Councillor Training.
- New dates for Planning and OFIFC Indigenous Community Awareness trainings.
- Webinar: A Barrier Free Website Builder for Municipalities.
- Canoe webinar series.
- Canoe vendor spotlight: Dynapac, Cimline.
- Careers.

AMO Matters

The AMO Office will be closed from the afternoon of December 23 to January 2, 2023 and will re-open on January 3. The next issue of the Watchfile will be on January 5, 2023.

AMO is soliciting applications to fill seven Caucus vacancies on the AMO Board of Directors; positions for elected officials and municipal employees are open. Application package can be found [here](#).

Provincial Matters

Since June 2021, MTO has been piloting golf cars in Huron-Kinloss and Pelee Island. It is now exploring expansion and offering [municipal consultation](#) on February 1.

Federal Matters

The [COVID-19 Resilience Stream program](#) provides up to 80% of costs for municipal infrastructure projects up to \$10 million that start by September 30, 2023 and are completed by the end of 2023.

Eye on Events

AMO is excited to begin planning for the 2023 Annual General Meeting and Conference hosted by the City of London, August 20 - 23. Book your hotel room on January 10, 2023, beginning at 10:00 am EST. Click [here](#) for information.

ROMA 2023: Breaking New Ground offers so much, including an outstanding educational [program](#), an opportunity to hear from provincial leaders, participate in ROMA Board elections and meet the new Board. If you haven't [registered](#) yet, here is the opportunity.

AMO is offering councillor training live and in-person at the 2023 ROMA Conference. For more information and to register [click here](#).

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Join AMO and our partner of a barrier free web solution, [GHD Digital](#), for a [webinar on January 26](#) at noon to see Govstack, the newest content management system for your municipal website. Learn about the exclusive AMO offering, see the key features and capabilities of the new platform, and get a full understanding of why Govstack is your next best move in digital transformation.

LAS

LAS is excited to host a series of webinars related to the Canoe Procurement Group starting February 1! Learn about efficient arenas, green bin alternatives, ambulance procurement, and fleet electrification. Registration is now open - visit the [LAS Events](#) page for more details.

Roadway Maintenance Equipment is a popular category under the [Canoe Procurement Group](#). As two of our latest vendors, Dynapac and Cimline offer a wide range of equipment options to keep your roads in tip-top condition. [Contact Simon](#) to learn more and purchase products the easy way.

Careers

[Policy Intern - AMO](#). Assisting senior advisors and the Director of Policy, the successful candidate will support AMO's policy development process. Apply with a cover letter and resume to: careers@amo.on.ca by January 16.

Senior Project Engineer (Mechanical) - City of Waterloo. Responsible for the day-to-day oversight of capital construction projects. Apply online by January 16.

Change Management Lead - Ministry of Public and Business Service Delivery. Lead the development of frameworks and tactics that influence best practice across OPS Agencies, vendors and the broader public sector. Apply online by January 13.

Bursar and Cheif Administrative Officer - Victoria University, University of Toronto. Responsible for the operational success, financial and real estate planning, and stewardship. Apply to jchupik@bipocsearch.com by January 19.

Director of Community Services - Town of Smiths Falls. To explore this opportunity please apply online via email by January 14, 2023 to careers@waterhousesearch.net quoting project TSF--DCOM in the subject line.

Director of Corporate Services/Treasurer - Town of Smiths Falls. To explore this opportunity, please apply online via email by January 14, 2023 to careers@waterhousesearch.net quoting project TSF-DCS in the subject line.

Chief Administrative Officer/Clerk - Township of Frontenac Islands. To explore this opportunity please apply via email by January 20, 2023 or sooner to careers@waterhousesearch.net quoting project TFI-CAO.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](https://twitter.com/AMOPolicy) on Twitter!

AMO Contacts

AMO Watchfile Tel: 416.971.9856

Conferences/Events

Policy and Funding Programs

LAS Local Authority Services

MEPCO Municipal Employer Pension Centre of Ontario

ONE Investment

Media Inquiries

Municipal Wire, Career/Employment and Council Resolution Distributions

AMO's Partners



*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

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Sub-Item 12

AMO Watchfile not displaying correctly? [View the online version](#)
Add Communicate@amo.on.ca to your safe list



January 5, 2023

In This Issue

- Call for applications to fill AMO Board vacancies.
- Nominations Report on the 2023-2027 ROMA Board of Directors Elections.
- Final Comments on More Homes Built Faster Plan Posted.
- New Municipal Resources on Electricity for Municipalities.
- Invitation to golf car consultations.
- Next Generation 9-1-1 (NG9-1-1) support.
- 2023-2024 Seniors Community Grant Applications.
- Investing in Canada Infrastructure Program: COVID-19.
- Hotel Release for AMO 2023 Conference.
- Register today for the 2023 ROMA Conference and Annual General Meeting.
- Councillor training at ROMA Annual General Meeting and Conference.
- New dates for Planning and OFIFC Indigenous Community Awareness trainings.
- Strengthen your leadership: AMO's New Councillor Training.
- Webinar: A Barrier Free Website Builder for Municipalities.
- LAS - Here to help you in 2023!
- Fuel your Fleets with the Canoe Procurement Group.
- Bayham resolution re Province-wide shortage of children's medication.
- AdvantAge Ontario Long-Term Care Webinar for Councilors.
- Careers: AMO, Ministry of Labour, and Oxford County.

AMO Matters

AMO is soliciting applications to fill seven Caucus vacancies on the AMO Board of Directors; positions for elected officials and municipal employees are open. Application package can be found [here](#). Deadline: February 10, 2023.

The [nominations report](#) for ROMA Board Elections is now available. Voting will take place at the ROMA Conference on January 23.

A complete list of AMO's responses to environmental and regulatory postings to the More Homes Built Faster Plan are posted [here](#).

Want to understand more about electricity planning? Members are encouraged to read the Independent Electricity System Operator's [municipal toolkit](#) and the Ontario

Energy Board's [Municipal Information Document](#) on regional planning.

Provincial Matters

Since June 2021, MTO has been piloting golf cars in Huron-Kinloss and Pelee Island. It is now exploring expansion and offering [municipal consultation](#) on February 1.

The application deadline for grant funding to support transition to the Next Generation 9-1-1 emergency services communication system is quickly approaching.

[Applications](#) are due January 10, 2023, 5:00 p.m. EST.

Apply between January 11 - March 6 for Seniors Community Grants to support the delivery of programs and learning opportunities for seniors. Applications will be accepted through the [Transfer Payment Ontario](#) site.

Federal Matters

The [COVID-19 Resilience Stream program](#) provides up to 80% of costs for municipal infrastructure projects up to \$10 million that start by September 30, 2023 and are completed by the end of 2023.

Eye on Events

You can make your hotel reservations for the 2023 AMO Annual Conference on Tuesday, January 10, 10: 00am EST. All hotel information is posted [here](#). This years conference will be held in the City of London.

ROMA 2023: Breaking New Ground offers so much, including an outstanding educational [program](#), an opportunity to hear from provincial leaders, participate in ROMA Board elections and meet the new Board. If you haven't [registered](#) yet, here is the opportunity.

AMO is offering councillor training live and in-person at the 2023 ROMA Conference. For more information and to register [click here](#).

Registration is now open for AMO's [foundational and strategic planning](#) courses. We have also released two new training dates for [AMO-OFIFC Indigenous Community Awareness Training](#). These sessions provide you with insight and skills to community building and decision making. Click [here](#) for more information.

AMO training examines the realities, responsibilities, challenges and opportunities of municipally elected officials in today's context. Essential information on legislation, policy, roles, responsibilities and managing relationships are only some of the things attendees will gain insight and tools on. Register today for [New Councillor](#) training.

Join AMO and our partner of a barrier free web solution, [GHD Digital](#), for a [webinar on January 26](#) at noon to see Govstack, the newest content management system for your municipal website. Learn about the exclusive AMO offering, see the key features

and capabilities of the new platform, and get a full understanding of why Govstack is your next best move in digital transformation.

LAS

LAS is ready and waiting to help you succeed in 2023. We have over 20 programs and services designed to make municipal life easier. As AMO's trusted business services arm, we have a program for every municipality – from Administrative and Digital to Energy or Assets, and even Financial. Contact us to get started!

The LAS Fuel Program is now part of Canoe! Cut the cost of running your fleets by buying fuels and lubricants in bulk or from your local gas station. Contact a Fuel rep to get started with a free fuel assessment.

Municipal Wire*

The Municipality of Bayham resolution calls on the Ontario government to recognize and address the deepening health care crisis in Ontario and take urgent action to remedy human resources and medication shortages to properly serve Ontario residents.

Registration is open for AdvantAge Ontario's free LTC Orientation webinar for municipal councilors. The webinar will be February 15 from 12-1pm. A brief on municipalities and LTC is also available.

Careers

Policy Intern - AMO. Assisting senior advisors and the Director of Policy, the successful candidate will support AMO's policy development process. Apply with a cover letter and resume to: careers@amo.on.ca by January 16.

Talent Pool Investigator - Ministry of Labour, Immigration, Training and Skills Development. Ensure the integrity of Ontario's immigration program by performing regular audits of the Ontario Immigrant Nominee Program to assess adherence to federal and provincial regulatory requirements. Apply online by January 24.

Talent Pool, Program Integrity Specialist - Ministry of Labour, Immigration, Training and Skills Development. Conduct comprehensive reviews of OINP provincial immigrant and business stream applications. Apply online by January 24.

Chief Administrative Officer - Oxford County. Responsible for the strategic leadership and efficient delivery of all the County's administrative and operational services. Apply to careers@waterhousesearch.net by January 31.

About AMO

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Memorandum

Sub-Item 13

To: Mayor and Council

Cc: SLT, Kristen Sullivan

From: Dan Cooper, Manager of Parks, Cemeteries, Forestry and Horticulture

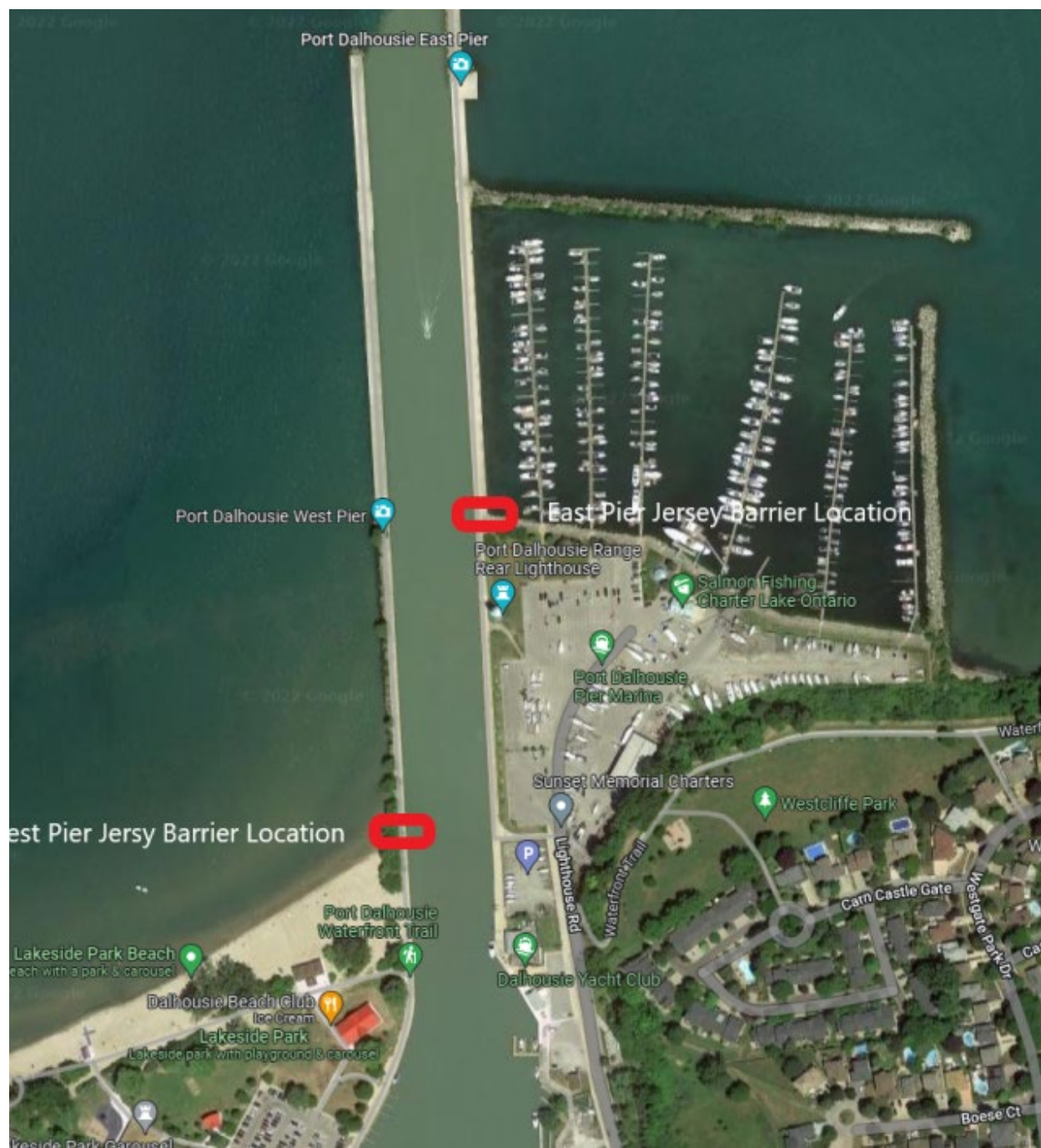
Date: November 30, 2022

Subject: Port Dalhousie Pier Signage during winter months

This memorandum is to inform Council of the winter signage of the Port Dalhousie East and West Piers during the winter months and the steps staff are taking to notify the public of the hazards.

During the winter months due to the nature of the Port Dalhousie Piers and the accumulation of ice buildup staff are unable to maintain the piers to an acceptable standard to make it safe for users. Due to the adjacent lake no de-icing agents can be applied for environmental reasons and because the ice can accumulate very quickly staff will be installing 2 Jersey barriers at the entrance to alert visitors that the piers are not maintained during the winter and to use caution.

Attached to this memo is an overhead picture of the location of the barriers in question. Staff will be installing the barriers immediately due to the drop in temperatures and the potential of ice formation on the pier. Also attached are some photographs of the ice buildup on the pier in January 2022.





Memorandum

Sub-Item 14

To: City Council

Cc: Senior Leadership Team, Development Studies Task Force

From: Adam Smith, Associate Director of Financial Management Services

Date: January 3, 2023

Subject: Development Charge Indexing/Rates Effective January 1, 2023

On September 13, 2021, St. Catharines City Council approved a new Development Charges By-law, which came into effect on January 3, 2022. Development Charges are collected to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads; transit; water and sewer infrastructure; fire services infrastructure; and park amenities, libraries, and community centres.

On September 13, 2021 Council also approved indexing the fees annually on January 1st, with the first index occurring on January 1, 2022.

The purpose of indexing is to ensure that amounts collected through Development Charges will be sufficient to recover the costs for the Background Study forecast period, as those costs increase over the term of the by-law. The Development Charges Act requires that the Non-Residential Construction Cost Index be used for the annual indexing of DC's. The City will use the "Toronto Series" of this data set.

The most recent index value available is the Q3 2022 value. Therefore, we can capture a full year's worth of cost changes reflecting the full year over year change, with an increased value of 15.69%.

With the recent consolidation of transit services, the Niagara Region will take over the collection of development charges for the services of transit within the Regional Development Charges (RDCs) which came into effect as of January 1, 2023.

In turn, the City has ceased the collection of the transit services component of its Development Charges. When factoring in both the annual indexing increase and the removal of the transit services component, the City's total **residential** Development Charges have increased by 8% compared to the 2022 rates and the **non-residential** charges by square feet and square metres has decreased by 6.5% compared to the 2022 rates.

Both the table with index values since 2015 and the updated DC pamphlet with the 2023 rates that will go into effect on January 1, 2023 are attached to this memo.

Should anyone have any questions, please let me know.

Sincerely,



Adam Smith
Associate Director of Financial Management Services

Related Reports:

[FMS-133-2021 - 2021 Development Charges Background.pdf \(civicweb.net\)](#)

Attachments:

- Non-Residential Construction Cost Index-2015-2022
- Development Charges Pamphlet- City of St. Catharines Rates January 1, 2023 to December 31, 2023

Statistics Canada
Non-Res Building Construction Price Index
Year-over-Year % Change by Quarter

Toronto Series

Quarter	2015		2016		2017		2018		2019		2020		2021		2022	
	Index		Index	Yr/Yr % Chng	Index	Yr/Yr % Chng	Index	Yr/Yr % Chng	Index	Yr/Yr % Chng	Index	Yr/Yr % Chng	Index	Yr/Yr % Chng	Index	Yr/Yr % Chng
1	93.7		95.3	1.7%	98.9	3.8%	102.1	3.2%	107.4	5.2%	110.6	3.0%	114.2	3.3%	134.2	17.51%
2	94.1		96.9	3.0%	100	3.2%	104.1	4.1%	108.3	4.0%	111.1	2.6%	119.9	7.9%	140.9	17.51%
3	94.3		97.4	3.3%	100.4	3.1%	105.7	5.3%	109.2	3.3%	111.9	2.5%	124.9	11.62%	144.5	15.69%
4	94.6		98.1	3.7%	100.8	2.8%	106.6	5.8%	109.7	2.9%	112.1	2.2%	129.3	15.3%		
Annual Avg	94.2		96.9	2.9%	100	3.2%	104.6	4.6%	108.7	3.9%	111.4	2.5%	122.1	9.6%	139.9	14.6%



Development Charges By-law Pamphlet

Development Charge Rates Effective January 1, 2023 to December 31, 2023

City of St. Catharines Development Charges

By-Law No. 2021-140 effective January 1, 2022 to January 1, 2027

Purpose of Development Charges

The general purpose for which the municipality imposes development charges is to assist in providing the infrastructure required by future development in the municipality through the establishment of a viable capital funding source to meet the municipality's financial requirements. Development Charges are collected to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads; transit; water and sewer infrastructure; fire services infrastructure; and park amenities, libraries, and community centres.

Development Charges are charges governed under the Development Charges Act, 1997 and are reviewed and collected as part of the building permit fee process. The Development Charges rates set in By-law 2021-140 are indexed annually on January 1st based on the non-residential construction cost index, with the first indexation occurring on January 1, 2022.

Development Charge Rules

The main rules for determining if a development charge is payable in a particular case, and for determining the amount of the charge, are as follows: The By-Law 2021-140 applies to all lands in the geographic area of the City of St. Catharines subject to subsection 3.3 and schedule C. Lands owned by and used for purpose of a municipality, local board thereof or school board, or lands vested in or leased to a university are wholly exempt from development charges under the By-Law 2021-140.

Notes to By-Law No. 2021-140

Approvals for Development

Development charges are imposed if the development of land, buildings, or structures requires any of the following:

- The passing of a zoning by-law or amendment
- The approval of a minor variance
- A conveyance of land not subject to part-lot control
- The approval of a plan of subdivision
- A consent
- The approval of a description for a condominium
- The issuing of a building permit

Exemptions for Residential Developments:

- The enlargement to an existing residential dwelling unit
- The creation of one or two additional dwelling units in an existing single detached, semi-detached or row dwelling
- The creation of additional dwelling units equal to the greater of one or 1% of the existing dwelling units in an existing residential rental building with four or more dwelling units

Exemptions for Industrial Developments:

- The enlargement of the gross floor area of an existing industrial building: the gross floor area (GFA) is enlarged by 50 per cent or less of the original GFA

Statement of the Treasurer

As required by *the Development Charges Act, 1997, subsection 43* the Treasurer for the City of St. Catharines must prepare an annual financial statement reporting on the status and transactions relating to the Development Charges reserve funds for the previous year. This statement is presented to the Council of the City of St. Catharines for their review and may be reviewed by the public in the Clerk's Department during business hours.

Notes to By-Law No. 2021-140

Other Exemptions or reductions for Development Charges:

- Agricultural and Farm Buildings
- Detached accessory dwelling units are treated the same as attached accessory dwelling units, as long as the accessory dwelling unit is no larger than the smallest existing unit
- Entrance feature canopy, gas station or drive-thru canopy

Reduction of Development charges with respect to redevelopment and conversion of a residential, non- residential or Brownfield will be calculated and reduced according to section 3.9 of the By-Law where: as a result of the redevelopment of land, a building or structure existing on the same land within 3 years prior to the date of payment of development charges in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land.

Grant Programs related to Industrial Developments, Affordable Housing Developments, and Urban Growth Centre, shall be maintained by the City to provide grant towards the development charges payable in accordance with the Development Charge grant programs approved by the City.

A list of the services for which city-wide development charges are imposed and the amount of the charge by development type is as follows:

City of St. Catharines Development Charges under [By-Law No. 2021-140](#)

Effective Rates January 1, 2023 to December 31, 2023

Service/Class of Service	Residential (per dwelling unit)					Non- Residential	
	Single and Semi-Detached Dwelling	Other Multiples	Apartments (2+) Bedroom	Apartments (1) Bedroom/ Bachelor	Special Care/ Special Dwelling	Per Sq Ft of Gross Floor Area	Per Sq M of Gross Floor Area
<u>Municipal Wide Services</u>							
Services Related to a Highway	789	578	574	391	296	0.43	4.58
Public Works	2	1	1	1	1	-	-
Fire Protection Services	677	496	491	336	255	0.36	3.89
Parks and Recreation Services	8,628	6,330	6,266	4,282	3,237	0.53	5.63
Library Services	975	715	708	485	366	0.05	0.56
Growth Studies	786	576	569	390	294	0.45	4.87
Total Municipal Wide Services	11,857	8,696	8,609	5,885	4,449	1.82	19.53
<u>Urban Services</u>							
Stormwater Drainage and Control	141	103	102	69	53	0.20	2.08
Wastewater Service	170	125	124	86	65	0.09	0.97
Water Services	45	34	32	22	17	0.02	0.29
Total Urban Services	356	262	258	177	135	0.31	3.34
Grand Total Rural	11,857	8,696	8,609	5,885	4,449	1.82	19.53
Grand Total Urban	12,213	8,958	8,867	6,062	4,584	2.13	22.87

Notes


- 1) The charges do not include education development charges that may apply.
- 2) The charges do not include development charges for the Regional Municipality of Niagara that may apply.
- 3) By-law exemptions and grant programs apply only to City Development Charges.
- 4) The schedule of development charges is adjusted annually on January 1st in accordance with the non-residential construction cost index.
- 5) St. Catharines City Limits and Urban Serviced Boundary Map included in Schedule C of By-Law No. 2021-140 for reference.

This pamphlet summarizes the City of St. Catharine's policy with respect to development charges.

The information contained herein is intended only as a guide. Applicants should review By-law No. 2021-140 and consult with the Planning and Building Services Department to determine the applicable charges that may apply to specific development proposals.

The Development charges by-law is available for inspection in the Finance Department and the Clerk's office, Monday to Friday, 8:30 AM to 4:30 PM and on the City's website at stcatharines.ca under [Planning and Development/Development Charges](#)

For more information, please contact Planning and Building Services or email development charge inquiries to dc@stcatharines.ca

		P.B.S.	
RE	INFO	REFERRED TO	INT.
City Clerk's Office		<i>Tami Kitya</i>	
DATE REC'D →		DEC - 2 2022 SCAN <input type="checkbox"/>	
FILE NO			

John D. Elvidge
City Clerk

Tel: 416-392-7032
Fax: 416-392-2980
e-mail: Sylwia.Przezdziecki@toronto.ca
web: www.toronto.ca

Secretariat
Sylwia Przezdziecki
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

In reply please quote:
Ref.: 22-CC1.2

November 25, 2022

MUNICIPALITIES IN ONTARIO

Subject: New Business Item 1.2
Update on Bill 23 - More Homes Built Faster Act, 2022 (Ward All)

City Council on November 23 and 24, 2022, adopted this Item, as amended, and in so doing has:

1. Requested the Province of Ontario to extend the commenting period on Bill 23, More Homes Built Faster Act, 2022 to at least January 31, 2023 to enable time for consultation, consideration of alternative options and thorough analysis of both short and long-term impacts.

2. Requested the Province of Ontario to:

- a. not proceed with any changes that reduce municipal development charges, community benefit charges or parkland dedication, including:
 - i. removing housing services from development charges;
 - ii. retroactively phasing in development charges over a 5 year period on top of City Council's previously adopted two-year phase-in that was mutually agreed upon with the development industry;
 - iii. discounting rates for purpose built rental units;
 - iv. adding new exemptions;
 - v. introducing caps to the development charges determined date and instalments interest rates;
 - vi. extending the development charges historic service level caps from 10 to 15 years;
 - v. removing growth studies and land acquisition costs from development charges recovery; and
 - vi. reducing caps to parkland dedication by-laws;

b. instead of the above-noted changes, create a provincial incentive program provided directly to developers or homeowners through targeted grants, rebate and other financial incentive programs; and

- c. alternatively, create a municipal compensation fund to compensate municipalities for the impacts of Bill 23 on municipal growth funding revenues.
- 3. Requested the Province of Ontario to amend Bill 23 to preserve the City's Green standard, Rental Replacement Policy, parkland provisions, community benefits charges and Development Charges to facilitate responsible growth.
- 4. Requested the Province of Ontario to amend Bill 23 to preserve Toronto's ability to require a green development standards checklist (Toronto Green Standard) for a complete planning application.
- 5. Requested the Province of Ontario to amend the Planning Act to enable the implementation of Inclusionary Zoning across the City and incorporate definitions of affordable housing that respond to low and moderate household income.
- 6. Requested the Province of Ontario to amend the definition of "Affordable Housing" to follow the City of Toronto's "Official Plan Amendment 558 - Updating the Definitions of Affordable Rental and Ownership Housing", as approved by City Council on November 9, 2021.
- 7. Requested the Province of Ontario to enact a Regulation to permit the use of conditional zoning, pursuant to Section 113 of the City of Toronto Act, 2006.
- 8. Requested the Province of Ontario to delay the implementation of refunds for development applications in light of the significant changes to the Planning regulations and internal City processes regarding development.
- 9. Requested the Provincial government to provide funding and funding tools to the City, matching the amount of revenue lost through development charges, community benefits charges, and Section 42 of the Planning Act in Bill 23 to ensure the services needed to facilitate responsible growth continue to be delivered.
- 10. Requested the Province of Ontario to rescind the proposed changes to the Greenbelt to protect environmental features that support biodiversity, natural spaces, recreation trails, agricultural land, and watersheds that sustain all residents of the Greater Toronto and Hamilton Area.
- 11. Requested the Province of Ontario to retain the existing roles and responsibilities of the regional conservation authorities.
- 12. Requested the Minister of Municipal Affairs and Housing to change the effective date of the Refund of Fees for official plan amendments, zoning by-laws and site plan control applications contained in Bill 109, from January 1, 2023 to July 1, 2023.
- 13. Requested the Minister of Municipal Affairs and Housing to postpone enacting regulations under Schedule 4 of Bill 23, which would grant the Minister authority to impose limits and conditions on municipalities' regulation of demolition or conversion of rental units, until such time as there has been focused consultations with municipalities as part of the development of Minister's regulations to ensure municipalities can continue to require replacement rental housing and support impacted tenants.
- 14. Requested the Legislative Assembly of Ontario, through a majority vote, to withdraw Bill 23.

16. City Council direct the City Solicitor and the Chief Planner and Executive Director, City Planning to report to the Planning and Housing Committee on guiding policies to assist City Council in gauging planning importance when considering requests that City Council initiate a Toronto Local Appeal Body appeal.

17. City Council request the City Solicitor and the Chief Planner and Executive Director, City Planning to report to the Planning and Housing Committee with a legal strategy to challenge the Province of Ontario's potential removal of Section 111 of the City of Toronto Act, and explore alternate means to protect rental units from demolition and conversion.

18. City Council direct the Chief Planner and Executive Director, City Planning to commence a public information campaign to inform all City residents of the impacts of Bill 23 and the changes to neighbourhoods, prevailing built forms, housing, civic engagement, the greenbelt, climate change, affordable housing, rental protection, community infrastructure, parks, heritage and cost of living that it may bring about.

19. City Council forward this item to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the Leader of the Official Opposition, all Ontario Members of Provincial Parliament, the Association of Municipalities of Ontario, and all Ontario municipalities for their consideration.

Summary

On October 25, 2022 the Honourable Steve Clark, Minister of Municipal Affairs and Housing, introduced Bill 23, More Homes Built Faster Act, 2022 in the Ontario Legislature.

Bill 23 proposes extensive changes to the policy-led planning and development system under which municipalities in Ontario work. Details and preliminary analysis of the implications of Bill 23 were shared with the Mayor and City Councillors on November 3, 2022 (see Attachment 1).

Bill 23 passed 2nd Reading on October 31, 2022 and was referred to the Standing Committee on Heritage, Infrastructure and Cultural Policy (Standing Committee) for review. The Standing Committee has held two days of public hearings to date (November 8, 2022 in Markham and November 9, 2022 in Brampton), and is scheduled to hear two more on November 16 and 17, 2022 in Toronto.

The Chief Planner, along with supporting staff, is scheduled to depute to the Standing Committee at 1:00 pm on Thursday, November 17, 2022. A livestream of the public hearing will be made available on the Ontario Legislative Assembly website at this link: <https://www.ola.org/en/legislative-business/video/committees-room-no-1>.

Staff are also preparing written comments for submission to the Standing Committee.

The Standing Committee is scheduled to conduct a clause-by-clause review of Bill 23 on Monday, November 21, 2022, during which amendments to the bill may be proposed, considered and voted upon.

Staff will provide a supplementary report outlining City staff's submission to the Standing Committee and the Environmental Registry of Ontario posting regarding Bill 23 and the results from the Standing Committee's consideration of the bill in advance of the November 24, 2022 meeting of City Council.

Background Information (City Council)

(November 16, 2022) Report from the City Manager and the Chief Planner and Executive Director, City Planning on Update on Bill 23, More Homes Built Faster Act, 2022 (CC1.2) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230055.pdf>)

(November 3, 2022) Attachment 1 - Interim City Manager's FYI Briefing Note to Mayor and Members of Council - Bill 23, More Homes Built Faster Act, 2022 (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230056.pdf>)

(November 22, 2022) Supplementary report from the Interim City Manager, the Chief Financial Officer and Treasurer, and the Chief Planner and Executive Director, City Planning on City Staff Comments on Proposed Bill 23 - More Homes Built Faster Act, 2022 (CC1.2a) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230130.pdf>)

Attachment 1 - City of Toronto Comments on Proposed Bill 23 (submitted to the Environmental Registry of Ontario and Ontario Regulatory Registry November 22, 2022) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230131.pdf>)

Attachment 2 - Chief Planner Presentation Notes to the Standing Committee on Heritage, Infrastructure and Cultural Policy (November 17, 2022) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230132.pdf>)

Communications (City Council)

(November 21, 2022) Letter from Geoff Kettel and Cathie Macdonald, Co-Chairs, Federation of North Toronto Residents' Associations (FoNTRA) (CC.Supp) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156534.pdf>)

(November 22, 2022) Letter from Andria Babbington, President, Toronto and York Region Labour Council (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156573.pdf>)

(November 23, 2022) Letter from Jason Ash, Chair, Leaside Towers Tenants Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156570.pdf>)

(November 22, 2022) Letter from Les Veszlenyi and Angela Barnes, Co-Chairs, Mimico Lakeshore Community Network (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156571.pdf>)

(November 22, 2022) Letter from Maureen Kapral, President, Lytton Park Residents' Organization (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156572.pdf>)

(November 24, 2022) Letter from Walied Khogali, Regent Park Neighbourhood Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156578.pdf>)

(November 24, 2022) Letter from Henry Wiercinski, Vice President, Annex Residents' Association and Sue Dexter, Board, Harbord Village Resident's Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156579.pdf>)

(November 24, 2022) Letter from Jin Huh, Executive Director, Social Planning Toronto (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156581.pdf>)

(November 24, 2022) Letter from Mike Mattos, President, Judith Hayes, Vice President, and Rick Ciccarelli, Executive Board Associate, Mount Dennis Community Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156542.pdf>)



Council Resolution

Sub-Item 16

Moved By Ostrander

Agenda Item 12.b Resolution Number 2022-12-14- 768

Seconded By Logel

Council Date: December 14, 2022

Page 1 of 2

Whereas Northumberland County supports action to increase the supply of housing for Ontarians and specifically to address the affordable housing crisis in Ontario; and

Whereas The Government of Ontario introduced Bill 23, *More Homes Built Faster Act*, 2022 on October 25, 2022 and the Bill received Royal Assent on November 28, 2022, providing insufficient time for newly elected municipal councils to provide fulsome feedback; and

Whereas Municipalities across the province have identified significant financial, environmental, public consultation, and heritage impacts related to the measures identified in Bill 23; and

Whereas The proposed change to subsection 2(4) of the *Development Charges Act, 1997* to remove "Housing Services" from the list of services that can be funded through development charges would result in the immediate removal of the housing services portion of the Northumberland County Development Charge and result in an estimated funding gap of approximately \$17 million over the next 7 years for financing an estimated 250 new affordable units; and

Whereas At current building levels, an estimated 27% increase to the County portion of property taxes would be required to maintain planned investments and services, with additional tax implications anticipated for local lower-tier municipalities;

Be It Resolved That the Council of the Corporation of the County of Northumberland calls upon the Government of Ontario to pause implementation of Bill 23, and engage in meaningful engagement with municipalities and other key stakeholders to address identified concerns in order to achieve the shared goal of increasing housing supply and improving affordability and sustainability; and



Council Resolution

Agenda Resolution Number
Item 12.b 2022-12-14- 768

Council Date: December 14, 2022

Page 2 of 2

Be It Further Resolved That a copy of this resolution be sent to The Honourable Doug Ford (Premier of Ontario), The Honourable Steve Clark (Minister of Municipal Affairs and Housing), The Honourable Michael Parsa, (Associate Minister of Housing), the Honourable David Piccini (Minister of the Environment, Conservation and Parks and MPP for Northumberland - Peterborough South), the Association of Municipalities of Ontario (AMO), and to all Ontario municipalities; and

Be It Further Resolved That County Council direct staff to provide information on the County website regarding the estimated impacts of Bill 23 on the County levy."

Recorded Vote
Requested by _____
Councillor's Name

Deferred _____
Warden's Signature

Carried Warden's Signature
Warden's Signature

Defeated _____
Warden's Signature

**Legislative Services**

Town of Newmarket
395 Mulock Drive
P.O. Box 328 Station Main
Newmarket, ON L3Y 4X7

clerks@newmarket.ca
tel.: 905-895-5193
fax: 905-953-5100

Sub-Item 17

December 15, 2022

Sent via email

RE: Bill 23, More Homes Built Faster Act, 2022

I am writing to advise you that at the Council meeting held on December 12, 2022, Council adopted the following recommendations regarding the above referenced matter:

Whereas the Government of Ontario recently passed Bill 23, More Homes Built Faster Act, 2022 without providing meaningful or adequate opportunity for municipalities to provide input on ways to increase the supply of housing and to improve housing affordability in Ontario while ensuring the financial capacity of municipalities to support growth and protection of the environment; and,

Whereas Bill 23 will have significant negative impact on heritage housing, green standards, environmental protection of wetlands, conservation, social housing and other significant areas of concern; and,

Whereas a preliminary analysis of Bill 23 by the Association of Municipalities of Ontario (AMO) indicates the transfer of up to \$1 billion a year in costs from private sector developers to property taxpayers without any likelihood of improved housing affordability while also undermining environmental protection; and,

Whereas the Town of Newmarket has been specifically identified as a growth area, with a target to introduce 12,000 new homes by 2031, despite a lack of sewage capacity until the southern solution as mandated by the province is completed; and,

Whereas municipal estimates vary between a property tax impact of Bill 23 between five and 15 per cent; and,

Whereas a growing number of municipalities have joined in expressing their concern with the negative impacts of Bill 23;



Legislative Services

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395 Mulock Drive
P.O. Box 328 Station Main
Newmarket, ON L3Y 4X7

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fax: 905-953-5100

Therefore be it resolved,

1. That the Town of Newmarket formally express its opposition to Bill 23 in its current form and that this resolution be forwarded to the Premier, the Minister of Municipal Affairs and Housing Steve Clark, and MPP Newmarket-Aurora Dawn Gallagher-Murphy; and,
2. That the Town of Newmarket formally submits its inability to meet the stated target of 12,000 new homes by 2031; and,
3. That a copy of this resolution also be sent to the Association of Municipalities of Ontario, and all Ontario municipalities.

Yours sincerely,

Kiran Saini
Deputy Clerk

Copy:
Association of Municipalities of Ontario
All Ontario municipalities



MUNICIPALITY OF
North Perth
www.northperth.ca

Sub-Item 18

A Community of Character

330 Wallace Ave. N., Listowel, ON N4W 1L3

Phone: 519-291-2950

Toll Free: 888-714-1993

To: Hon. Doug Ford, Premier
Hon. Steve Clark, Minister of Municipal Affairs and Housing
Hon. Michael Parsa, Associate Minister of Housing

December 6, 2022

RE: Bill 23 More Homes Built Faster Act

The Municipality of North Perth appreciates that housing is a top priority for the Province and shares the desire for more homes, especially affordable homes. However, following a high-level review of the proposed legislation, the Municipality of North Perth believes that Bill 23 will do little to accomplish this goal.

Firstly, we appreciate the opportunity to provide comments on this matter, but find it important to acknowledge that staff and Council of the Municipality require more than 30 days to digest and respond to a complex piece of legislation affecting nine existing Acts.

North Perth was disappointed to learn that Bill 23 received Royal Assent on November 28, 2022, despite the Province extending the comment period to December 9th. The Municipality feels that this further proves that although municipalities are the most informed on local housing issues, the Province does not view them as a strategic partner in solution finding and action. As outlined below, the Municipality of North Perth has several concerns to date with the legislation.

The bill, as it is currently written, would eliminate the charges that developers currently pay toward housing. This will eliminate hundreds of millions of dollars that municipalities rely on for housing programs and dramatically reduce municipal affordable housing efforts.

Development Charges (DC) are designed to help municipalities pay for a portion of the capital infrastructure required to support new growth, to ensure that existing taxpayers are not required to subsidize costs of the infrastructure or services needed to support new residents and businesses. Without a new revenue stream to offset DC payments, the legislation hampers the ability of



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municipalities to fund and deliver growth-related infrastructure. The changes to the Development Charges Act fundamentally impacts municipalities' ability to ensure growth pays for growth.

The changes to the various Acts have significant financial impacts on Ontario's municipalities along with their respective taxpayers. It is anticipated that these changes will put additional pressure on property taxes and water and wastewater rates. Property taxes and user fees are crafted to fund projects and programs that communities need, however adding more costs to existing property owners will increase their costs and could negatively impact their ability to keep their current housing affordable. Provincial legislation should not unduly burden homeowners and renters to guarantee the long-term success of solving the housing crisis.

Municipalities are extremely limited in the ways that they can collect revenue, relying on transfers from other levels of government to mitigate property tax rate increases, fund critical infrastructure and balance annual budgets. Municipalities already face an infrastructure funding gap that requires additional financial investments, resources and supports. Planning for increasing additional dwelling units will place more strain on water and wastewater systems which will require upgrading to increase capacity. This will require additional financial resources to manage, at a time when municipalities are already facing increased budgetary pressures due to inflationary costs, increased citizen expectations and the transfer of responsibilities from the Province. Without additional funding or resources from the Province to offset these costs, municipalities will have little option but to put these costs back on the taxpayer.

The amendment that all DC by-laws passed after January 1, 2022 (previously June 1, 2022) must be phased-in for the first five years that the by-law is in force will have an overall negative consequence to the goal of building more housing. The phase-in will delay necessary infrastructure projects to unlock growth while also providing incentives for development projects to be delayed until a new by-law is enacted.

Growth-related infrastructure often centres on the infrastructure itself, but a critical piece towards infrastructure is the land required to build. Land represents a significant cost for some municipalities in the purchase of property to provide



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services to new residents. This is a cost required due to growth and should be funded by new development. Studies, such as Official Plans, are required to establish when, where and how a municipality will grow. These growth-related studies should remain funded by growth. Master Plans and environmental assessments are essential to understand the servicing needs that development will place on hard infrastructure; again, these are necessary studies to inform the servicing required to establish the supply of lands for development. This would restrict the supply of serviced land and would contradict the province's intent to create additional housing units.

Parkland dedication levies exist to ensure that municipal park systems grow alongside other community developments. Increasing the supply and mix of housing is an important goal that we all share; however, sufficient access to parks and greenspace cannot be overlooked as we try to create meaningful alternatives to single-family dwellings. Municipalities already face challenges with the supply of adequate parkland due to the rising costs of land and current limitations under the Planning Act relative to municipal parkland standards. Upper-tier and single-tier municipalities across the province utilize DCs to help fund the construction of new affordable housing units with the goal of providing affordable housing to those in need. The removal of housing services and limiting the tools available to municipalities to support homeless and underhoused people and families will reduce municipality participation in creating affordable housing units, putting further burden on municipal taxpayers.

In order for the Province to successfully achieve the goal of building 1.5 million homes within the next ten years, municipalities must be viewed as strategic partners. As the frontline level of government, municipalities are also eager to resolve the housing crisis and are the most informed on what is needed to create complete communities that the people of Ontario want and expect.

Please consider revisions to the regulations in Bill 23 for more meaningful review and consultation with stakeholders and input from municipalities, and conduct thorough analyses of both short and long-term impacts. To ensure informed implementation of this proposal, alternatives to improve the legislation to effectively create more attainable housing for Ontario need to be considered.



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North Perth
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A Community of Character

330 Wallace Ave. N., Listowel, ON N4W 1L3

Phone: 519-291-2950

Toll Free: 888-714-1993

Sincerely,

Todd Kasenberg, Mayor
Municipality of North Perth
330 Wallace Ave. N Listowel, ON N4W 1L3
toddkasenberg@northperth.ca

CC:
MPP Matthew Rae
Environmental Registry of Ontario
All Ontario Municipalities

Sub-Item 19

Report To: Board of Directors

Subject: Status Update RE: CA Programs and Services Further to Royal Assent of Bill 23

Report No: FA-56-22

Date: December 16, 2022

Recommendations:

1. **THAT** Report No. FA-56-22 RE: Status Update RE: CA Programs and Services Further to Royal Assent of Bill 23 **BE APPROVED**.
2. **AND FURTHER THAT** staff **CIRCULATE** Report No. FA-56-22 to NPCA watershed municipalities as information and post the report to the NPCA Planning and Permits webpage.

Purpose:

The purpose of this report is to provide an update on the status of Bill 23, *An Act to amend various statutes, to revoke various regulations and to enact the Supporting Growth and Housing in York and Durham Regions Act, 2022* as it relates to Conservation Authority programs and services.

Background:

At the November 4, 2022 meeting of the Board of Directors, NPCA staff presented comments on Bill 23, which were sent to the Standing Committee on Heritage, Infrastructure and Cultural Policy, and forwarded to our watershed municipalities (Report No. FA-45-22). On November 28, 2022, Bill 23 passed third reading and received Royal Assent, which includes sweeping changes to the land use approvals system in the province, with the goal of facilitating the construction of 1.5 million new homes by 2031. Amendments to the *Conservation Authorities Act* and *Planning Act* affect the plan review and permitting function of the NPCA. While some changes have come into force immediately, several of the amendments will come into force at a later date.

Discussion:

The changes to legislation through Bill 23 primarily affect the review of *Planning Act* applications and Section 28 work permits.

Plan Review Services

The NPCA's plan review services will be operating status quo at this time as changes in Bill 23 will not take effect until such time as the Minister of Natural Resources and Forestry (MNR) issues a clarifying regulation. NPCA municipal partners are being requested to continue to circulate planning applications to the NPCA for review. Specifically:

- NPCA's mandatory plan review and commenting role (commenting on natural hazards) is not affected by Bill 23 and continues to be required under Ontario Regulation 686/21.
- NPCA's non-mandatory plan review and commenting role (commenting on natural heritage and stormwater as per our MOUs with municipalities) is also status quo as changes in Bill 23 will not take effect until such time as the Minister of Natural Resources and Forestry issues a clarifying regulation. Should this happen in 2023, the NPCA will contact the City of Hamilton and Haldimand County, and work with them to explore options to maintain service continuity.

Therefore, the NPCA is providing the same plan review services at this time and will continue to do so in a timely manner to support our watershed municipalities to meet the legislated deadlines under the *Planning Act*.

Section 28 Work Permits in Regulated Areas

It is business as usual for the NPCA's permitting services, except for new provisions concerning Minister's Zoning Orders (MZOs) and Community Infrastructure and Housing Accelerator Orders (CIHAs) for which the Minister can impose or review conditions of Section 28 work permits. If one of these orders is issued within our watershed municipalities, we will collaborate with them on any required permits from the NPCA.

Changes in Bill 23 that allow the Minister to exempt certain development projects with *Planning Act* approval in certain municipalities from needing conservation authority permits is not currently in effect and would require a regulation to be released at a later date. The NPCA is working with watershed municipalities to address any future gaps and provide continued support to ensure risk from natural hazards is addressed.

Updated Plan Review and Permitting Fee Schedule

The 2023 Plan Review and Permitting Fee Schedule meets the requirements of the Minister's List of classes of programs and services for which conservation authorities may charge a fee. This fee schedule remains in effect unless the Minister issues a direction to freeze conservation authority fees. The NPCA will notify our watershed municipalities should such a direction be issued.

Other Services Provided through MOUs/Agreements

It is important to note that Bill 23 does not affect any other programs and services that the NPCA may provide to municipalities in our watershed jurisdiction, such as monitoring, restoration etc.. Discussion with municipal partners on these ongoing and potential services is currently underway.

Provisions in Force January 1, 2023

The provisions related to the following matters come into force January 1, 2023: Process changes for disposition and leasing of conservation authority lands.

- Prohibition on municipal services related to reviewing and commenting under prescribed Acts related to non-mandatory services such as Natural Heritage and Stormwater Management review takes effect once a regulation is passed listing the prescribed Acts. It is not known whether the Minister's Regulation containing the prescribed Acts will be released on January 1, 2023, or at a later date. It is important to note that the NPCA's Mandatory Natural Hazard review under the prescribed Acts remains unchanged.

- Minister's direction to freeze conservation authority fees. The clause takes effect once there is a Minister's Direction issued. It is not known whether the Minister's Direction will be released on January 1, 2023, or at a later date.
- Minister's power to impose terms and conditions on "projects of authority" under s. 24 of the CA Act.

The remaining provisions come into effect when related unproclaimed sections from previous amending acts are proclaimed [e.g. amendments from Bill 229, Protect, Support and Recover from COVID-19 Act (Budget Measures)].

Financial Implications:

Recent changes to the *Conservation Authorities Act*, associated transition requirements, and Bill 23 related matters continue to require extensive staff time and resources. This is being addressed in 2023 through reallocation of resources and continued management of pressures related to heavy work load. NPCA staff will continue to monitor the implementation of Bill 23 and will advise the Board of Directors of any financial implications, such as freezing of fees.

Links to Policy/Strategic Plan:

N/A

Authored by:

Original Signed by:

Leilani Lee-Yates, BES, MSPL.RPD, MCIP, RPP
Director, Watershed Management

Submitted by:

Original Signed by:

Chandra Sharma, MCIP RPP
Chief Administrative Officer/Secretary-Treasurer



City Council Outstanding Reports List

Reports by Strategic Pillar
Cultural 0 Economic 0
Environmental 0 Social 0

Reports Related to Strategic Plan 0
Reports Unrelated to Strategic Plan 0

Updated: January 6, 2023

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
	2022-02	16-Nov-22	Harris	That staff prepare a report that outlines options to restructure the committee system.	LCS	Q1 2023	
	2022-03	23-Nov-22	Harris	That staff prepare a report on opportunities to partner with outside companies, including Alectra and St. Catharines Hydro, for energy retrofits to existing facilities.	EFES	Q2 2023	
	2022-04	23-Nov-22	Williamson	That staff prepare a report with respect to the costs, opportunity and history surrounding the Garden City Arena	CRCS/FMS		
	2022-05	23-Nov-22	Williamson	That staff and look into the feasibility of adding public skating on a regular weekly basis at Bill Burgoyne Arena.	CRCS	Jan-23	
	2022-06	23-Nov-22	Harris	That staff prepare the stats on whether those using the Seniors Without Walls program are residing in St. Catharines and the Niagara Region and report back in a years time (Q4 2023) as to whether the buildings used for these programs can be combined into one central location.	CRCS		
	2022-07	28-Nov-22	Garcia	Updated criteria and rationale for determining whether reports are listed as consent or discussion reports	LCS	Q1 2023	
	2022-08	12-Dec-22	Garcia	That staff prepare a report to review the content of the letter sent by Hoteliers regarding the Municipal Accomodation Tax with recommendations based on that letter.	EDTS	Q1 2023	

Follow Up Reports							
	2022-07	28-Nov-22	Motion Arising from Closed	That staff report back to Council in early 2023 in respect to a framework or policy for religious and cultural displays on City property.	Collaborative	end of Q1 2023	Report Request Arising as follow up to Confidential Memo that went to Council Nov 28, 2022 re: Nativity Scene see Council Meeting Minutes of November 28, 2022, Item 15.1



Corporate Report City Council

Report from: Financial Management Services, Director

Report Date: January 4, 2023

Meeting Date: January 16, 2023

Report Number: FMS-004-2023

File: 10.57.12

Subject: Updated 2023 Proposed Operating Budget

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars:



Staff Recommendation (To be considered after Public Meeting)

That Council approve the 2023 Operating Budget, as detailed in Appendix 1; and

That Council approve that the 2023 tax levy include a 1.5% levy for infrastructure; and

That Council approve that in 2023 the ethno-cultural transitional grant program again be funded in the amount of \$38,785 from the Civic Project Fund Reserve; and

Further, that the City Solicitor be directed to prepare the necessary by-laws.

Summary

Amendment to Previous [Report FMS-202-2022](#)

At the Council meeting of December 12, 2022, Council received [Report FMS-202-2022](#) and approved the following motion:

That Report FMS-202-2022, regarding the 2023 Proposed Operating Budget, be referred to City Council for consideration of the Staff Recommendation after the public meeting to be scheduled for January 16, 2023, for which notice will be duly given.

At the same meeting on December 12, 2022 Council received [a memorandum](#) from staff titled “Proposed 2022 Capital Budget Amendments, Analysis and Implications,” and approved the following motion:

“That the 2023 Capital Budget be increased by \$12,000 funded by The Infrastructure Levy reserve to bring the number of self-watering hanging baskets from 17 to 34 in Port Dalhousie in alignment to the historical number of baskets supported in the program.

That the operating impacts of \$2,429 from the increased number of self-watering hanging baskets in Port Dalhousie be referred to the 2023 Operating Budget for consideration.”

The financial information in this report and its appendices regarding the Updated Proposed 2023 Operating Budget includes the \$2,429 related to the additional labour cost for the increased number of self-watering hanging baskets in Port Dalhousie.

This report, FMS-004-2023, provides the updated Proposed 2023 Operating Budget for Council’s consideration and replaces Report 202-2022. The Staff Recommendation in this report will be discussed at the Public Meeting scheduled for January 16, 2023.

The report also outlines the fiscal challenges, pressures and opportunities that the City is facing and the impacts of the proposed budget on the Median Home.

In addition, the report outlines the recent successes and innovative financial strategies implemented, as well as the fiscal challenges, pressures, and opportunities that the City is facing from a long-term perspective.

Relationship to Strategic Plan

This report supports all pillars of Council Strategic Plan.

Background

At the Budget Standing Committee (BSC) meeting of May 25, 2022, staff presented [Report FMS-B005-2022](#) and recommended that the Budget Standing Committee (BSC) provide staff with an overall expenditure budget guidance increase of 7% for the 2023 Operating Budget.

Through this report, staff provided BSC with the following highlights:

- an explanation of the disbalance of the City's goals and challenges versus inflationary expenditure increases and the options that the City has to achieve balance within the corporation;
- the need to refocus and rebuild on Capital Infrastructure;
- the need for more employee resources in order to maintain service delivery to residents;

- a summary of the recommendation in order to achieve balance for both the City and residents.

BSC and Council received this report for information.

During the development of the 2023 Operating Budget, staff worked with all City departments and Senior Leadership Team (SLT) on various matters including workplan, service levels, priorities and focuses, resources and limitations. Most importantly, the staff team made their best efforts to balance the City's fiscal challenges with the affordability of the St. Catharines taxpayers as the community and the economy gradually recovers from the global pandemic.

Staff have built in several strategic measures in the 2023 Proposed Operating Budget to mitigate the budget pressures, including advancing and deferring projects, utilizing reserves, and delaying the timing of hiring for new staff positions.

Report

On November 23, 2022, Council received [Report CAO-193-2022](#) regarding Pre-Budget Information: Forecasted 2023 Operating Budget Pressures and Opportunities. Staff continued to finalize the 2023 Operating Budget based on the MPAC assessment roll for 2023 taxation received recently.

Table 1 below summarizes the City's 2023 Operating Budget proposed.

Table 1 – Proposed 2023 Operating Budget

Description of Item	Dollar (in 000s)	% Change from 2022
City Departmental Operating Expenditures	\$117,905	13.12%
St. Catharines Public Library	6,204	5.58%
Niagara District Airport	464	3.74%
FirstOntario PAC (includes \$80,000 for property insurance responsibility of City as owner of the facility and retiree benefits)	1,840	7.23%
Transit Transition Costs	525	(96.26%)
Total Outside Boards & Commissions	9,033	(59.10%)
Total Expenditure Budget	126,938	0.49%
Non-Tax Revenues	(11,372)	(2.18%)
Net Tax Levy	\$115,566	0.76%
Impact of Assessment Growth (All Classes)		(1.23%)
Tax Levy Including Assessment Growth		(0.47%)

Based on the total City expenditures and net tax levy amount for 2023 in Table 1 above, Table 2 on the next page displays the impact on the median residential home for 2023 with an assessed value of \$255,905.

Table 2 – 2023 Preliminary Estimate of City Tax Rate

	2023	2022	\$ Change	% Change
CVA – Median Household	<u>\$255,905¹</u>	<u>\$254,000</u>	<u>\$1,905</u>	<u>0.75%</u>
City – General	\$1,617.57	\$1,435.32	\$182.25	12.70%
City – Urban Service Area	18.33	199.47	(181.14)	(90.81%)
Hospital	<u>31.26</u>	<u>31.40</u>	<u>(0.14)</u>	<u>(0.45%)</u>
Sub-Total City	1,667.16	1,666.19	0.97	0.06%
Infrastructure Levy @ 1.5%	\$24.35	23.67	0.67	2.84%
Total City	<u>\$1,691.51</u>	<u>\$1,689.87</u>	<u>1.64</u>	<u>0.10%</u>

Note: 1. Due to the Provincial delay in property reassessment values, 2020 current assessment values were used to calculate the estimated 2023 City Tax Rate. The growth-related residential assessment increase for 2023 is 0.75% based on the 2023 tax roll received from MPAC. The value of the median home for 2023 has been increased to reflect this growth.

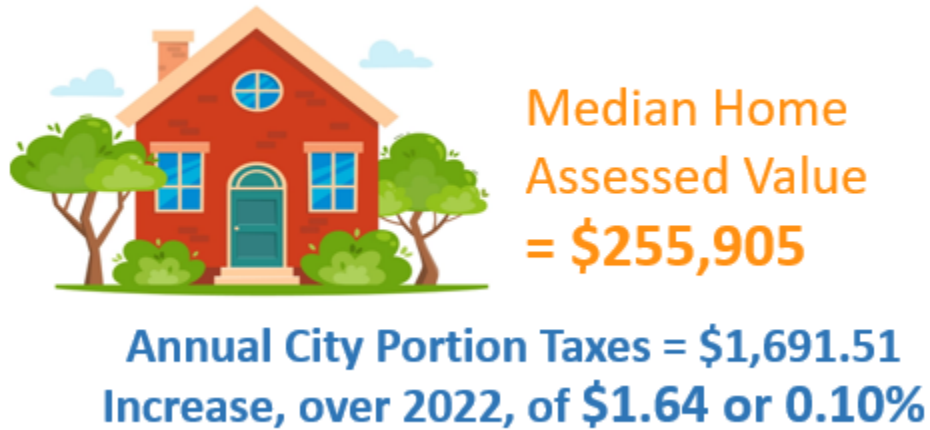
As shown in the table above, the current position of the City's 2023 Operating Budget results in an increase in the City portion of property taxes on the median household of \$1.64 annually, which equates to:

- \$0.14 per month
- \$0.03 per week, or
- \$0.004 per day

This is based on the 2023 current value assessment, 2023 estimated tax rates, and the tax ratios remaining the same in 2023 as in 2022.

The tax ratios are part of tax policy and in a two-tier system are the responsibility of the upper tier, which in the City's situation is the Region of Niagara. Staff anticipate receiving the information on the 2023 tax ratios from the Region late Q1 2023.

Chart 1 – 2023 Proposed Impact on Median Home



Attached as Appendix 1 are the 2023 Proposed Operating Budget details.

2023 Budget Highlights

As the community and corporation continue to recover from the effects of the COVID-19 pandemic, staff and Council have worked together to balance the City's fiscal challenges with affordability for St. Catharines taxpayers.

While essential during a time-limited period during the pandemic, the tools that have been employed to address taxpayer affordability, such as deferred projects, increased reliance on reserves, and reduced contributions to capital, are not sustainable over long time horizons. Table 3 on the next page outlines the significant budget changes from 2022 to 2023 with a base budget increase of \$1.47 million or 1.28%. When the inflationary impacts, non-discretionary changes, and health and safety initiatives are included, this amount increases to \$3.6 million or 3.14%.

Table 3 – City Budget Changes Summary 2022 to 2023 Budget (in 000s)

Category	Change Amount	% Impact
Base Budget Changes	\$1,511	1.32%
Inflation Impact	198	0.17%
Non-Discretionary Changes	880	0.77%
Health & Safety Initiatives	1,008	0.88%
Subtotal – Base, Inflation, Non-Discretionary, Health & Safety	<u>3,597</u>	<u>3.14%</u>
Legislative Impact	1,678	1.46%
Council Initiatives & Projects	1,514	1.32%
COVID-19 Impact	3,674	3.20%
Roads to Financial Recovery & Independency	1,620	1.41%
Previously Deferred Items – Maintain Current Service Level	2,232	1.95%
Support to Parking Operations	500	0.44%
Stewardship of Assets	1,423	1.24%
Service Level Enhancement & Modification	797	0.69%
Revenue Generation Changes	(3,109)	(2.71%)
Subtotal – Budget Changes excl. ABC's	<u>13,926</u>	<u>12.14%</u>
Boards & Commissions	(13,050)	(11.38%)
City Tax Levy Increase	<u>\$876</u>	<u>0.76%</u>
Impact of Assessment Growth (All Classes)		(1.23%)
Tax Levy Including Assessment Growth		<u>(0.47%)</u>

Budget Pressures

Inflation Impact & Non-Discretionary Changes

The City is experiencing increasing costs for contracted services, fuel and materials that place additional pressures on the operating budget. In addition to these inflationary pressures many service contracts, software license fees are experiencing significant increases. Operational financial impacts related to inflationary and non-discretionary changes are estimated at \$1.12 million for 2023.

Legislative Requirement

Legislative impacts include the change in the OMERs plan effective January 1, 2023, which requires members to offer enrolment to all Non-Full-Time employees. Other examples include investment required for Next Generation 911 implementation and the Provincial continued reduction in the Ontario Municipal Partnership Funding (OMPF) support. As well as other changes related to revenue generation, with the Province moving to online lottery licensing which impacts the city's revenue related to break-open lottery license fees. The impacts on the 2023 Operating Budget related to non-staffing legislative requirement are estimated at \$1.21 million.

Enhance and Modify Service Levels

The 2023 Operating Budget includes service level enhancements and modifications related to operations of the Merrittton Arena due to the current operator providing notice to the City that it will be ending its operational partnership at the end of the 2022/2023 ice rental season. The City will be reviewing options on how best to continue to operate this key recreational asset and information will be provided to Council as staff works through this process. In order to continue to provide expected Winter Control services, it is necessary to provide stand-by-charge for winter control employees and to provide sidewalk clearing contractor with similar allowances. In fall 2023, the City is proposing a second fall leaf pick up service. In 2023, it is being proposed by Fire Services that mechanics be trained to perform inspections that are currently not being performed in-house to reduce the delay in having these inspections performed externally and to reduce fleet downtime. The 2023 Proposed Operating Budget includes an increase for repairs in parks due to vandalism occurring overnight when parks are not staffed. Finally, the rat rebate program has been removed from the 2023 operating budget. The rationale and details for this change are included in Appendix 2. The impacts on the 2023 Operating Budget related to non-staffing service level enhancement and modification are estimated at \$528,000.

Council Initiatives

Staff continue to take a balanced approach during the budget development process and making sure the projects and initiatives that align with Council Strategic Priorities are included in the 2023 Operating Budget. Some of the Council initiatives include corporate-wide diversity, equity and inclusion audit and assessment, continuing investment to Community Improvement Plan (CIP), Living Wage Employer certification process, OPG Trail partnership, annual provision to Election Reserve, indigenous relations partnership with Niagara Regional Native Centre (NRNC), traffic calming measures, free menstrual products at public City facilities and operating cost for increased self-watering hanging baskets at Port Dalhousie. This is partially offset by the increase in bylaw enforcement revenues. The impacts related to Council initiatives are estimated at \$1.51 million in the 2023 Operating Budget.

Required Employee Resources and Rationale

Legislative Requirement

Recent provincial legislation and regulations have impacts on the City's Operating Budget, including needs for additional staffing resources. When new legislation is introduced, it puts additional strain on staffing resources, which are already strained as verified by Ernest & Young LLP in their December 2, 2019 report to City Council ([Report CAO-249-2019](#)). The City operates a lean organization, and while opportunities exist for operational improvements and service delivery adjustments, the ability to realize these opportunities requires collective efforts and adequate resources. Some prime examples include:

- Bill 109 requires increasing the staffing level in Planning and Building Services as the first step to meet both market demand and legislative timelines. The recommended investment only mitigates the impact of projected refunds. Even with the proposed staffing additions, staff are projecting significant refunds in 2023 due to tight timeline requirements under Bill 109;

- The introduction of Provincial regulations related to implementation of new regulatory compliance requirements for municipalities for stormwater management systems and wastewater collection systems – similar to the Safe Drinking Water Act – requires staff to support this new legislation in the form of an Operations Technician, a Compliance Coordinator and a Compliance Planner / Trainer;
- Asset Management O.Reg. 588/17 is heavily reliant on data collection and analysis and keeping data current. Therefore, an Asset Management Analyst and an additional GIS Technologist are required in the 2023 Operating Budget;
- Other positions include: in Fire Services a Fire Training Officer and a Public Educator; in Municipal Works a Public Tree Bylaw Inspector and a Park Operator at Port Dalhousie Pier to support several legislative areas to ensure compliance; in Engineering, Facilities and Environmental Services, a Supervisor of Construction Inspectors.

The new staffing resources included in the 2023 Operating Budget due to legislative requirements totals \$470,000.

Health and Safety

SLT identified that the investments as part of health and safety are essential to continued service delivery. Included in the Proposed 2023 Operating Budget are staffing resources to support the City's Park Teams to work in pairs and not on their own. Also included is a Homeless Cleanup Coordinator position. The new staffing resources included in the 2023 Operating Budget due to health and safety reasons totals \$607,000.

Maintain Service Levels

In order to maintain current existing service levels, staff have also included several staff positions, including a Senior Project Manager and a Landscape Architect Planner to support the City's Parks Renewal Plan and Playground Asset Design. In the City's cemetery services there is the need for a new Client Services Coordinator, Parks Operator 1 and moving an Administrative Support position from contract part-time to full-time. In parks, extending the maintenance students into the Fall to continue to support the full-time Park Operators. In Citizens First, the addition of a Customer Service Representative (CSR) for event bookings at recreation facilities. It has been identified that this service takes much longer and requires a fair amount of follow up and having a CSR to address this function supports the City's ability to generate revenues through facility bookings. In Municipal Works, timekeeping functions and additional payroll requirements have significantly increased the time these tasks require. The addition of Senior Operations Clerk will also assist with these tasks and with succession planning for future retirement. Finally, two positions have been on contract for a long period of time - the Business Information Officer in Economic Development and a Communications Officer in the CAO's Office. With the change to OMERS there is no additional financial impact to change these two positions to permanent full-time.

The new staffing resources included in the 2023 Operating Budget to maintain current service levels totals \$539,000.

Enhance & Modify Service Levels

As an effort to enhance and modify service delivery, staff have also included several staff positions, including an HR Consultant to focus on recruitment of difficult to attract positions and modernize the City's talent acquisition strategy and processes; a Co-Ordinator of Risk Management and Insurance to manage the Corporation's insurance portfolio and to be responsible for overseeing the City's claim portfolio and implementing and maintaining a comprehensive Risk Management program for the City; a Community Waste Officer to support the City's waste committee, provide framework for community consultations and to implement institutional and municipal waste auditing; a Records and Privacy Assistant Student position to assist with a number of privacy / records projects that are beyond the scope of regular staff duties; and a Climate Change Technician to assist with pressures in this area to ensure coordination across the Corporation with various initiatives and externally with stakeholders.

The new staffing resources included in the 2023 Operating Budget to enhance and modify service levels totals \$269,000.

It is important to highlight that during the budget process, SLT reviewed the new staffing positions and their estimated starting date in 2023 based on workplan and resources available. The 2023 Operating Budget has been adjusted to reflect the estimated starting date for these positions.

People Strategy Investment

At its meeting on August 29, 2022, Council received [Report CAO-130-2022](#) regarding City of St. Catharines People Strategy and approved the following recommendations:

“That the City of St. Catharines People Strategy, as outlined in Report CAO-130-2022, be approved in principle; and

That Staff prepare a multi-year phased implementation strategy to be considered as part of the 2023 Budgets and subsequent Budgets.”

As outlined in detail in the August 2022 report, local and global trends demonstrate that employers are operating within an employee's market - these challenges have become evident at the City of St. Catharines to the point that service levels are being affected. Employees are looking for places that offer career development, competitive compensation and flexibility. Given the current shortage of qualified individuals for critical municipal positions, lack of investment in these areas will put the City at a considerable disadvantage in the competition for talent within Niagara and across the province and compromise the organization's ability to deliver services that Council and the community expect.

At present the City's compensation for a number of positions is behind the midpoint of both competitor and comparator municipalities. To address these challenges, staff have developed a multi-year phased implementation strategy and included Year 1 investment in the 2023 budget with a targeted approach to address positions where compensation lags behind the mid-point of other municipalities. In addition, SLT have followed Council

direction by prioritizing and allocating funding to support diversity, equity and inclusion audit and third-party assessment, staff training and development and succession planning initiatives. The total of these investments included in the 2023 Operating Budget is \$1.93 million.

Core Service Review

One of the key findings of the 2019 Audit and Accountability Report prepared by Ernst and Young was the comparatively low staffing levels relative to the services offered by the City of St. Catharines. During the development of the People Strategy, Ernst and Young subsequently recommended addressing this issue through a core service review to ensure service levels are sustainable over the long term with provided resources. The Draft 2023 Operating Budget includes an allocation of \$350,000 to undertake this review. This amount has been funded by the Tax Rate Stabilization Reserve.

Outside Boards and Commissions

At its meeting on November 16, 2022, Council received presentations from the St. Catharines Public Library Board (SCPL) and the FirstOntario Performing Arts Centre (PAC) on their 2023 Operating Budgets. On December 12, 2022, Council will receive the 2023 budget requests from the Niagara District Airport Commission (NDA).

The SCPL requested a 2023 municipal contribution of \$6,204,214. This represents an increase of \$327,786 or 5.58% over the 2022 approved contribution.

The PAC 2023 budget request contribution from the City of St. Catharines is \$1,759,976. In addition, the City has included the cost of building insurance and City retiree benefits totaling \$80,100. The overall 2023 budget for the PAC is \$1,840,076. This represents an increase of \$124,038 or 7.23% from the 2022 budget.

The NDA is requesting a 2023 operating and capital contribution from the City of St. Catharines of \$463,879. The operating request is \$275,322 and the capital contribution request is \$188,557. The total 2023 NDA request represents an increase to the approved 2022 contribution of \$16,745 or 3.74%.

With the upload of transit services to Niagara Region, \$13.5 million in levy supported obligations will be removed from the City's portion of property taxes. For the transitional year in 2023, staff included an estimated amount of \$525,000 in the City's Proposed 2023 Operating Budget for legal, accounting, and employee related expense to complete functions to related to winding down the St. Catharines Transit Commission (SCTC).

Ethno-cultural Transitional Grant Program

As part of the 2017 budget, Council approved a transitional grant program for 50% of the City's portion of property taxes for ethno-cultural centres registered as charitable organizations, owning real property in the City of St. Catharines and following the St. Catharines Cultural Investment Program rules.

At the time of this report, there has been \$33,229 provided to property owners under this grant program in 2022 for 2021 taxes. As this grant program has not been introduced by the Region, for the City to offer the program in 2023 for 2022 taxes paid,

then an amount of \$38,785 is required to be included in the 2023 Operating Budget funded by Civic Project Fund Reserve, as done in previous years.

This program is provided to non-profits who are not registered charities. Both non-profits and charities can operate on a non-profit basis, but they are defined differently. Charities must be registered and approved by the Canada Revenue Agency (CRA) and must be established and operate exclusively for charitable purposes. Non-profits do not need to operate exclusively for charitable purposes; they can operate for social welfare, civic improvement, pleasure, sport, recreation, or any other purpose except for profit. There is no registration process with CRA for non-profits.

Strategic Mitigation Measures Implemented

Staff have implemented increased flexibility in project advancement and deferrals during the 2023 budget process. Collaboratively with the new Budget Office, staff closely monitored the current year financial forecast and assessed the workplan and employee resources available. As a result, staff were able to advance several projects utilizing the current year funding available. In addition, staff worked with all City departments and SLT on priorities resulting in the deferral of certain projects or initiatives to future years. These strategies are helping to mitigate the budget pressures for 2023.

Staff also reviewed the current services and programs provided and recommend the discontinuance of the Rat Rebate Program. Detailed justification for this recommendation is attached to this report in Appendix 2. Funding for this program has been removed from the 2023 operating budget.

Usage of Reserves

Reserves and Reserve Funds are an important component for current and future planning and financial sustainability. They are established to set aside funding for special purposes and reduce the impact of any unbudgeted items. The following section contains details of the reserve funds utilized in the 2023 Proposed Operating Budget.

Civic Project Fund (CPF)

The CPF was established with proceeds from the St. Catharines Hydro Inc. / Hamilton Hydro Inc. merger in 2005. Annual sources of income for this reserve are interest income and the proceeds from sale of excess City lands (excluding parking lands).

Based on Council direction, the City is moving toward enhanced financial sustainability through reduced reliance on reserves. At its meeting on June 21, 2021, BSC approved the following motion through [Report FMS-B018-2021](#).

“That annual usage of the Civic Project Fund for Operating Budget support be reduced by 20% of the 2021 level each year 2023 to 2026 targeting zero Operating Budget support from the Civic Project Fund starting in 2027; and

That the annual usage limit on special projects be set at 10% of the prior year ending balance of the Civic Project Fund starting in 2023.”

Staff are implementing this change in the development of the 2023 Operating Budget. This strategy assists the City to move towards its long-term objective of improved financial independence.

Table 4 – Usage of Civic Project Fund

Projects/Initiatives	2023 Budget	2022 Budget
Physician Recruitment Program	\$20,000	\$25,000
Civic Reception – Canada Day Festival	24,000	30,000
Civic Reception – Holiday Celebration	16,000	20,000
Civic Celebrations – Lions Club of Port Dalhousie	6,400	8,000
Civic Celebrations – Lions Club of Merritton	4,800	6,000
Culture – Art Awards	13,262	16,577
SCCIP	118,000	147,500
SCCIP – One-time additional funding due to estimated PAC ticket surcharge shortfall ¹		23,000
City Grant Program	12,000	15,000
Heritage Grant Program	16,000	20,000
Ethno Cultural Organization	38,785	38,785
Festivals	92,879	116,100
Culture Plan Development ¹		150,000
Business license fee waiving revenue loss ¹		86,000
Hospice Niagara Funding (Year 1 of 5) ¹		129,270
Meridian Centre – support for CSG events ¹		206,000
One-time contribution towards Lions Club of Merritton for Civic Celebrations ¹		15,000
Rodman Art Institute of Niagara grant funding ¹		75,000
TOTAL	\$362,126	\$1,127,232

Notes: 1. These items were one-time items included in the 2022 Approved Operating Budget.

The usage of the CPF as a funding source of the 2023 Operating Budget in the amount of \$362,126 is a decrease of \$765,106 from the 2022 Approved Operating Budget support. The upper limit for special projects based on 2021 Council direction is estimated at \$630,000. This strategy aligns with Council direction to reduce reliance on Civic Project Fund for reoccurring and one-time items to achieve financial recovery and independency.

Tax Rate Stabilization Reserve (TRSR)

As a method to keep the tax levy affordable, and support the City's recovery from the global pandemic, the usage of the TRSR is recommended again in 2023. The following items are to be funded through the TRSR in the 2023 Proposed Operating Budget. The estimated uncommitted balance of this reserve is \$2.16 million at the end of 2022.

Table 5 – Usage of Tax Rate Stabilization Reserve

Projects/Initiatives	2023 Budget	2022 Budget
Canada Summer Games Parks - Capital Reserve contribution ¹		\$215,000
Roads Improvement Program ¹		90,000
PCB Trackdown Activities at Garden City Golf Course ²		50,000
HR Audiometric testing ²		20,000
Civic ceremonies revenue loss ²		10,000
Replacement of failing survey equipment ²		37,634
Seymour Hannah Energy Study ²		6,000
Seymour Hannah water bottle filling station ²		5,000
Downtown road closure operations ²		214,500
Garden City Arena extension to May 2022		65,558
Revenue losses (arenas, tourism promotion, Welland Canal Gift Shop, etc.) ²		500,000
Flailbot for Port Dalhousie Piers		120,000
Support required to achieve inclusion of 1% of prior year surplus		612,000
Strategic investment in our People - Address workforce planning gap through core service review	\$350,000	
Extended Paid Sick Leave Program (Jan-Mar. 2023)	216,000	
MW - Lancaster Park lower fence panels at main bleachers & addition of fencing to steel bleachers	75,000	
CRCS - KAC study on reduction of energy consumption	50,000	
Cemetery - Facility Improvements - Paint/re-caulk facility & replace carpet	50,000	
EFES - Increase for Arena structural roof inspections (5-year cycle)	50,000	
MW - barcode scanning software as part of work manager implementation	32,000	
MW - Burgoyne Woods washroom painting	30,000	
CRCS - Sports Field Strategy (tax funded portion)	25,000	
EFES - BBA repairs to concrete floors in Zamboni room & new waste / recycling containers	25,000	
EFES - Seymour Hannah Arena installation of Rink 3 garage room heater & new waste / recycling containers	20,000	
MW - Cemetery maintenance building overhead doors painting	15,000	
CRCS - Facility Improvements - Kiwanis Aquatic Centre window tinting	10,000	
TOTAL	948,000	\$1,945,692

Note: 1. These are recurring items but as mitigation measure for 2022 Approved Operating Budget that were funded with reserve dollars in 2022. They are part of the base budget in 2023 and beyond.

2. These items were one-time items included in the 2022 Approved Operating Budget.

Hydro Reserve

In the Proposed 2023 Operating Budget, \$59,260 has been included to purchase electronic small tools and equipment in Municipal Works, which is funded by the Hydro Reserve.

Building Code Reserve

In the 2023 Proposed Operating Budget, \$238,000 is to be funded from the Building Code Reserve for one new permanent full-time Senior Building Inspector and one new permanent full-time Enforcement Building Inspector created in Building and Plumbing Services in 2022; an additional \$110,000 funds the operations of Building and Plumbing Services to minimize the impact this service has on the tax levy.

At its meeting on November 7, 2022, Council received and approved the recommendations from the Comprehensive Fees Review through [PBS-175-2022](#). By adopting the recommendations, Building and Plumbing Division is expected to see significantly increasing revenue level in 2023 (by approximately \$878,000) and reduced reliance on the Building Code Reserve (offset by building revenue increase).

CIP Reserve

In the 2023 Proposed Operating Budget, \$49,000 is to be funded from the CIP Reserve to fund 50% of the wage and benefits cost of the Community Renewal Coordinator position.

Infrastructure Levy

In 2016, a separate annual infrastructure tax levy was implemented to help address the infrastructure deficit. The 2023 Operating Budget will be the eighth year that includes an infrastructure levy.

In October 2021, Council endorsed the Asset Management Plan (AMP) for Core assets with an estimated replacement value of over \$6 billion that meets the requirement set up under Ontario Regulation 588/17. The AMP identifies funding levels for our core services (transportation, stormwater, water, and wastewater) required to maintain sustainable infrastructure and related services. Based on the known information on age and condition, the City will need to increase funding for asset rehabilitation and replacement of its existing assets, to maintain the existing levels of service to the public. As the City continues to align to the asset management requirements outlined in *O. Reg 588/17*, there will be more accurate understanding of the state of the City's infrastructure, level of service requirements and life cycle strategies to optimize investment into sustainability.

An infrastructure levy is a tool that is commonly used by municipalities to help address this infrastructure deficit, as they demonstrate accountability and transparency to the taxpayers about how funds are allocated and for what purpose. In its continued commitment to reducing the infrastructure deficit, staff continue to recommend a 1.5% Infrastructure Levy be maintained in 2023 to provide funds to address the City's infrastructure deficit. The Infrastructure Levy has been beneficial over the past several years.

Hospital Levy

City Council, at the meeting of May 26, 2008, approved a separate tax rate to be levied for hospital purposes beginning in 2008 in the amount of \$2,029,605. This amount is levied annually to meet the City's commitment regarding the new hospital. The City's

current commitment to the hospital levy ends in 2026 with a total contribution over the 19 years of \$41.4 million

The approved payment schedule indicates the amount of \$2,208,959 be levied in 2023. With the 2023 assessment values, the impact on the median household with a CVA of \$255,905 is a decrease in the hospital levy portion of the City's taxes of \$0.14.

Disclosure Requirements – Public Sector Accounting Board

Effective January 1, 2009, the Municipality adopted Section 1200 and Section 3150 of the Public Sector Accounting Board (PSAB) Handbook. As a result of the changes to accounting standards, the calculation of the City's surplus for budgeting purposes now differs from the surplus on the City's Financial Statements. Details of this difference is included in Appendix 3.

Financial Implications

The approval of the 2023 Operating Budget funds the services and infrastructure as per the departmental budgets and non-tax revenue details contained in Appendix 1.

Environmental Sustainability Implications

There are no direct environmental implications associated with this report. However, several projects and initiatives included in the 2023 Proposed Operating Budget are pertaining to environment and climate change related investments as the City continues to better align with and enhance connectivity between Council's Strategic Plan and the Corporation's priorities, long-term goals, and initiatives.

Conclusion

The approval of the 2023 Operating Budget funds the services and infrastructure as per the departmental budget details in Appendix 1. The 2023 Proposed Operating Budget supports all pillars of the Council Strategic Plan.

Notifications

It is in order to advise the following individuals of the decision regarding their 2023 Budget requests:

- Ken (Qingyi) Su, Chief Executive Officer, St. Catharines Public Library, 54 Church Street, St. Catharines, ON L2R 7K2;
- Dan Pilon, Chief Executive Officer, Niagara District Airport, PO Box 640 Virgil, ON L0S 1T0;
- Colleen Smith, Executive Director, FirstOntario Performing Arts Centre; and
- Jeff Dixon, General Manager, Meridian Centre, and Canada Summer Games Park

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Submitted by

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Director of Financial Management Services / City Treasurer / Chief Financial Officer

Approved by

Erin O'Hoski

Deputy Chief Administrative Officer

Appendices

1. Updated Proposed 2023 Operating and Parking Budget
2. Memorandum – Rat Rebate Program
3. PSAB Disclosure Requirements



2023 Proposed Operating Budget

January 16, 2023

The City of St. Catharines

CITY OF ST. CATHARINES
2023 PROPOSED OPERATING
BUDGET INDEX

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City of St. Catharines**2023 Budget Highlights****Comparison to 2022 operating budget:**

City Departments including Debt Repayment	\$13,673,265 13.12%
All Expenditures including Outside Boards and Commissions	\$622,834 0.49%
Non-Tax Revenues	\$253,096 <u>2.18%</u>
Total Net Expenditures (Tax Levy)	\$875,930 0.76%
Impact of Assessment Growth (All Classes)	<u>-1.23%</u>
Total Net Expenditures (Tax Levy) Including Assessment Growth	<u>-0.47%</u>

2023 Median Home
an increase of

\$255,905
0.75%

Estimated Impact on Median Household

	2023	2022	Change	
CVA	\$255,905	\$254,000	\$1,905	0.75%
City - General	\$1,617.57	\$1,435.32	\$182.25	12.70%
City - Urban Service Area	\$18.33	\$199.47	-\$181.16	-90.82%
Hospital	31.26	31.40	-0.14	-0.44%
Sub-total City	1,667.16	1,666.19	0.97	0.06%
Infrastructure Levy - 1.5%	24.35	23.67	0.67	2.84%
Total City	1,691.51	1,689.87	1.64	0.10%

These rates are dependant on tax ratios and tax policy set by Niagara Region for 2023.

The all in impact with Region and Education is not available at this time.

City of St. Catharines

2023 Operating Budget

Where Your City's Share of the Property Taxes Go:

Average Household (in the Urban Boundaries)

\$1,635.90

	Annual Cost	Monthly Cost	Weekly Cost
Fire Protection	\$ 371.68	\$ 30.97	\$ 7.15
General Government and Administration (Mayor, Council, CAO, Legal, Finance, Insurance, Corporate Support)	259.62	21.64	4.99
Transit and Paratransit	6.38	0.53	0.12
Municipal Works (Roads/sidewalk maintenance, fleet, winter control, drainage, etc.)	195.16	16.26	3.75
Trees, Passive Parks, Cemetery	161.95	13.50	3.11
Community, Recreation and Culture	122.04	10.17	2.35
Transportation & Engineering (EFES) (Roads/Sidewalk/bridges replacement, traffic control, signals)	109.11	9.09	2.10
Arenas & Sports Parks (EFES MC, & CSG)	100.94	8.41	1.94
Libraries	80.00	6.67	1.54
Facilities	53.98	4.50	1.04
Planning & Building Services	44.33	3.69	0.85
Performing Arts	23.72	1.98	0.46
Street Lighting (EFES)	16.36	1.36	0.31
Economic Development	20.61	1.72	0.40
Contributions to Capital Projects	46.62	3.89	0.90
Niagara District Airport	7.20	0.60	0.14
COVID-19 Related	6.38	0.53	0.12
Environmental Monitoring (EFES)	5.73	0.48	0.11
Senior Centres	4.09	0.34	0.08
	<u>\$1,635.90</u>	<u>\$136.33</u>	<u>\$31.46</u>

For each hundred dollars of taxes you pay the City

Fire Protection	\$ 22.72
General Government and Administration (Mayor, Council, CAO, Legal, Finance, Insurance, Corporate Support)	15.87
Transit and Paratransit	0.39
Municipal Works (Roads/sidewalk maintenance, fleet, winter control, drainage, etc.)	11.93
Trees, Passive Parks, Cemetery	9.90
Community, Recreation and Culture	7.46
Transportation & Engineering (EFES) (Roads/Sidewalk/bridges replacement, traffic control, signals)	6.67
Arenas & Sports Parks (EFES & MC)	6.17
Libraries	4.89
Facilities	3.30
Planning & Building Services	2.71
Performing Arts	1.45
Street Lighting (EFES)	1.00
Economic Development	1.26
Contributions to Capital Projects	2.85
Niagara District Airport	0.44
COVID-19 Related	0.39
Environmental Monitoring (EFES)	0.35
Senior Centres	0.25
	<u>\$ 100.00</u>

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Office of Mayor and Members of Council	1,051,199	945,146	865,632	835,029	106,053	11.22%
Grants and Committees	155,270	23,000	15,939	18,000	132,270	575.09%
City Departments						
COVID-19	500,000	468,000	-1,453,160	-2,935,032	32,000	6.84%
CAO	3,747,266	2,084,789	1,812,565	1,621,249	1,662,477	79.74%
Legal Services and Clerks	2,310,160	1,811,240	1,919,537	1,858,754	498,920	27.55%
Planning and Building Services	3,440,997	3,114,229	1,893,887	2,559,574	326,768	10.49%
Fire Services	27,837,020	27,209,796	26,044,111	26,042,551	627,224	2.31%
Economic Development & Tourism	1,603,155	1,361,022	1,335,541	1,270,144	242,133	17.79%
Engineering, Facilities and Environmental Services	10,482,782	9,754,340	9,681,004	10,606,149	728,442	7.47%
Municipal Works	24,135,668	20,655,089	19,156,159	17,339,834	3,480,579	16.85%
Community, Recreation and Culture Services	8,525,239	7,447,403	6,474,146	6,393,523	1,077,836	14.47%
Meridian Centre	853,040	747,471	1,201,284	1,241,108	105,569	14.12%
Canada Summer Games	805,350	490,242	0	0	315,108	64.28%
Financial Management Services	5,054,447	4,395,239	3,929,652	4,810,931	659,208	15.00%
Corporate Support Services	7,457,875	6,251,875	5,955,499	6,048,311	1,206,000	19.29%
Contribution to Capital	3,624,000	1,099,000	1,000,000	1,751,000	2,525,000	229.75%
Total City Departments and Elected Officials	101,583,468	87,857,881	79,831,796	79,461,125	13,725,587	15.62%
Debt Repayment	16,322,021	16,374,343	15,673,206	14,747,048	-52,322	-0.32%
Total City Expenditures	117,905,489	104,232,224	95,505,002	94,208,173	13,673,265	13.12%
Outside Boards and Commissions						
First Ontario Performing Arts Centre	1,840,076	1,716,038	1,670,822	1,598,046	124,038	7.23%
Library Board	6,204,214	5,876,428	5,677,708	5,677,708	327,786	5.58%
Transit Commission	525,000	14,044,000	13,636,595	12,924,125	-13,519,000	-96.26%
Niagara District Airport	463,879	447,134	441,673	430,103	16,745	3.74%
Total ABC Expenditures	9,033,169	22,083,600	21,426,798	20,629,982	-13,050,431	-59.10%
Total Expenditures (City + ABC)	126,938,658	126,315,824	116,931,800	114,838,155	622,834	0.49%
Non-Tax Revenues	-11,371,917	-11,625,013	-7,947,165	-7,116,818	253,096	-2.18%
Total Net Expenditures	115,566,741	114,690,811	108,984,635	107,721,337	875,930	0.76%
Impact of Assessment Growth (All Classes)						-1.23%
Net Tax Levy Impact After Growth						-0.47%

City of St. Catharines
 2023 Operating Budget
 Analysis of Budget Changes from 2022 to 2023

Appendix 1

2022 Approved Budget

\$ 114,690,813

Significant Changes from 2022:

Base Budget Increase	\$ 1,511,000	1.32%
Inflation Impact	\$ 198,000	0.17%
Non-Discretionary Changes	\$ 880,000	0.77%
Health & Safety	\$ 1,008,000	0.88%
Subtotal - Base, Inflation, Non-Discretionary, Health & Safety	\$ 3,597,000	3.14%
Legislative Impact	\$ 1,678,000	1.46%
Council Initiatives/Projects	\$ 1,514,000	1.32%
COVID-19 Impact	\$ 3,674,000	3.20%
Road to Financial Recovery & Independency	\$ 1,620,000	1.41%
Previously Deferred Items - Maintain Current Service Level	\$ 2,232,000	1.95%
Support to Parking Operations	\$ 500,000	0.44%
Stewardship of Assets	\$ 1,423,000	1.24%
Service Level Enhancement & Modification	\$ 797,000	0.69%
Revenue Generation Changes	\$ (3,109,000)	-2.71%
Subtotal - Budget Changes excluding ABC's	\$ 13,926,000	12.14%
Boards and Commissions:	\$ (13,050,000)	-11.38%
City Tax Levy Increase	\$ 876,000	0.76%

City of St. Catharines

Appendix 2

2023 Operating BudgetAnalysis of Budget Changes from 2022 to 2023

<u>Changes</u>	<u>Amount</u>	<u>Oper Bud %</u>
Base Budget Change	1,511,000	1.32%
Includes estimated/negotiated settlements for all staff (wage & benefits)		
Inflation Impact		
CRCS - Increase in planting material costs	41,000	0.04%
MW - Sidewalk maintenance contractor cost increase	39,000	0.03%
MW - Drainage contractor cost increase	35,000	0.03%
MW - Increase in cost to hire backhoe equipment & operator to sort & maintain Merritton Yard	21,000	0.02%
MW - Municipal Golf Course gas price increase	15,000	0.01%
MW - Roadway contractor cost increase	14,000	0.01%
MW - Cemetery lumber & plywood cost increase	12,000	0.01%
FS - Communications - Increase in service contract costs due to inflation	11,000	0.01%
MW - Safety signals contractor cost increase	10,000	0.01%
Subtotal of Inflation Impact	198,000	0.17%
Non-Discretionary Changes		
CSS - Central Square Tax System annual fees	225,000	0.20%
Fire Communications -Computer Aided Dispatch revenue loss	159,000	0.14%
Canada Summer Games Park Capital Contribution Increase	133,000	0.12%
City Wide Insurance Policy Renewal	128,000	0.11%
CSS - Cyber security software & penetration testing for cyber security	125,000	0.11%
MW - Offsite equipment storage lease fee	50,000	0.04%
EFES - Increase for road database and software	35,000	0.03%
FS - Increase of 20% estimated for protective clothing for new recruits.	25,000	0.02%
Subtotal of Non-Discretionary Changes	880,000	0.77%
Health & Safety		
MW - "Not Working Alone" Initiative for City staff working in parks	521,000	0.45%
MW - Increase in Homelessness & Community outreach (Niagara Assertive Street Outreach Program, encampment cleanup contract, equipment rental, general supplies)	401,000	0.35%
New Staffing - Health & Safety (see detail in Appendix 3)	86,000	0.08%
Subtotal of Health & Safety	1,008,000	0.88%
Subtotal - Base Budget Change, Inflation, Non-Discretionary, Health & Safety	3,597,000	3.14%
Legislative Impact		
PBS - estimated planning agreement fees refund as result of Bill 109	470,000	0.41%
New Staffing - Legislative Requirement (see detail in Appendix 3)	470,000	0.41%
OMERS Plan Change	369,000	0.32%
Addition of 2 new full-time Planners; 1 new full-time Development Agreement Coordinator; related job support costs (PBS/FMS-147-2022)	299,000	0.26%
OMPF (Ontario Municipal Partnership Fund) decrease	47,000	0.04%
LCS - Break Open License Fees revenue reduction	12,000	0.01%
FS - Communications - Service Contract transition to Versa Term CAD software (related to NextGen 911 project)	11,000	0.01%
Subtotal of Legislative Impact	1,678,000	1.46%

City of St. Catharines

Appendix 2

2023 Operating BudgetAnalysis of Budget Changes from 2022 to 2023

Changes	Amount	Oper Bud %
Council Initiatives/Projects		
Strategic investment in our People - Diversity, Equity and Inclusion audit & 3rd party assessment	400,000	0.35%
Non-Tax Revenue - Annual Provision increase to CIP reserve	254,000	0.22%
Living Wage Employer - wage & benefits increase	253,000	0.22%
MW - OPG Trail (Labour net of OPG funding)	211,000	0.18%
Annual provision to Election Reserve	175,000	0.15%
PBS - reduce reliance on CIP Reserve for re-occurring operating costs	137,000	0.12%
Indigenous Relations advisory services (partnership with NRNC)	60,000	0.05%
PBS - CIP Simple Grant Program increase	60,000	0.05%
EFES - Increase for Traffic calming program (EFES-B010-2022)	50,000	0.04%
Council - new staff position Faith & Culture Coordinator (6-month)	40,000	0.03%
EFES - Free Menstrual Products at City facilities (TES-189-2019)	20,000	0.02%
Mayor & Council - Telephone Townhall (Council approved for 2nd TTH added for 2023)	11,000	0.01%
MW - increased student hours for increased hanging baskets at Port Dalhousie (Dec 12, 2022 Council Meeting)	2,000	0.00%
FMS - Increase in property standards bylaw enforcement add-on-tax fees	(20,000)	-0.02%
PBS - Increase in Bylaw Enforcement Revenue (non-parking AMPS violations, vacant building registry, bylaw enforcement admin fees)	(139,000)	-0.12%
Subtotal of Council Initiatives/Projects	1,514,000	1.32%
COVID-19 Impact		
Increase in contribution to capital (capital out of revenue) - back to pre-COVID level	751,000	0.65%
Transfer from reserve decrease - reduce reliance on Tax Rate Stabilization Reserve for support required to achieve allocation of 1% of prior year surplus	612,000	0.53%
Transfer from reserve decrease - reduce reliance on Tax Rate Stabilization Reserve to offset COVID impact	500,000	0.44%
Increase in tax support to roads capital program - gradually back to pre-COVID level	490,000	0.43%
Reduce reliance on TRSR for Canada Games Park annual capital reserve contribution	215,000	0.19%
Reduce reliance on TRSR for support to downtown roads closure	215,000	0.19%
EFES - Seymour Hannah Arena - Reduce reliance on reserve funding for COVID revenue loss	151,000	0.13%
MW - reduce reliance on reserve funding for annual provision to MW equipment reserve	120,000	0.10%
POA Revenue Distribution revenue decrease	120,000	0.10%
Meridian Center - reduce reliance on reserve funding for One-time COVID impact (net of Meridian Centre budget decrease from 2022 to 2023)	102,000	0.09%
Reduce reliance on TRSR for one-time support to roads capital program	90,000	0.08%
City Wide increase - Conference/Conventions, Training, Travelling costs	82,000	0.07%
Increase for annual provision to Building Improvement Reserve (EFES, CRCS, MW) - back to pre-Covid level	50,000	0.04%
Decrease in Reserve support for General Revenues (POA revenue) - reduce reliance on Tax Rate Stabilization Reserve	50,000	0.04%
EDTS - Tourism promotion - One-time COVID revenue loss transfer from reserve	36,000	0.03%
COVID-19 budget increase	32,000	0.03%
EDTS - increase in Promotion & Publicity following post-COVID recovery - Increase for website hosting, event sponsors, 2024 world rowing, and STC merchandise	28,000	0.02%
PBS - Business Licensing Revenue reduction	25,000	0.02%
CSS - reduce reliance on reserve funding for employee safety equipment sound level testing	20,000	0.02%
CRCS - return to normal KAC cleaning costs following post-COVID facility re-opening	12,000	0.01%
LCS - City Clerks - reduce reliance on reserve support for COVID revenue loss for civil ceremonies	10,000	0.01%
Increase in Merchandise Sales revenue at Welland Canal Gift Shop	(10,000)	-0.01%
Increase in lessons fee at Kiwanis Aquatics Centre	(27,000)	-0.02%
Subtotal of COVID-19 Impact	3,674,000	3.20%

City of St. Catharines

Appendix 2

2023 Operating BudgetAnalysis of Budget Changes from 2022 to 2023

<u>Changes</u>	<u>Amount</u>	<u>Oper Bud %</u>
Road to Financial Recovery & Independency		
Remove transfer surplus from prior year (Multi-Year Budgeting Policy)	600,000	0.52%
Support for DC transitional rates/DC exemptions	400,000	0.35%
Hospice Niagara Grant (funded by reserve in 2022 as COVID relief to the budget)	129,000	0.11%
 Reduce Reliance on CPF Year 1 of 4 (FMS-B018-2021)	111,000	0.10%
CRCS - Rodman Art Institute 2023 grant funding	100,000	0.09%
Support for DC Grants	100,000	0.09%
 Provision to Port Dalhousie Reserve Fund for maintainance of pier and harbour assets (FMS-110-2022)	100,000	0.09%
 MW - Equipment Reserve increase to annual provision	80,000	0.07%
Subtotal of Road to Financial Recovery & Independency	1,620,000	1.41%
Previously Deferred Items - Maintain Current Service Level		
Strategic investment in our People - Compensation Adjustments	1,114,000	0.97%
New Staffing - Maintain Current Service Level (see detail in Appendix 3)	539,000	0.47%
Strategic investment in our People - Staff Training & development	350,000	0.31%
Strategic investment in our People - Succession Planning	70,000	0.06%
MW - Tree contractor cost increase	50,000	0.04%
CSS - Recruitment cost increase	50,000	0.04%
LCS - Increase in legal and court costs	40,000	0.03%
MW - increase in culvert replacements	19,000	0.02%
Subtotal of Previously Deferred Items - Maintain Current Service Level	2,232,000	1.94%
Support to Parking Operations		
Support to Parking Operations / Parking Meter Reserve Fund	280,000	0.24%
City Employee Parking Benefits	220,000	0.19%
Subtotal of Support to Parking Operations	500,000	0.44%
Stewardship of Assets		
Increase in contribution to capital (capital out of revenue)	1,274,000	1.11%
Increase for annual provision to Building Improvement Reserve (EFES, CRCS, MW)	150,000	0.13%
Subtotal of Stewardship of Assets	1,424,000	1.24%
Service Level Enhancement & Modification		
New Staffing - Service Level Enhancement (see detail in Appendix 3)	269,000	0.23%
EFES - Merritton Arena operation change	250,000	0.22%
MW - Cost Increase due to Stand by Charge for winter control employees	127,000	0.11%
MW - Increase in cost for Fall leaf pickup contract service	87,000	0.08%
MW - Allowance for keeping a sidewalk clearing contractor on Standby for Winter Season	31,000	0.03%
FS - Increase for mechanics to perform inspections currently not performed	23,000	0.02%
 MW - Vandalism repairs in parks due to increased vandalism at night when parks not staffed/monitored	20,000	0.02%
PBS - Bylaw Enforcement - reduce Rat Rebate Program	(10,000)	-0.01%
Subtotal of Service Level Enhancement & Modification	797,000	0.69%

City of St. Catharines

Appendix 2

2023 Operating BudgetAnalysis of Budget Changes from 2022 to 2023

<u>Changes</u>	<u>Amount</u>	<u>Oper Bud %</u>
Revenue Generation Changes		
MW - Revenue Loss - Estimated revenue decline at Municipal Golf Course to align with prior year actuals.	40,000	0.04%
LCS - Civil Ceremonies - Reduction in revenue due to increased competition in this field	20,000	0.02%
MW Parks Operations - Special Recoveries revenue reduction	20,000	0.02%
Communications - Advertising Revenue reduction	15,000	0.01%
LCS - Dog License revenue reduction (net of DocuPet Contract fee decrease)	12,000	0.01%
Municipal Utilities (PIL's) revenue increase	(17,000)	-0.01%
Charities Rebates decrease	(25,000)	-0.02%
Increase in Tax Certificates revenue	(30,000)	-0.03%
Increase in mortgage info revenue	(45,000)	-0.04%
Increase in water admin fee	(50,000)	-0.04%
Increase in investment income - Cemetery Maintenance & Care Fund	(87,000)	-0.08%
Hydro investment income increase	(327,000)	-0.28%
PBS - Increase in Planning Revenue as per Comprehensive Fees Review	(806,000)	-0.70%
Bank & investment income increase	(1,827,000)	-1.59%
Subtotal of Revenue Generation Changes	(3,107,000)	-2.71%
Subtotal - Budget Changes excluding ABC's	13,926,000	12.14%
Boards and Commissions:		
Transit Commission - uploaded to Niagara Region for Special Levy	(13,519,000)	-11.79%
FirstOntario PAC	124,000	0.11%
Library	328,000	0.29%
Niagara District Airport	17,000	0.01%
Subtotal Boards and Commissions	(13,050,000)	-11.38%
City Tax Levy Increase	876,000	0.76%
City Tax Impact on Median Home (City, Hospital & Infrastructure Levy)		

City of St. Catharines**Appendix 3****2023 Operating Budget Significant Changes****New Staffing Changes****Oper Bud**

New Positions	Amount	%
Health & Safety		
Homelessness Cleanup Coordinator	86,000	0.07%
Subtotal of Health & Safety	86,000	0.07%
Legislative Impact		
Fire Training Officer (new FTE)	95,000	0.08%
Fire Public Educator (new FTE)	65,000	0.06%
Public Tree By-Law Inspector (new FTE)	52,000	0.05%
GIS Technologist (Stormwater/Wastewater) (new FTE - 50/50 funded by tax levy & rate budget)	46,000	0.04%
Asset Management Analyst (new FTE - 50/50 funded by tax levy & rate budget)	42,000	0.04%
Supervisor of Inspectors (new FTE)	39,000	0.03%
Parks Operator I (Port Dalhousie Pier - new Contract/part-time)	39,000	0.03%
Wastewater/Stormwater Compliance Coordinator (new FTE - 50/50 funded by tax levy & rate budget)	37,000	0.03%
Compliance Planner/Trainer (Contract to FTE)	28,000	0.02%
Operations Technician (new FTE - 50/50 funded by tax levy & rate budget)	27,000	0.02%
Subtotal of Legislative Impact	470,000	0.41%
Maintain Current Service Level Requirement		
Assistant Solicitor 1 (Contract to FTE)	131,000	0.11%
Landscape Architect Planner (new FTE)	79,000	0.07%
Client Services Coordinator (Cemetery) (new FTE)	78,000	0.07%
Customer Service Representative (booking duties) (new FTE)	72,000	0.06%
Parks Maintenance students (Fall Service) (new Contract/part-time)	61,000	0.05%
Senior Operations Clerk (new FTE)	54,000	0.05%
Parks Operator 1 (Cemetery) (new FTE)	54,000	0.05%
Administrative Support (Cemetery) (Contract.Part-time to FTE)	10,000	0.01%
Senior Project Manager (new FTE - funded by capital budget)	0	0.00%
Business Information Officer (Contract to FTE)	0	0.00%
Communications Officer (Contract to FTE)	0	0.00%
Subtotal of Maintain Current Service Level Requirement	539,000	0.47%
Service Level Enhancement & Modification		
Human Resources Consultant (Recruiter) (new FTE)	116,000	0.10%
Co-ordinator Risk Management & Insurance (new FTE)	111,000	0.10%
Community Waste Officer (new FTE)	17,000	0.01%
Records and Privacy Assistant (new Contract/part-time)	13,000	0.01%
Climate Change Technician (new FTE - 50/50 funded by tax levy & rate budget)	12,000	0.01%
Subtotal of Service Level Enhancement & Modification	269,000	0.23%
Total New Staffing Changes	1,364,000	1.19%

City of St Catharines

2023 Operating Budget - Revenue

	2023 Budget	2022 Budget	\$ Change 2023 Budget	% Change 2023 Budget
REVENUES:				
General Levy	114,300,741	100,972,581	13,328,160	13.20%
Urban Service Area Levy	1,266,000	13,718,230	(12,452,230)	(90.77%)
Investment in CIP	(1,504,194)	(1,250,000)	(254,194)	(20.34%)
Tax Appeals and Write offs	(920,000)	(920,000)	-	0.00%
Supplemental Taxes	1,000,000	1,000,000	-	0.00%
Municipal Utilities	573,000	531,000	42,000	7.91%
Universities and Hospitals	710,000	710,000	-	0.00%
Total Taxation Revenue (excl. Tax Levy)	115,425,547	114,761,811	663,736	0.58%
Contributions from Other Governments	1,956,700	1,998,250	(41,550)	(2.08%)
Rents, Concessions, Franchises	38,000	33,100	4,900	14.80%
Fines	50,000	170,000	(120,000)	(70.59%)
Penalties and Interest	1,990,000	1,985,000	5,000	0.25%
Income from Investment	7,704,411	5,550,863	2,153,548	38.80%
Miscellaneous Revenue	54,000	54,800	(800)	(1.46%)
Surplus from prior year	0	600,000	(600,000)	(100.00%)
Transfer from reserve	0	1,112,000	(1,112,000)	(100.00%)
Transfer to/from Parking Operations	(280,000)	0	(280,000)	(0.00%)
Reserve support for General Revenues	0	50,000	(50,000)	(100.00%)
Total Other Revenues	11,513,111	11,554,013	(40,902)	(0.35%)
Total REVENUES:	126,938,658	126,315,824	622,834	0.49%

ESTIMATE 2023

OTHER TAXATION

URBAN SERVICE AREA

LEVY FOR PROPERTIES WITHIN THE URBAN BOUNDARY FOR STREET LIGHTING, TRANSIT, (CONVENTIONAL, EXCLUDES PARATRANSIT). AS OF JANUARY 1, 2023 TRANSIT SERVICES WILL BE PROVIDED BY NIAGARA TRANSIT COMMISSION (NTC) AND BILLED AS A SPECIAL LEVY BY THE NIAGARA REGION.

TAX APPEALS AND WRITE-OFFS

THIS IS A GENERAL PROVISION FOR SUCCESSFUL ASSESSMENT APPEALS OF THE CURRENT VALUE REASSESSMENT.

COMMERCIAL /INDUSTRIAL VACANCY REBATES

AT ITS MEETING ON SEPTEMBER 22, 2021, COUNCIL HAS APPROVED THAT THE CITY NOT PROCEED WITH AN EXTENSION OF THE VACANCY REBATE PROGRAM AS RECOMMENDED BY STAFF. SINCE 2001, THE PROVINCIAL VACANT UNIT REBATE PROGRAM HAS PROVIDED ELIGIBLE COMMERCIAL PROPERTIES THE ABILITY TO APPLY FOR A 30% REBATE OF THE PROPERTY TAXES ATTRIBUTABLE TO VACANT SPACE, WITH ELIGIBLE INDUSTRIAL PROPERTIES RECEIVING A 35% REBATE.

WHILE THE PROGRAM WAS ORIGINALLY IMPLEMENTED AS A SHORT-TERM AID TO PROPERTY OWNERS IN DIFFICULT ECONOMIC TIMES, IN SOME CASES THE REBATE HAS BEEN USED OVER MANY YEARS. BEGINNING IN 2019, LOCAL MUNICIPALITIES IN NIAGARA PHASED OUT THE VACANCY PROGRAM, SUCH THAT THE 2020 PROPERTY TAX YEAR WAS FINAL REBATE YEAR WITH NO REQUIREMENT TO MAINTAIN A PROGRAM FOR 2021 OR ANY SUBSEQUENT YEAR. THE PROVINCIAL GOVERNMENT OFFERED OTHER PROGRAMS WHICH PROVIDE PROPERTY TAX AND UTILITY ASSISTANCE DUE TO COVID BUSINESS CLOSURES.

ESTIMATE 2023

CONTRIBUTIONS FROM OTHER GOVERNMENTS

REVENUE ACCOUNT

PAYMENT IN LIEU OF TAXES (P.I.L.)

PER THE FEBRUARY 5, 1998 CORRESPONDENCE FROM THE ASSISTANT DEPUTY MINISTER OF PROPERTY ASSESSMENT, "MUNICIPALITIES WILL BE ABLE TO MAINTAIN THE STATUS QUO FOR SHARING OF P.I.L.S., BASED ON EDUCATION TAX RATES. THE GOVERNMENT WILL CONTINUE TO REVIEW FAIRNESS AND IMPACTS OF LOWER TIER MUNICIPALITIES SHARING SCHOOL BOARD P.I.L.S. FOR FUTURE YEARS". THE IMPACT OF THIS STATEMENT IS, THE CITY IS ALLOWED TO RETAIN \$757,806 (2022) IN P.I.L. REVENUE.

ONTARIO GRANTS

ONTARIO MUNICIPAL PARTNERSHIP FUND (OMPF)

THE CITY HAS RECEIVED NOTIFICATION FROM THE PROVINCE REGARDING THE 2023 OMPF ALLOCATION. THE 2023 ALLOCATION HAS BEEN FURTHER REDUCED BY 15% TO \$310,200.

THE CITY RECIEVES FUNDING UNDER THE TRANSITIONAL ASSISTANCE ALLOCATION. TRANSITIONAL ASSISTANCE IS AN AMOUNT TO ASSIST IN YEAR OVER YEAR FUNDING CHANGES AND WILL BE AT LEAST EQUAL TO 85% OF PRIOR YEAR ALLOCATION.

ESTIMATE 2023

PROVINCIAL OFFENSES ACT REVENUE SHARING

THE PROVINCIAL OFFENSES ACT REVENUE REFLECTS THE CITY'S SHARE OF POA REVENUE. THE PROVINCIAL OFFENCES COURT WAS DOWNLOADED TO THE MUNICIPAL LEVEL IN 2000 AND THE REGION ACTS AS THE AGENT. THE NET REVENUE IS SHARED BETWEEN THE MUNICIPALITIES AND THE REGION, WHEREBY THE MUNICIPALITIES RECEIVE 50% AND THE REGION RECEIVES 50%. THE REVENUE IS GENERATED THROUGH INSPECTIONS, NRP TRAFFIC AND MUNICIPAL BY LAWS.

HYDRO INC. INVESTMENT

THE CITY HOLDS ONE (1) NOTE RECEIVABLE FROM ST. CATHARINES HYDRO INC. THE INTEREST PAID ON THIS NOTE IS \$554,000.

INTEREST ON NOTE FROM ST. CATHARINES HYDRO INC.	\$554,000
DIVIDENDS FROM GENCO (ESTIMATED)	\$500,000
DIVIDENDS FROM ALECTRA UTILITIES (ESTIMATED)	3,500,000
	<u>\$4,554,000</u>

City of St. Catharines

Current Value Assessment - 2023

Property Class	2023 Estimated	2022	Change \$	%
Taxable Assessment				
General Tax Rates:				
Residential and Farm	\$ 12,537,454,954	\$ 12,444,203,973	93,250,981	0.75%
Multi-Residential	\$ 671,350,768	\$ 677,381,968	-6,031,200	-0.89%
New Multi-Residential	\$ 111,376,920	\$ 83,232,920	28,144,000	33.81%
Commercial - Occupied	\$ 2,014,700,274	\$ 1,770,210,071	244,490,203	13.81%
Commercial - Vacant Units & Excess Lands	\$ 11,592,829	\$ 9,372,700	2,220,129	23.69%
Commercial - Vacant Land	\$ 24,261,700	\$ 18,298,900	5,962,800	32.59%
Commercial - New Construction *	\$ -	\$ 189,626,300	-189,626,300	-100.00%
Commercial - New Construction Vacant Units *	\$ -	\$ 2,518,900	-2,518,900	-100.00%
Industrial - Occupied	\$ 84,588,098	\$ 76,314,188	8,273,910	10.84%
Industrial - Vacant Units & Excess Lands	\$ 2,908,559	\$ 3,041,060	-132,501	-4.36%
Industrial - Vacant Land	\$ 17,629,100	\$ 22,528,100	-4,899,000	-21.75%
Industrial - New Construction *	\$ -	\$ 5,160,100	-5,160,100	-100.00%
Industrial - New Construction - Vacant Lands *	\$ -	\$ 57,600	-57,600	-100.00%
Large Industrial - Occupied	\$ 75,577,300	\$ 75,577,300	0	0.00%
Large Industrial - Vacant Units & Vacant Land	\$ 1,700,500	\$ 1,775,300	-74,800	-4.21%
Pipelines	\$ 31,291,000	\$ 31,274,000	17,000	0.05%
Farmlands	\$ 155,708,800	\$ 137,970,300	17,738,500	12.86%
	<u>\$15,740,140,802</u>	<u>\$15,548,543,680</u>	<u>191,597,122</u>	<u>1.23%</u>
Urban Service - City (estimated)				
Residential and Farm	\$ 12,216,439,817	\$ 12,126,621,073	89,818,744	0.74%
Multi-Residential	\$ 671,350,768	\$ 677,381,968	-6,031,200	-0.89%
New Multi-Residential	\$ 111,376,920	\$ 83,232,920	28,144,000	33.81%
Commercial - Occupied	\$ 1,996,351,681	\$ 1,753,729,671	242,622,010	13.83%
Commercial - Vacant Units & Excess Lands	\$ 10,297,862	\$ 8,276,000	2,021,862	24.43%
Commercial - Vacant Land	\$ 24,247,760	\$ 18,288,600	5,959,160	32.58%
Commercial - New Construction *	\$ -	\$ 186,855,500	-186,855,500	-100.00%
Commercial - New Construction Vacant Units *	\$ -	\$ 2,518,900	-2,518,900	-100.00%
Industrial - Occupied	\$ 79,433,766	\$ 71,684,588	7,749,178	10.81%
Industrial - Vacant Units & Excess Lands	\$ 2,908,559	\$ 3,041,060	-132,501	-4.36%
Industrial - Vacant Land	\$ 17,589,046	\$ 22,475,100	-4,886,054	-21.74%
Industrial - New Construction *	\$ -	\$ 4,056,800	-4,056,800	-100.00%
Industrial - New Construction - Vacant Lands *	\$ -	\$ 57,600	-57,600	-100.00%
Large Industrial - Occupied	\$ 75,577,300	\$ 75,577,300	0	0.00%
Large Industrial - Vacant Units & Vacant Land	\$ 1,700,500	\$ 1,775,300	-74,800	-4.21%
Pipelines	\$ 31,291,000	\$ 31,274,000	17,000	0.05%
Farmlands	\$ 8,221,080	\$ 7,155,700	1,065,380	14.89%
	<u>\$ 15,246,786,059</u>	<u>\$ 15,074,002,080</u>	<u>172,783,979</u>	<u>1.15%</u>
	<u>96.87%</u>	<u>96.95%</u>		
Total Assessment				
Taxable Properties	\$ 15,740,140,802	\$ 15,548,543,680	191,597,122	1.23%
YMCA - Education only	\$ 2,154,000	\$ 12,526,000	-10,372,000	-82.80%
Payment in Lieu	\$ 93,606,600	\$ 92,010,300	1,596,300	1.73%
Exempt Properties	\$ 1,256,300,678	\$ 1,218,596,700	37,703,978	3.09%
	<u>\$ 17,092,202,080</u>	<u>\$ 16,871,676,680</u>	<u>220,525,400</u>	<u>1.31%</u>

Reassessment for 2023, deferred by Province due to global pandemic; therefore the 2020 assessment figures will be used for 2023. The 2020 assessment was year four of four year phase-in with valuation date of January 1, 2016.

* For the 2023 all New Construction classes will be returned to their main business class (Example – Commercial - New Construction will shift to Commercial, the same for Industrial and vacant land and vacant units).

New Construction Classes for Education Property Tax Purposes

As a result of the 2021 BET rate reduction, which lowered rates below the previous new construction BET rates, the new construction property classes implemented for education tax purposes (properties with RTC codes of X, Y, Z and K) are no longer differentiated from the main business properties classes. To simplify and streamline the property tax system, properties in these classes will be returned to their respective main property classes. To ensure a smooth transition, this roll over will be reflected in the December 2022 Property Assessment Roll for the 2023 taxation year. This change would have no impact on property taxes paid by businesses.

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Office of Mayor and Members of Council	1,051,199	945,146	865,632	835,029	106,053	11.22%
Grants and Committees	155,270	23,000	15,939	18,000	132,270	575.09%
City Departments						
COVID-19	500,000	468,000	-1,453,160	-2,935,032	32,000	6.84%
CAO	3,747,266	2,084,789	1,812,565	1,621,249	1,662,477	79.74%
Legal Services and Clerks	2,310,160	1,811,240	1,919,537	1,858,754	498,920	27.55%
Planning and Building Services	3,440,997	3,114,229	1,893,887	2,559,574	326,768	10.49%
Fire Services	27,837,020	27,209,796	26,044,111	26,042,551	627,224	2.31%
Economic Development & Tourism	1,603,155	1,361,022	1,335,541	1,270,144	242,133	17.79%
Engineering, Facilities and Environmental Services	10,482,782	9,754,340	9,681,004	10,606,149	728,442	7.47%
Municipal Works	24,135,668	20,655,089	19,156,159	17,339,834	3,480,579	16.85%
Community, Recreation and Culture Services	8,525,239	7,447,403	6,474,146	6,393,523	1,077,836	14.47%
Meridian Centre	853,040	747,471	1,201,284	1,241,108	105,569	14.12%
Canada Summer Games	805,350	490,242	0	0	315,108	64.28%
Financial Management Services	5,054,447	4,395,239	3,929,652	4,810,931	659,208	15.00%
Corporate Support Services	7,457,875	6,251,875	5,955,499	6,048,311	1,206,000	19.29%
Contribution to Capital	3,624,000	1,099,000	1,000,000	1,751,000	2,525,000	229.75%
Total City Departments and Elected Officials	101,583,468	87,857,881	79,831,796	79,461,125	13,725,587	15.62%
Debt Repayment	16,322,021	16,374,343	15,673,206	14,747,048	-52,322	-0.32%
Total City Expenditures	117,905,489	104,232,224	95,505,002	94,208,173	13,673,265	13.12%
Outside Boards and Commissions						
First Ontario Performing Arts Centre	1,840,076	1,716,038	1,670,822	1,598,046	124,038	7.23%
Library Board	6,204,214	5,876,428	5,677,708	5,677,708	327,786	5.58%
Transit Commission	525,000	14,044,000	13,636,595	12,924,125	-13,519,000	-96.26%
Niagara District Airport	463,879	447,134	441,673	430,103	16,745	3.74%
Total ABC Expenditures	9,033,169	22,083,600	21,426,798	20,629,982	-13,050,431	-59.10%
Total Expenditures (City + ABC)	126,938,658	126,315,824	116,931,800	114,838,155	622,834	0.49%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Office of Mayor and Members of Council							
Office of the Mayor (p 17)	424,775	399,764	411,127	346,977	357,459	25,011	6.26%
City Council (p 18)	357,034	338,457	315,952	308,362	302,619	18,577	5.49%
Other Council Expenses (p 19)	160,640	106,375	66,745	101,079	72,095	54,265	51.01%
General City Memberships (p 20)	31,750	31,750	21,719	33,604	25,836	0	0.00%
Council Messages (p 21)	5,500	5,500	4,367	3,360	3,453	0	0.00%
Council Plans/Studies (p 22)	10,000	10,000	9,540	10,000	10,000	0	0.00%
Civic Receptions (p 23)	20,700	10,300	20,039	31,501	16,399	10,400	100.97%
Civic Celebrations (p 24)	11,800	9,000	0	0	9,000	2,800	31.11%
Council Meeting Expenses (p 25)	29,000	34,000	16,143	146	0	-5,000	-14.71%
Total Office of Mayor and Members of Council	1,051,199	945,146	865,632	835,029	796,861	106,053	11.22%

City of St Catharines
Office of the Mayor
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	279,361	272,530	285,172	314,213	249,088	6,831	2.51%
Benefits	88,309	72,929	74,327	72,889	58,128	15,380	21.09%
Equipment Operations	15,000	15,000	14,571	14,066	16,233	0	0.00%
Office and Related Expenses	7,350	5,950	4,864	2,763	6,207	1,400	23.53%
Other Service Charges	34,755	33,355	42,592	13,756	27,803	1,400	4.20%
Total Expenditures	424,775	399,764	421,526	417,687	357,459	25,011	6.26%
Revenue	0	0	-10,399	-70,710	0	0	0.00%
Total Revenue	0	0	-10,399	-70,710	0	0	0.00%
Total Net Expenditures	424,775	399,764	411,127	346,977	357,459	25,011	6.26%

City of St Catharines
City Council
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	333,402	316,814	300,688	292,403	283,567	16,588	5.24%
Benefits	23,632	21,643	15,240	15,940	15,818	1,989	9.19%
Equipment Operations	0	0	24	19	3,234	0	0.00%
Total Expenditures	357,034	338,457	315,952	308,362	302,619	18,577	5.49%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	357,034	338,457	315,952	308,362	302,619	18,577	5.49%

City of St Catharines
Other Council Expenses
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	28,901	0	0	343	1,818	28,901	0.00%
Benefits	10,839	0	0	27	391	10,839	0.00%
Equipment Operations	0	0	0	0	5,214	0	0.00%
Contracts	0	0	0	0	346	0	0.00%
Office and Related Expenses	23,150	22,575	14,123	12,042	14,457	575	2.55%
Other Service Charges	97,750	83,800	52,622	93,278	50,008	13,950	16.65%
Total Expenditures	160,640	106,375	66,745	105,690	72,234	54,265	51.01%
Revenue	0	0	0	-4,611	-139	0	0.00%
Total Revenue	0	0	0	-4,611	-139	0	0.00%
Total Net Expenditures	160,640	106,375	66,745	101,079	72,095	54,265	51.01%

City of St Catharines
General City Memberships
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Office and Related Expenses	31,750	31,750	21,719	33,604	25,836	0	0.00%
Total Expenditures	31,750	31,750	21,719	33,604	25,836	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	31,750	31,750	21,719	33,604	25,836	0	0.00%

City of St Catharines
Council Messages
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Office and Related Expenses	5,500	5,500	4,367	3,360	3,453	0	0.00%
Total Expenditures	5,500	5,500	4,367	3,360	3,453	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	5,500	5,500	4,367	3,360	3,453	0	0.00%

City of St Catharines
Council Plans/Studies
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Materials	10,000	10,000	0	10,000	10,000	0	0.00%
Office and Related Expenses	0	0	9,540	3,388	28,222	0	0.00%
Total Expenditures	10,000	10,000	9,540	13,388	38,222	0	0.00%
Transfer from Reserve	0	0	0	-3,388	-28,222	0	0.00%
Total Revenue	0	0	0	-3,388	-28,222	0	0.00%
Total Net Expenditures	10,000	10,000	9,540	10,000	10,000	0	0.00%

City of St Catharines
Civic Reception
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Other Service Charges	60,700	60,300	35,039	45,501	80,463	400	0.66%
Total Expenditures	60,700	60,300	35,039	45,501	80,463	400	0.66%
Revenue	0	0	-15,000	-14,000	-14,064	0	0.00%
Transfer from Reserve	-40,000	-50,000	0	0	-50,000	10,000	-20.00%
Total Revenue	-40,000	-50,000	-15,000	-14,000	-64,064	10,000	-20.00%
Total Net Expenditures	20,700	10,300	20,039	31,501	16,399	10,400	100.97%

City of St Catharines
Civic Celebrations
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Other Service Charges	23,000	38,000	0	0	23,000	-15,000	-39.47%
Total Expenditures	23,000	38,000	0	0	23,000	-15,000	-39.47%
Transfer from Reserve	-11,200	-29,000	0	0	-14,000	17,800	-61.38%
Total Revenue	-11,200	-29,000	0	0	-14,000	17,800	-61.38%
Total Net Expenditures	11,800	9,000	0	0	9,000	2,800	31.11%

**City of St Catharines
Council Meeting Expenses
2023 Operating Budget - Expenditures by Object**

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	0	146	0	0	0.00%
Equipment Operations	12,000	17,000	5,000	0	0	-5,000	-29.41%
Contracts	5,500	5,500	0	0	0	0	0.00%
Other Service Charges	11,500	11,500	11,143	0	0	0	0.00%
Total Expenditures	29,000	34,000	16,143	146	0	-5,000	-14.71%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
Total Net Expenditures	29,000	34,000	16,143	146	0	-5,000	-14.71%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Grants and Committees							
Grants	8,000	5,000	4,288	5,000	2,868	3,000	60.00%
Advisory Comm for Youth	3,000	3,000	1,742	3,000	3,043	0	0.00%
Clean City Committee	10,000	10,000	9,909	10,000	10,478	0	0.00%
Hospice Niagara	129,270	0	0	0	0	129,270	0.00%
Expense Policy Advisory Committee	5,000	5,000	0	0	0	0	0.00%
Total Grants and Committees	155,270	23,000	15,939	18,000	20,480	132,270	575.09%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
COVID-19							
COVID-19 (p 28)	500,000	468,000	-1,621,532	-2,935,032	0	32,000	6.84%
COVID-19 Vaccine Clinic (p 29)	0	0	168,372	0	0	0	0.00%
Total COVID-19	500,000	468,000	-1,453,160	-2,935,032	0	32,000	6.84%

City of St Catharines
COVID-19
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	177,617	257,610	0	0	0.00%
Benefits	0	0	37,598	58,017	0	0	0.00%
Equipment Operations	0	0	90,648	68,232	0	0	0.00%
Materials	188,000	188,000	103,471	237,620	0	0	0.00%
Building and Maintenance	160,000	160,000	23,419	13,655	0	0	0.00%
Contracts	152,000	300,000	400,155	247,893	0	-148,000	-49.33%
Office and Related Expenses	0	0	-5,185	30,580	0	0	0.00%
Properties	0	0	2,372	216	0	0	0.00%
Other Service Charges	0	-180,000	767,480	4,193	0	180,000	-100.00%
Total Expenditures	500,000	468,000	1,597,575	918,016	0	32,000	6.84%
Revenue	0	0	-3,219,107	-3,853,301	0	0	0.00%
Total Revenue	0	0	-3,219,107	-3,853,301	0	0	0.00%
Total Net Expenditures	500,000	468,000	-1,621,532	-2,935,285	0	32,000	6.84%

City of St Catharines
COVID-19 Vaccine Clinic
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	118,735	0	0	0	0.00%
Benefits	0	0	41,615	0	0	0	0.00%
Equipment Operations	0	0	1,064	0	0	0	0.00%
Materials	0	0	3,388	0	0	0	0.00%
Building and Maintenance	0	0	18,192	0	0	0	0.00%
Properties	0	0	407	0	0	0	0.00%
Other Service Charges	0	0	895	0	0	0	0.00%
Total Expenditures	0	0	184,296	0	0	0	0.00%
Revenue	0	0	-15,924	0	0	0	0.00%
Total Revenue	0	0	-15,924	0	0	0	0.00%
Total Net Expenditures	0	0	168,372	0	0	0	0.00%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
CAO							
CAO's Office (p 31)	2,150,642	1,051,089	994,737	862,791	747,189	1,099,553	104.61%
Communications (p 32)	535,978	455,822	355,878	359,716	309,848	80,156	17.58%
Print Centre (p 33)	315,397	309,832	298,982	287,568	257,900	5,565	1.80%
Emergency Planning (p 34)	142,248	135,892	100,060	111,174	51,477	6,356	4.68%
Diversity, Equity and Inclusion (p 35)	603,001	132,154	62,868	0	0	470,847	356.29%
Total CAO	3,747,266	2,084,789	1,812,565	1,621,249	1,366,414	1,662,477	79.74%

City of St Catharines
CAO's Office
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,918,762	792,626	811,436	688,782	636,569	1,126,136	142.08%
Benefits	225,590	243,265	176,593	172,673	162,219	-17,675	-7.27%
Equipment Operations	15,950	15,950	9,753	9,924	12,057	0	0.00%
Office and Related Expenses	4,185	3,210	4,056	2,097	2,780	975	30.37%
Properties	0	0	0	0	1,342	0	0.00%
Other Service Charges	363,000	12,390	258,930	2,315	217,994	350,610	2,829.78%
Total Expenditures	2,527,487	1,067,441	1,260,768	875,791	1,032,961	1,460,046	136.78%
Revenue	-21,000	-16,352	-266,031	-13,000	-285,772	-4,648	28.42%
Transfer from Reserve	-355,845	0	0	0	0	-355,845	0.00%
Total Revenue	-376,845	-16,352	-266,031	-13,000	-285,772	-360,493	2,204.58%
Total Net Expenditures	2,150,642	1,051,089	994,737	862,791	747,189	1,099,553	104.61%

City of St Catharines
Communications
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	319,365	255,570	198,825	234,641	231,110	63,795	24.96%
Benefits	116,127	86,282	57,229	61,052	59,536	29,845	34.59%
Equipment Operations	91,100	116,750	86,376	81,036	69,451	-25,650	-21.97%
Office and Related Expenses	6,350	6,850	17,910	16,657	8,342	-500	-7.30%
Other Service Charges	5,300	5,370	540	1,500	3,098	-70	-1.30%
Total Expenditures	538,242	470,822	360,880	394,886	371,537	67,420	14.32%
Revenue	0	-15,000	-5,002	-35,170	-61,689	15,000	-100.00%
Transfer from Reserve	-2,264	0	0	0	0	-2,264	0.00%
Total Revenue	-2,264	-15,000	-5,002	-35,170	-61,689	12,736	-84.91%
Total Net Expenditures	535,978	455,822	355,878	359,716	309,848	80,156	17.58%

City of St Catharines

Print Centre

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	191,221	192,019	182,615	187,386	172,737	-798	-0.42%
Benefits	74,439	67,441	60,645	46,998	52,811	6,998	10.38%
Equipment Operations	7,100	7,100	6,463	4,403	4,032	0	0.00%
Materials	20,250	20,250	10,856	15,599	22,800	0	0.00%
Contracts	0	0	0	1,101	0	0	0.00%
Office and Related Expenses	55,850	58,300	55,139	55,421	50,170	-2,450	-4.20%
Other Service Charges	500	500	517	560	0	0	0.00%
Total Expenditures	349,360	345,610	316,235	311,468	302,550	3,750	1.09%
Revenue	-33,963	-35,778	-17,253	-23,900	-44,650	1,815	-5.07%
Total Revenue	-33,963	-35,778	-17,253	-23,900	-44,650	1,815	-5.07%
Total Net Expenditures	315,397	309,832	298,982	287,568	257,900	5,565	1.80%

City of St Catharines
Emergency Planning
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	101,246	98,777	77,957	93,242	36,291	2,469	2.50%
Benefits	28,302	24,030	16,512	11,059	4,448	4,272	17.78%
Equipment Operations	600	600	0	174	228	0	0.00%
Materials	1,500	1,500	0	352	15	0	0.00%
Office and Related Expenses	4,200	4,835	2,591	2,082	4,049	-635	-13.13%
Other Service Charges	6,400	6,150	3,000	4,265	6,446	250	4.07%
Total Expenditures	142,248	135,892	100,060	111,174	51,477	6,356	4.68%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 142,248	 135,892	 100,060	 111,174	 51,477	 6,356	 4.68%

City of St Catharines
Diversity, Equity and Inclusion
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	97,827	94,978	46,679	0	0	2,849	3.00%
Benefits	39,004	31,006	13,360	0	0	7,998	25.80%
Equipment Operations	150	150	0	0	0	0	0.00%
Contracts	460,000	0	0	0	0	460,000	0.00%
Office and Related Expenses	1,420	1,420	1,808	0	0	0	0.00%
Other Service Charges	4,600	4,600	1,022	0	0	0	0.00%
Total Expenditures	603,001	132,154	62,869	0	0	470,847	356.29%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	603,001	132,154	62,869	0	0	470,847	356.29%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Legal Services and Clerks Department							
Legal Services (p 37)	1,058,009	847,676	848,230	827,403	858,374	210,333	24.81%
City Clerks (p 38)	609,916	549,396	586,148	524,300	486,806	60,520	11.02%
Elections (p 39)	180,100	0	7,647	5,168	25,387	180,100	0.00%
Licences general (p 40)	32,843	-1,619	51,952	70,692	-19,017	34,462	-2,128.60%
Canine/Humane Control (p 41)	429,292	415,787	425,560	431,191	392,524	13,505	3.25%
Total Legal Services and Clerks Department	2,310,160	1,811,240	1,919,537	1,858,754	1,744,074	498,920	27.55%

City of St Catharines

Legal Services

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	759,790	628,869	567,860	606,410	533,420	130,921	20.82%
Benefits	253,486	193,636	162,772	160,516	139,394	59,850	30.91%
Equipment Operations	1,120	650	0	132	1,121	470	72.31%
Office and Related Expenses	39,570	36,600	22,652	28,228	35,277	2,970	8.11%
Properties	4,500	0	0	0	508	4,500	0.00%
Other Service Charges	116,700	76,200	193,598	100,377	293,845	40,500	53.15%
Total Expenditures	1,175,166	935,955	946,882	895,663	1,003,565	239,211	25.56%
Revenue	-107,036	-88,279	-98,652	-68,260	-138,088	-18,757	21.25%
Transfer from Reserve	-10,121	0	0	0	-7,103	-10,121	0.00%
Total Revenue	-117,157	-88,279	-98,652	-68,260	-145,191	-28,878	32.71%
Total Net Expenditures	1,058,009	847,676	848,230	827,403	858,374	210,333	24.81%

City of St Catharines

City Clerks

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	482,038	455,692	476,292	388,510	357,447	26,346	5.78%
Benefits	177,898	172,300	136,311	115,989	109,044	5,598	3.25%
Equipment Operations	2,400	2,350	999	5,495	33,109	50	2.13%
Materials	40,000	40,000	28,800	30,912	38,880	0	0.00%
Office and Related Expenses	13,200	11,150	9,873	24,576	10,127	2,050	18.39%
Other Service Charges	14,150	12,950	11,303	12,948	73,399	1,200	9.27%
Total Expenditures	729,686	694,442	663,578	578,430	622,006	35,244	5.08%
Revenue	-117,046	-135,046	-77,429	-54,130	-135,200	18,000	-13.33%
Transfer from Reserve	-2,724	-10,000	0	0	0	7,276	-72.76%
Total Revenue	-119,770	-145,046	-77,429	-54,130	-135,200	25,276	-17.43%
Total Net Expenditures	609,916	549,396	586,149	524,300	486,806	60,520	11.02%

City of St Catharines
Elections
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	179,850	0	63	4	-179,850	-100.00%
Benefits	0	24,850	0	17	0	-24,850	-100.00%
Equipment Operations	0	85,900	0	0	14,650	-85,900	-100.00%
Materials	0	33,400	126	0	443	-33,400	-100.00%
Office and Related Expenses	5,100	275,200	5,598	5,088	5,088	-270,100	-98.15%
Other Service Charges	175,000	50,800	1,923	0	2	124,200	244.49%
Total Expenditures	180,100	650,000	7,647	5,168	20,187	-469,900	-72.29%
Revenue	0	0	0	0	5,200	0	0.00%
Transfer from Reserve	0	-650,000	0	0	0	650,000	-100.00%
Total Revenue	0	-650,000	0	0	5,200	650,000	-100.00%
Total Net Expenditures	180,100	0	7,647	5,168	25,387	180,100	0.00%

City of St Catharines
Licences general
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	237,467	230,272	156,486	213,871	229,080	7,195	3.12%
Benefits	81,376	65,309	44,672	53,614	61,734	16,067	24.60%
Equipment Operations	0	800	0	66	1,159	-800	-100.00%
Total Expenditures	318,843	296,381	201,158	267,551	291,973	22,462	7.58%
Revenue	-286,000	-298,000	-149,206	-196,859	-310,990	12,000	-4.03%
Total Revenue	-286,000	-298,000	-149,206	-196,859	-310,990	12,000	-4.03%
Total Net Expenditures	32,843	-1,619	51,952	70,692	-19,017	34,462	-2,128.60%

City of St Catharines
Canine/Humane Control
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	32,878	31,920	11,926	42,781	16,800	958	3.00%
Benefits	10,214	9,367	2,819	3,043	3,613	847	9.04%
Contracts	686,200	689,200	681,795	692,883	660,640	-3,000	-0.44%
Office and Related Expenses	0	300	0	0	0	-300	-100.00%
Total Expenditures	729,292	730,787	696,540	738,707	681,053	-1,495	-0.20%
Revenue	-300,000	-315,000	-270,980	-307,516	-288,529	15,000	-4.76%
Total Revenue	-300,000	-315,000	-270,980	-307,516	-288,529	15,000	-4.76%
Total Net Expenditures	429,292	415,787	425,560	431,191	392,524	13,505	3.25%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Planning and Building Services							
Planning Development (p 43)	1,052,097	701,426	644,757	954,284	773,782	350,671	49.99%
Planning Policy * (p 44)	274,787	257,992	0	0	0	16,795	6.50%
PBS Administration (p 45)	544,719	611,389	585,575	481,895	580,398	-66,670	-10.90%
Committee of Adjustment (p 46)	-5,302	-47,640	-60,846	-41,023	-156,422	42,338	-88.87%
Community Improvement Plan (p 47)	230,384	28,015	314	203,994	62,344	202,369	722.36%
Heritage Committee (p 48)	127,418	118,137	3,040	-2,292	-7,021	9,281	7.86%
Building and Plumbing (p 49)	62,480	302,262	-395,483	3,837	-282,034	-239,782	-79.33%
By-law Enforcement and Licensing (p 50)	962,463	959,969	576,398	419,435	434,484	2,494	0.26%
Zoning (p 51)	159,344	150,880	139,470	141,449	133,933	8,464	5.61%
Development Coordination (p 52)	32,607	31,799	400,662	397,995	297,022	808	2.54%
Total Planning and Building Services	3,440,997	3,114,229	1,893,887	2,559,574	1,836,486	326,768	10.49%

* In 2022 staff created the Planning Policy division to allocate the City's resources dedicated to implementing new legislation passed. As such, this division shows no historical actuals.

City of St Catharines
Planning Development
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,213,311	813,847	892,881	912,058	815,579	399,464	49.08%
Benefits	426,576	224,685	241,862	194,461	202,870	201,891	89.86%
Equipment Operations	1,250	1,268	120	1,167	2,875	-18	-1.42%
Building and Maintenance	2,000	1,000	0	95	435	1,000	100.00%
Office and Related Expenses	46,025	8,286	3,269	22,454	6,166	37,739	455.45%
Properties	20,000	0	0	0	0	20,000	0.00%
Other Service Charges	671,934	32,340	60,147	163,299	65,190	639,594	1,977.72%
Total Expenditures	2,381,096	1,081,426	1,198,279	1,293,534	1,093,115	1,299,670	120.18%
Revenue	-1,326,036	-380,000	-552,665	-316,286	-297,362	-946,036	248.96%
Transfer from Reserve	-2,963	0	0	-23,401	-22,391	-2,963	0.00%
Total Revenue	-1,328,999	-380,000	-552,665	-339,687	-319,753	-948,999	249.74%
Total Net Expenditures	1,052,097	701,426	645,614	953,847	773,362	350,671	49.99%

City of St Catharines
Planning Policy
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	206,327	194,200	0	0	0	12,127	6.24%
Benefits	68,460	63,792	0	0	0	4,668	7.32%
Total Expenditures	274,787	257,992	0	0	0	16,795	6.51%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
Total Net Expenditures	274,787	257,992	0	0	0	16,795	6.51%

* In 2022 staff created the Planning Policy division to allocate the City's resources dedicated to implementing new legislation passed. As such, this division shows no historical actuals.

City of St Catharines
PBS Administration
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	417,243	450,002	476,747	385,520	467,013	-32,759	-7.28%
Benefits	143,389	147,340	121,721	96,910	127,096	-3,951	-2.68%
Equipment Operations	1,600	1,600	60	0	2,505	0	0.00%
Contracts	200	200	0	0	0	0	0.00%
Office and Related Expenses	61,565	57,325	37,185	32,173	46,916	4,240	7.40%
Other Service Charges	8,834	8,834	2,717	1,837	-4,844	0	0.00%
Total Expenditures	632,831	665,301	638,430	516,440	638,686	-32,470	-4.88%
Revenue	-85,228	-53,912	-52,855	-34,545	-58,288	-31,316	58.09%
Transfer from Reserve	-2,884	0	0	0	0	-2,884	0.00%
Total Revenue	-88,112	-53,912	-52,855	-34,545	-58,288	-34,200	63.44%
Total Net Expenditures	544,719	611,389	585,575	481,895	580,398	-66,670	-10.90%

City of St Catharines
Committee of Adjustment
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	217,463	203,325	172,437	142,183	120,620	14,138	6.95%
Benefits	70,877	58,629	44,332	38,784	35,672	12,248	20.89%
Equipment Operations	1,900	1,900	689	916	1,471	0	0.00%
Contracts	6,475	6,475	3,210	3,940	4,755	0	0.00%
Office and Related Expenses	4,500	2,566	174	3,541	3,160	1,934	75.37%
Other Service Charges	9,965	9,965	2,016	1,269	8,253	0	0.00%
Total Expenditures	311,180	282,860	222,858	190,633	173,931	28,320	10.01%
Revenue	-316,482	-330,500	-283,704	-231,656	-330,353	14,018	-4.24%
Total Revenue	-316,482	-330,500	-283,704	-231,656	-330,353	14,018	-4.24%
Total Net Expenditures	-5,302	-47,640	-60,846	-41,023	-156,422	42,338	-88.87%

City of St Catharines
Community Improvement Plan
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	73,037	70,618	23,435	73,523	46,031	2,419	3.43%
Benefits	25,323	22,011	6,905	20,485	15,637	3,312	15.05%
Equipment Operations	200	200	0	0	20	0	0.00%
Office and Related Expenses	0	0	0	0	656	0	0.00%
Other Service Charges	180,700	120,700	1,561,582	960,285	1,377,273	60,000	49.71%
Total Expenditures	279,260	213,529	1,591,922	1,054,293	1,439,617	65,731	30.78%
Revenue	0	0	-802,367	-426,399	-679,965	0	0.00%
Transfer from Reserve	-48,876	-185,514	-789,241	-423,900	-697,308	136,638	-73.65%
Total Revenue	-48,876	-185,514	-1,591,608	-850,299	-1,377,273	136,638	-73.65%
Total Net Expenditures	230,384	28,015	314	203,994	62,344	202,369	722.36%

City of St Catharines
Heritage Committee
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	86,414	83,553	0	0	0	2,861	3.42%
Benefits	30,932	28,384	0	0	0	2,548	8.98%
Materials	0	0	0	0	8,955	0	0.00%
Contracts	20,000	20,000	12,170	0	0	0	0.00%
Office and Related Expenses	500	500	19	0	166	0	0.00%
Other Service Charges	9,700	9,700	1,298	510	1,563	0	0.00%
Total Expenditures	147,546	142,137	13,487	510	10,684	5,409	3.81%
Revenue	-4,128	-4,000	-5,447	-2,802	-8,750	-128	3.20%
Transfer from Reserve	-16,000	-20,000	-5,000	0	-8,955	4,000	-20.00%
Total Revenue	-20,128	-24,000	-10,447	-2,802	-17,705	3,872	-16.13%
Total Net Expenditures	127,418	118,137	3,040	-2,292	-7,021	9,281	7.86%

City of St Catharines
Building and Plumbing
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	2,577,641	2,310,410	1,645,705	1,435,249	1,372,557	267,231	11.57%
Benefits	912,110	712,099	424,380	360,884	368,746	200,011	28.09%
Equipment Operations	71,616	59,680	63,892	71,252	88,866	11,936	20.00%
Materials	3,000	2,100	4,189	1,807	952	900	42.86%
Contracts	0	0	0	29,496	33,133	0	0.00%
Office and Related Expenses	70,295	49,939	62,787	47,030	29,576	20,356	40.76%
Properties	0	0	0	2,432	840	0	0.00%
Other Service Charges	575,800	422,692	956,320	534,789	1,872,498	153,108	36.22%
Total Expenditures	4,210,462	3,556,920	3,157,273	2,482,939	3,767,168	653,542	18.37%
Revenue	-3,799,705	-2,719,185	-3,552,756	-2,479,102	-4,009,423	-1,080,520	39.74%
Transfer from Reserve	-348,277	-535,473	0	0	-39,779	187,196	-34.96%
Total Revenue	-4,147,982	-3,254,658	-3,552,756	-2,479,102	-4,049,202	-893,324	27.45%
Total Net Expenditures	62,480	302,262	-395,483	3,837	-282,034	-239,782	-79.33%

City of St Catharines
By-law Enforcement and Licensing
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	807,193	731,263	378,254	343,484	351,546	75,930	10.38%
Benefits	298,636	255,179	150,423	96,202	104,270	43,457	17.03%
Equipment Operations	42,250	42,250	25,892	26,016	27,711	0	0.00%
Materials	9,500	7,000	1,118	191	1,310	2,500	35.71%
Contracts	250,000	0	1,504	0	0	250,000	0.00%
Office and Related Expenses	17,000	28,800	1,942	1,441	4,512	-11,800	-40.97%
Properties	0	12,000	0	0	0	-12,000	-100.00%
Other Service Charges	35,334	36,777	28,138	21,961	37,005	-1,443	-3.92%
Total Expenditures	1,459,913	1,113,269	587,271	489,295	526,354	346,644	31.14%
Revenue	-497,450	-67,300	-10,873	-69,860	-91,870	-430,150	639.15%
Transfer from Reserve	0	-86,000	0	0	0	86,000	-100.00%
Total Revenue	-497,450	-153,300	-10,873	-69,860	-91,870	-344,150	224.49%
Total Net Expenditures	962,463	959,969	576,398	419,435	434,484	2,494	0.26%

City of St Catharines

Zoning

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	146,079	141,242	151,959	141,729	139,479	4,837	3.42%
Benefits	51,985	48,358	41,359	38,902	38,244	3,627	7.50%
Equipment Operations	0	0	0	0	90	0	0.00%
Other Service Charges	1,280	1,280	0	0	0	0	0.00%
Total Expenditures	199,344	190,880	193,318	180,631	177,813	8,464	4.43%
Revenue	-40,000	-40,000	-53,848	-39,182	-43,880	0	0.00%
Total Revenue	-40,000	-40,000	-53,848	-39,182	-43,880	0	0.00%
Total Net Expenditures	159,344	150,880	139,470	141,449	133,933	8,464	5.61%

City of St Catharines
Development Coordination
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	14,973	14,477	325,443	326,804	239,968	496	3.43%
Benefits	4,264	3,952	74,354	65,462	49,316	312	7.89%
Equipment Operations	2,500	2,500	0	830	459	0	0.00%
Materials	200	200	0	7	19	0	0.00%
Office and Related Expenses	2,100	2,100	865	1,156	2,605	0	0.00%
Other Service Charges	8,570	8,570	0	3,736	4,655	0	0.00%
Total Expenditures	32,607	31,799	400,662	397,995	297,022	808	2.54%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	32,607	31,799	400,662	397,995	297,022	808	2.54%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Fire Services							
FS Administration (p 55)	414,821	307,483	875,675	819,611	0	107,338	34.91%
Fire Prevention (p 56)	1,398,241	1,369,762	927,540	894,258	0	28,479	2.08%
FS Training (p 57)	1,072,602	926,762	760,687	784,710	0	145,840	15.74%
FS Suppression (p 58)	22,548,513	22,398,749	21,147,584	21,017,386	0	149,764	0.67%
FS Communication (p 59)	1,535,531	1,316,222	1,103,462	1,100,706	0	219,309	16.66%
FS Building & Facility (p 60)	379,767	396,144	388,955	437,237	0	-16,377	-4.13%
FS Fleet & Equipment (p 61)	487,545	494,674	821,791	988,643	0	-7,129	-1.44%
Total Fire Services	27,837,020	27,209,796	26,044,111	26,042,551	25,004,493	627,224	2.31%

* During 2020 it was determined that a clearer understanding of the City's Fire Service operations could be gained through the addition of divisions to this department. Therefore as shown above, Fire Services annual operating budget was allocated into seven divisions.

ESTIMATE 2023

PROTECTION TO PERSONS AND PROPERTY

		2023 BUDGET	
<hr/>			
310.111 <u>FIRE FIGHTING EQUIPMENT RESERVE:</u>			
OPENING BALANCE			2,315,205
ANNUAL RESERVE PROVISION (710.180.069)			50,000
PROCEEDS FROM AUCTION SALES (ESTIMATES)			5,000
EXPENDITURES (2023)			(900,000)
EXPENDITURES (PRIOR YEAR COMMITMENTS)			<u>(532,139)</u>
CLOSING BALANCE			<u><u>938,066</u></u>
<u>EXPENDITURE DETAILS:</u>	REPLACEMENT COST FUNDED BY DEBT FUNDED BY RESERVE		
ONE (1) SELF CONTAINED BREATHING APPARATUS	900,000	-	900,000
ONE(1) SUTPHEN MID-MOUNT AERIAL 95 FT (REPLACE UNIT #26)	1,946,780	1,946,780	-
	<u>2,846,780</u>	<u>1,946,780</u>	<u>900,000</u>
PRIOR YEAR COMMITMENTS:			
ONE (1) FORD RANGER INSPECTOR (REPLACE UNIT #FPO6) [2021]			42,310
ONE (1) FREIGHTLINER FL80 PUMP/TANKER (REPLACE UNIT #019) [2021]			<u>489,829</u>
			<u><u>532,139</u></u>

City of St Catharines
FS Administration
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	234,478	174,610	661,430	696,364	0	59,868	34.29%
Benefits	89,210	54,277	160,602	145,673	0	34,933	64.36%
Equipment Operations	100	100	27	54	0	0	0.00%
Materials	1,000	0	941	0	0	1,000	0.00%
Contracts	8,447	8,400	3,391	5,396	0	47	0.56%
Office and Related Expenses	39,536	34,846	32,012	30,484	0	4,690	13.46%
Other Service Charges	44,050	37,250	18,777	11,386	0	6,800	18.26%
Total Expenditures	416,821	309,483	877,180	889,357	0	107,338	34.68%
Revenue	-2,000	-2,000	-1,505	-2,076	0	0	0.00%
Transfer from Reserve	0	0	0	-67,670	0	0	0.00%
Total Revenue	-2,000	-2,000	-1,505	-69,746	0	0	0.00%
Total Net Expenditures	414,821	307,483	875,675	819,611	0	107,338	34.91%

City of St Catharines
Fire Prevention
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,078,093	1,093,870	798,369	734,730	0	-15,777	-1.44%
Benefits	324,579	325,880	202,793	220,912	0	-1,301	-0.40%
Materials	24,890	23,000	19,684	8,611	0	1,890	8.22%
Office and Related Expenses	18,403	7,482	6,105	5,349	0	10,921	145.96%
Other Service Charges	76,276	43,530	22,935	37,658	0	32,746	75.23%
Total Expenditures	1,522,241	1,493,762	1,049,886	1,007,260	0	28,479	1.91%
Revenue	-124,000	-124,000	-122,346	-113,002	0	0	0.00%
Total Revenue	-124,000	-124,000	-122,346	-113,002	0	0	0.00%
Total Net Expenditures	1,398,241	1,369,762	927,540	894,258	0	28,479	2.08%

City of St Catharines
FS Training
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	582,483	496,667	437,222	374,146	0	85,816	17.28%
Benefits	176,273	144,153	102,584	101,710	0	32,120	22.28%
Equipment Operations	242,575	214,700	197,301	237,327	0	27,875	12.98%
Office and Related Expenses	3,800	6,072	1,273	3,724	0	-2,272	-37.42%
Other Service Charges	67,471	65,170	59,707	67,803	0	2,301	3.53%
Total Expenditures	1,072,602	926,762	798,087	784,710	0	145,840	15.74%
Revenue	0	0	-37,400	0	0	0	0.00%
Total Revenue	0	0	-37,400	0	0	0	0.00%
Total Net Expenditures	1,072,602	926,762	760,687	784,710	0	145,840	15.74%

City of St Catharines
FS Suppression
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	17,214,791	17,368,796	17,231,879	16,832,226	0	-154,005	-0.89%
Benefits	5,307,924	5,027,324	4,254,805	5,832,203	0	280,600	5.58%
Equipment Operations	39,391	42,450	63,435	22,321	0	-3,059	-7.21%
Materials	295,490	272,500	145,100	223,726	0	22,990	8.44%
Office and Related Expenses	25,550	23,022	11,355	13,266	0	2,528	10.98%
Properties	3,767	3,657	4,822	3,763	0	110	3.01%
Other Service Charges	1,600	1,000	2,666	579	0	600	60.00%
Total Expenditures	22,888,513	22,738,749	21,714,062	22,928,084	0	149,764	0.66%
Revenue	-340,000	-340,000	-411,478	-361,698	0	0	0.00%
Transfer from Reserve	0	0	-155,000	-1,549,000	0	0	0.00%
Total Revenue	-340,000	-340,000	-566,478	-1,910,698	0	0	0.00%
Total Net Expenditures	22,548,513	22,398,749	21,147,584	21,017,386	0	149,764	0.67%

City of St Catharines
FS Communication
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,561,720	1,549,654	1,491,554	1,370,420	0	12,066	0.78%
Benefits	483,139	465,720	346,184	366,667	0	17,419	3.74%
Equipment Operations	235,227	211,757	277,554	396,773	0	23,470	11.08%
Materials	2,800	300	478	279	0	2,500	833.33%
Office and Related Expenses	83,773	81,734	53,295	69,742	0	2,039	2.49%
Other Service Charges	14,291	11,040	4,030	10,205	0	3,251	29.45%
Total Expenditures	2,380,950	2,320,205	2,173,095	2,214,086	0	60,745	2.62%
Revenue	-845,419	-1,003,983	-1,069,633	-1,113,380	0	158,564	-15.79%
Total Revenue	-845,419	-1,003,983	-1,069,633	-1,113,380	0	158,564	-15.79%
Total Net Expenditures	1,535,531	1,316,222	1,103,462	1,100,706	0	219,309	16.66%

City of St Catharines
FS Building & Facility
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	45,798	44,506	50,122	30,013	0	1,292	2.90%
Materials	4,519	4,488	3,771	3,674	0	31	0.69%
Building and Maintenance	329,450	347,150	335,063	362,660	0	-17,700	-5.10%
Other Service Charges	0	0	0	50,000	0	0	0.00%
Total Expenditures	379,767	396,144	388,956	446,347	0	-16,377	-4.13%
Transfer from Reserve	0	0	0	-9,110	0	0	0.00%
Total Revenue	0	0	0	-9,110	0	0	0.00%
Total Net Expenditures	379,767	396,144	388,956	437,237	0	-16,377	-4.13%

City of St Catharines
FS Fleet & Equipment
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	487,545	494,674	821,791	988,643	0	-7,129	-1.44%
Properties	0	0	159,583	38,145	0	0	0.00%
Other Service Charges	0	0	36,131	19,509	0	0	0.00%
Total Expenditures	487,545	494,674	1,017,505	1,046,297	0	-7,129	-1.44%
Revenue	0	0	-36,131	-19,509	0	0	0.00%
Transfer from Reserve	0	0	-159,583	-38,145	0	0	0.00%
Total Revenue	0	0	-195,714	-57,654	0	0	0.00%
Total Net Expenditures	487,545	494,674	821,791	988,643	0	-7,129	-1.44%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Economic Development & Tourism							
Economic Development (p 63)	976,739	887,483	684,335	760,619	739,862	89,256	10.06%
Enterprise Centre (p 64)	168,697	127,105	154,208	85,282	66,673	41,592	32.72%
Tourism Promotion (p 65)	392,337	306,595	404,199	316,684	245,243	85,742	27.97%
Physician Recruitment (p 66)	5,000	0	24,999	55,000	200	5,000	0.00%
Grape and Wine Festival (p 67)	60,382	39,839	67,800	52,559	39,564	20,543	51.57%
Total Economic Development & Tourism	1,603,155	1,361,022	1,335,541	1,270,144	1,091,542	242,133	17.79%

City of St Catharines
Economic Development
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	616,141	593,251	529,553	584,051	581,861	22,890	3.86%
Benefits	203,461	178,782	131,751	122,552	138,583	24,679	13.80%
Equipment Operations	5,500	4,500	590	1,743	7,002	1,000	22.22%
Office and Related Expenses	10,500	5,700	6,281	3,641	8,535	4,800	84.21%
Properties	0	0	99	3,551	7,213	0	0.00%
Other Service Charges	146,030	105,250	113,133	243,551	110,951	40,780	38.75%
Total Expenditures	981,632	887,483	781,407	959,089	854,145	94,149	10.61%
Revenue	0	0	-97,072	-198,470	-26,647	0	0.00%
Transfer from Reserve	-4,893	0	0	0	-87,636	-4,893	0.00%
Total Revenue	-4,893	0	-97,072	-198,470	-114,283	-4,893	0.00%
Total Net Expenditures	976,739	887,483	684,335	760,619	739,862	89,256	10.06%

City of St Catharines
Enterprise Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	196,778	173,661	172,008	179,571	152,713	23,117	13.31%
Benefits	59,994	49,394	39,555	40,052	33,906	10,600	21.46%
Equipment Operations	2,450	2,325	513	-10	2,094	125	5.38%
Materials	0	0	180	0	0	0	0.00%
Building and Maintenance	15,000	17,500	13,226	14,149	14,594	-2,500	-14.29%
Office and Related Expenses	8,500	6,500	1,555	6,557	6,673	2,000	30.77%
Other Service Charges	102,500	97,250	95,700	136,677	53,091	5,250	5.40%
Total Expenditures	385,222	346,630	322,737	376,996	263,071	38,592	11.13%
Revenue	-216,525	-216,525	-168,529	-291,714	-196,398	0	0.00%
Transfer from Reserve	0	-3,000	0	0	0	3,000	-100.00%
Total Revenue	-216,525	-219,525	-168,529	-291,714	-196,398	3,000	-1.37%
Total Net Expenditures	168,697	127,105	154,208	85,282	66,673	41,592	32.72%

City of St Catharines
Tourism Promotion
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	164,090	159,032	151,318	141,146	94,713	5,058	3.18%
Benefits	59,047	50,623	46,085	40,111	27,628	8,424	16.64%
Equipment Operations	1,300	1,300	310	600	2,402	0	0.00%
Office and Related Expenses	81,650	73,590	71,095	78,197	67,900	8,060	10.95%
Other Service Charges	116,250	88,050	203,277	79,854	132,492	28,200	32.03%
Total Expenditures	422,337	372,595	472,085	339,908	325,135	49,742	13.35%
Revenue	-30,000	-66,000	-67,886	-23,224	-79,892	36,000	-54.55%
Total Revenue	-30,000	-66,000	-67,886	-23,224	-79,892	36,000	-54.55%
Total Net Expenditures	392,337	306,595	404,199	316,684	245,243	85,742	27.97%

City of St Catharines
Physician Recruitment
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Other Service Charges	25,000	25,000	24,999	55,000	29,943	0	0.00%
Total Expenditures	25,000	25,000	24,999	55,000	29,943	0	0.00%
Revenue	-20,000	-25,000	0	0	-29,743	5,000	-20.00%
Total Revenue	-20,000	-25,000	0	0	-29,743	5,000	-20.00%
Total Net Expenditures	5,000	0	24,999	55,000	200	5,000	0.00%

City of St Catharines

Grape and Wine Festival

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Materials	116,750	110,300	67,800	50,371	0	6,450	5.85%
Other Service Charges	0	0	0	2,188	39,564	0	0.00%
Total Expenditures	116,750	110,300	67,800	52,559	39,564	6,450	5.85%
Transfer from Reserve	-56,368	-70,461	0	0	0	14,093	-20.00%
Total Revenue	-56,368	-70,461	0	0	0	14,093	-20.00%
Total Net Expenditures	60,382	39,839	67,800	52,559	39,564	20,543	51.57%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Engineering, Facilities and Environmental Services							
Building Maintenance (p 69)	330,341	301,488	461,003	375,165	281,777	28,853	9.57%
Building Repairs (p 70)	1,036,914	1,081,587	881,697	1,036,743	887,676	-44,673	-4.13%
City Hall (p 71)	960,441	934,287	805,153	706,551	711,015	26,154	2.80%
6-8 Academy St (p 72)	45,880	39,944	39,799	32,183	30,890	5,936	14.86%
85 Church St (p 73)	0	0	0	0	0	0	0.00%
Courthouse (p 74)	72,282	70,253	69,834	53,193	63,403	2,029	2.89%
350 Niagara St (p 75)	90,125	88,558	60,911	61,964	61,305	1,567	1.77%
Other Historical Properties (p 76)	9,031	8,740	8,812	6,200	6,223	291	3.33%
St Paul Street Electrical Vault (p 77)	500	0	304	0	0	500	0.00%
Sundry City Properties (p 78)	19,109	17,193	19,341	22,628	9,703	1,916	11.14%
Utility and Safety (p 79)	102,952	97,713	89,825	86,145	89,563	5,239	5.36%
Street lighting (p 80)	1,266,000	1,358,000	1,356,142	1,431,217	1,283,304	-92,000	-6.77%
Sidewalk Replacement (p 81)	360,000	360,000	331,138	359,470	474,649	0	0.00%
EFES Administration (p 82)	540,952	612,155	657,395	728,154	653,985	-71,203	-11.63%
Bridges and Culverts (p 83)	7,000	152,000	-6,712	152,000	149,001	-145,000	-95.39%
Road Improvement Program (p 84)	1,776,000	1,360,000	1,280,738	2,330,712	1,980,157	416,000	30.59%
Signals (p 85)	269,943	282,663	200,693	232,759	277,305	-12,720	-4.50%
Traffic Control Administration (p 86)	436,322	366,668	325,419	328,427	285,593	69,654	19.00%
School Crossing Guards (p 87)	655,424	621,416	356,597	365,534	564,001	34,008	5.47%
Railway Crossings (p 88)	29,500	28,000	27,580	25,239	28,266	1,500	5.36%
Environmental Monitoring (p 89)	447,677	280,641	259,915	283,479	190,747	167,036	59.52%
Queen Elizabeth Centre (p 90)	10,257	10,402	17,356	7,500	2,262	-145	-1.39%
Skate board park (p 91)	2,023	1,964	2,399	1,705	712	59	3.00%
Merrittton Community Centre (p 92)	28,486	27,638	24,984	19,511	26,198	848	3.07%
Garden City Arena Operations (p 93)	80,589	172,885	785,077	630,416	806,461	-92,296	-53.39%
Bill Burgoyne Arena (p 94)	325,012	323,426	240,142	233,928	242,536	1,586	0.49%
Haig Bowl Arena (p 95)	23,149	21,993	27,065	21,353	12,268	1,156	5.26%
Merrittton Arena (p 96)	311,680	66,363	103,193	113,124	46,497	245,317	369.66%
Seymour Hannah Complex (p 97)	1,245,193	1,068,363	1,250,898	960,849	762,204	176,830	16.55%
Total Engineering, Facilities and Environmental Services	10,482,782	9,754,340	9,681,004	10,606,149	9,927,701	728,442	7.47%

City of St Catharines
Building Maintenance
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	207,800	190,299	373,167	274,513	204,968	17,501	9.20%
Benefits	107,352	98,804	82,053	94,369	72,572	8,548	8.65%
Equipment Operations	4,726	2,282	3,527	4,389	1,901	2,444	107.10%
Materials	2,211	2,032	1,421	927	259	179	8.81%
Building and Maintenance	515	500	0	207	0	15	3.00%
Office and Related Expenses	2,861	2,500	823	760	2,063	361	14.44%
Properties	106	0	0	0	0	106	0.00%
Other Service Charges	4,770	5,071	150	0	14	-301	-5.94%
Total Expenditures	330,341	301,488	461,141	375,165	281,777	28,853	9.57%
Revenue	0	0	-138	0	0	0	0.00%
Total Revenue	0	0	-138	0	0	0	0.00%
Total Net Expenditures	330,341	301,488	461,003	375,165	281,777	28,853	9.57%

City of St Catharines
Building Repairs
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	484,503	571,525	386,552	486,580	501,466	-87,022	-15.23%
Benefits	167,916	180,704	134,883	164,810	181,327	-12,788	-7.08%
Equipment Operations	57,232	52,029	49,700	45,282	44,029	5,203	10.00%
Materials	30,834	30,026	34,218	27,428	27,795	808	2.69%
Building and Maintenance	29,100	30,600	24,496	25,469	16,197	-1,500	-4.90%
Contracts	0	0	0	139,655	0	0	0.00%
Office and Related Expenses	9,341	8,314	5,094	5,092	6,172	1,027	12.35%
Other Service Charges	257,988	208,389	246,754	142,427	111,455	49,599	23.80%
Total Expenditures	1,036,914	1,081,587	881,697	1,036,743	888,441	-44,673	-4.13%
Revenue	0	0	0	0	-765	0	0.00%
Total Revenue	0	0	0	0	-765	0	0.00%
Total Net Expenditures	1,036,914	1,081,587	881,697	1,036,743	887,676	-44,673	-4.13%

City of St Catharines
City Hall
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	365,492	359,207	317,352	245,297	266,912	6,285	1.75%
Benefits	135,364	130,867	89,910	65,952	75,995	4,497	3.44%
Equipment Operations	66,095	62,674	60,929	56,131	32,259	3,421	5.46%
Materials	5,750	5,750	3,751	2,521	3,905	0	0.00%
Building and Maintenance	326,451	334,583	284,691	281,562	329,772	-8,132	-2.43%
Contracts	91,639	90,956	58,317	61,342	52,878	683	0.75%
Office and Related Expenses	250	250	0	0	0	0	0.00%
Other Service Charges	20,400	0	15,203	18,837	148	20,400	0.00%
Total Expenditures	1,011,441	984,287	830,153	731,642	762,322	27,154	2.76%
Revenue	-51,000	-50,000	-25,000	-25,091	-51,307	-1,000	2.00%
Total Revenue	-51,000	-50,000	-25,000	-25,091	-51,307	-1,000	2.00%
Total Net Expenditures	960,441	934,287	805,153	706,551	711,015	26,154	2.80%

City of St Catharines
6-8 Academy St
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	2,000	1,950	1,886	2,038	2,351	50	2.56%
Building and Maintenance	41,636	35,750	36,442	28,725	27,200	5,886	16.46%
Office and Related Expenses	2,244	2,244	1,471	1,420	1,339	0	0.00%
 Total Expenditures	 45,880	 39,944	 39,799	 32,183	 30,890	 5,936	 14.86%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 45,880	 39,944	 39,799	 32,183	 30,890	 5,936	 14.86%

City of St Catharines
85 Church St
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	5,500	5,028	5,189	5,021	4,719	472	9.39%
Building and Maintenance	100,294	29,087	6,146	38,593	33,158	71,207	244.81%
Other Service Charges	57,373	129,052	151,831	119,553	125,290	-71,679	-55.54%
Total Expenditures	163,167	163,167	163,166	163,167	163,167	0	0.00%
Revenue	-163,167	-163,167	-163,167	-163,167	-163,167	0	0.00%
Total Revenue	-163,167	-163,167	-163,167	-163,167	-163,167	0	0.00%
Total Net Expenditures	0	0	-1	0	0	0	0.00%

City of St Catharines
Courthouse
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	4,205	4,284	4,003	3,955	3,529	-79	-1.84%
Building and Maintenance	67,542	65,434	65,831	49,238	63,827	2,108	3.22%
Contracts	535	535	0	0	0	0	0.00%
 Total Expenditures	 72,282	 70,253	 69,834	 53,193	 67,356	 2,029	 2.89%
Revenue	0	0	0	0	-3,953	0	0.00%
 Total Revenue	 0	 0	 0	 0	 -3,953	 0	 0.00%
 Total Net Expenditures	 72,282	 70,253	 69,834	 53,193	 63,403	 2,029	 2.89%

City of St Catharines
350 Niagara St
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	6,419	4,300	5,455	3,822	4,182	2,119	49.28%
Building and Maintenance	70,076	70,998	47,105	50,365	48,666	-922	-1.30%
Contracts	13,630	13,260	8,351	7,777	8,457	370	2.79%
Total Expenditures	90,125	88,558	60,911	61,964	61,305	1,567	1.77%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	90,125	88,558	60,911	61,964	61,305	1,567	1.77%

City of St Catharines
Other Historical Properties
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	857	857	336	0	3	0	0.00%
Building and Maintenance	8,174	7,883	8,476	6,200	6,220	291	3.69%
Total Expenditures	9,031	8,740	8,812	6,200	6,223	291	3.33%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	9,031	8,740	8,812	6,200	6,223	291	3.33%

**City of St Catharines
St Paul St Electrical Vault
2023 Operating Budget - Expenditures by Object**

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Building and Maintenance	500	0	304	0	0	500	0.00%
Total Expenditures	500	0	304	0	0	500	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	500	0	304	0	0	500	0.00%

City of St Catharines
Sundry City Properties
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	350	0	349	69	175	350	0.00%
Building and Maintenance	17,709	17,193	17,991	17,988	16,053	516	3.00%
Contracts	1,050	0	1,001	0	0	1,050	0.00%
Properties	0	0	0	4,571	0	0	0.00%
 Total Expenditures	 19,109	 17,193	 19,341	 22,628	 16,228	 1,916	 11.14%
Revenue	0	0	0	0	-6,525	0	0.00%
 Total Revenue	 0	 0	 0	 0	 -6,525	 0	 0.00%
 Total Net Expenditures	 19,109	 17,193	 19,341	 22,628	 9,703	 1,916	 11.14%

City of St Catharines
Utility and Safety
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	73,294	70,876	69,100	66,285	68,746	2,418	3.41%
Benefits	27,546	24,117	18,932	17,660	18,104	3,429	14.22%
Equipment Operations	2,000	2,000	2,275	1,925	1,995	0	0.00%
Office and Related Expenses	112	720	301	275	718	-608	-84.44%
Total Expenditures	102,952	97,713	90,608	86,145	89,563	5,239	5.36%
Revenue	0	0	-783	0	0	0	0.00%
Total Revenue	0	0	-783	0	0	0	0.00%
Total Net Expenditures	102,952	97,713	89,825	86,145	89,563	5,239	5.36%

City of St Catharines
Street lighting
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Properties	1,266,000	1,358,000	1,356,142	1,431,217	1,283,305	-92,000	-6.77%
Total Expenditures	1,266,000	1,358,000	1,356,142	1,431,217	1,283,305	-92,000	-6.77%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	1,266,000	1,358,000	1,356,142	1,431,217	1,283,305	-92,000	-6.77%

City of St Catharines
Sidewalk Replacement
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Contracts	360,000	360,000	331,138	359,470	474,649	0	0.00%
Total Expenditures	360,000	360,000	331,138	359,470	474,649	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	360,000	360,000	331,138	359,470	474,649	0	0.00%

City of St Catharines
EFES Administration
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	381,424	417,853	450,632	458,659	380,347	-36,429	-8.72%
Benefits	133,026	141,329	128,029	109,847	102,161	-8,303	-5.87%
Equipment Operations	1,000	1,000	0	305	191	0	0.00%
Office and Related Expenses	16,060	16,910	5,986	9,471	13,753	-850	-5.03%
Other Service Charges	287,677	218,233	200,915	229,020	230,610	69,444	31.82%
Total Expenditures	819,187	795,325	785,562	807,302	727,062	23,862	3.00%
Revenue	-273,978	-183,170	-128,167	-79,148	-73,077	-90,808	49.58%
Transfer from Reserve	-4,257	0	0	0	0	-4,257	0.00%
Total Revenue	-278,235	-183,170	-128,167	-79,148	-73,077	-95,065	51.90%
Total Net Expenditures	540,952	612,155	657,395	728,154	653,985	-71,203	-11.63%

City of St Catharines
Bridges and Culverts
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Contracts	7,000	152,000	-6,713	152,000	149,000	-145,000	-95.39%
Total Expenditures	7,000	152,000	-6,713	152,000	149,000	-145,000	-95.39%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	7,000	152,000	-6,713	152,000	149,000	-145,000	-95.39%

City of St Catharines
Road Improvement Program
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Contracts	1,705,000	1,379,000	1,218,738	2,250,711	1,864,158	326,000	23.64%
Other Service Charges	71,000	71,000	62,000	110,000	110,000	0	0.00%
Total Expenditures	1,776,000	1,450,000	1,280,738	2,360,711	1,974,158	326,000	22.48%
Revenue	0	0	0	0	-24,000	0	0.00%
Transfer from Reserve	0	-90,000	0	0	0	90,000	-100.00%
Total Revenue	0	-90,000	0	0	-24,000	90,000	-100.00%
Total Net Expenditures	1,776,000	1,360,000	1,280,738	2,360,711	1,950,158	416,000	30.59%

City of St Catharines

Signals

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Building and Maintenance	229,943	242,663	200,693	232,759	247,305	-12,720	-5.24%
Contracts	40,000	40,000	0	0	30,000	0	0.00%
Total Expenditures	269,943	282,663	200,693	232,759	277,305	-12,720	-4.50%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	269,943	282,663	200,693	232,759	277,305	-12,720	-4.50%

City of St Catharines
Traffic Control Administration
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	279,332	270,534	253,305	261,404	250,805	8,798	3.25%
Benefits	97,230	87,774	72,849	68,912	68,814	9,456	10.77%
Equipment Operations	1,100	1,100	1,436	924	1,129	0	0.00%
Contracts	87,000	85,000	62,136	51,663	44,971	2,000	2.35%
Office and Related Expenses	5,860	6,460	1,129	656	1,290	-600	-9.29%
Other Service Charges	75,800	25,800	40,380	17,398	28,723	50,000	193.80%
Total Expenditures	546,322	476,668	431,235	400,957	395,732	69,654	14.61%
Revenue	-110,000	-110,000	-105,816	-72,530	-110,139	0	0.00%
Total Revenue	-110,000	-110,000	-105,816	-72,530	-110,139	0	0.00%
Total Net Expenditures	436,322	366,668	325,419	328,427	285,593	69,654	19.00%

City of St Catharines
School Crossing Guards
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	599,761	573,648	330,185	341,206	523,250	26,113	4.55%
Benefits	52,913	45,018	27,276	30,831	44,783	7,895	17.54%
Materials	9,700	9,700	4,197	1,032	2,815	0	0.00%
Other Service Charges	1,050	1,050	0	0	451	0	0.00%
Total Expenditures	663,424	629,416	361,658	373,069	571,299	34,008	5.40%
Revenue	-8,000	-8,000	-5,061	-7,535	-7,298	0	0.00%
Total Revenue	-8,000	-8,000	-5,061	-7,535	-7,298	0	0.00%
Total Net Expenditures	655,424	621,416	356,597	365,534	564,001	34,008	5.47%

City of St Catharines
Railway Crossings
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Contracts	29,500	28,000	27,580	25,239	28,266	1,500	5.36%
Total Expenditures	29,500	28,000	27,580	25,239	28,266	1,500	5.36%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	29,500	28,000	27,580	25,239	28,266	1,500	5.36%

City of St Catharines
Environmental Monitoring
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	157,162	68,346	65,749	66,552	65,425	88,816	129.95%
Benefits	51,245	23,025	20,274	18,557	19,199	28,220	122.56%
Equipment Operations	1,000	1,000	0	1,230	1,839	0	0.00%
Materials	1,000	1,000	1,407	194	30	0	0.00%
Contracts	110,000	110,000	95,086	120,901	49,630	0	0.00%
Office and Related Expenses	720	720	658	523	1,415	0	0.00%
Other Service Charges	126,550	126,550	76,741	75,522	53,209	0	0.00%
Total Expenditures	447,677	330,641	259,915	283,479	190,747	117,036	35.40%
Transfer from Reserve	0	-50,000	0	0	0	50,000	-100.00%
Total Revenue	0	-50,000	0	0	0	50,000	-100.00%
Total Net Expenditures	447,677	280,641	259,915	283,479	190,747	167,036	59.52%

City of St Catharines
Queen Elizabeth Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Benefits	0	0	198	23	0	0	0.00%
Equipment Operations	525	525	494	462	462	0	0.00%
Building and Maintenance	9,732	9,877	16,664	7,015	1,800	-145	-1.47%
Total Expenditures	10,257	10,402	17,356	7,500	2,262	-145	-1.39%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	10,257	10,402	17,356	7,500	2,262	-145	-1.39%

City of St Catharines
Skate board park
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	231	133	0	0	0.00%
Benefits	0	0	82	42	0	0	0.00%
Equipment Operations	0	0	936	432	0	0	0.00%
Building and Maintenance	2,023	1,964	1,150	1,098	712	59	3.00%
 Total Expenditures	 2,023	 1,964	 2,399	 1,705	 712	 59	 3.00%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 2,023	 1,964	 2,399	 1,705	 712	 59	 3.00%

City of St Catharines
Merritton Community Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	5,000	5,033	4,971	3,731	4,959	-33	-0.66%
Building and Maintenance	23,486	22,605	20,012	15,781	21,239	881	3.90%
Total Expenditures	28,486	27,638	24,983	19,512	26,198	848	3.07%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	28,486	27,638	24,983	19,512	26,198	848	3.07%

City of St Catharines
Garden City Arena Operations
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	25,438	296,750	332,820	430,525	-25,438	-100.00%
Benefits	0	0	106,137	104,223	145,399	0	0.00%
Equipment Operations	1,650	21,910	67,897	85,690	54,097	-20,260	-92.47%
Materials	0	3,500	1,944	8,152	5,823	-3,500	-100.00%
Building and Maintenance	61,664	218,767	404,266	352,603	410,847	-157,103	-71.81%
Contracts	575	37,527	51,989	13,013	24,596	-36,952	-98.47%
Office and Related Expenses	16,700	17,026	13,623	12,721	13,330	-326	-1.91%
Other Service Charges	0	5,775	3,887	3,783	1,225	-5,775	-100.00%
Total Expenditures	80,589	329,943	946,493	913,005	1,085,842	-249,354	-75.57%
Revenue	0	-91,500	-161,416	-282,589	-279,381	91,500	-100.00%
Transfer from Reserve	0	-65,558	0	0	0	65,558	-100.00%
Total Revenue	0	-157,058	-161,416	-282,589	-279,381	157,058	-100.00%
Total Net Expenditures	80,589	172,885	785,077	630,416	806,461	-92,296	-53.39%

*The 2023 budget represents the minimum operating costs to maintain the vacant building before demolition.

City of St Catharines
Bill Burgoyne Arena
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	294,665	287,961	114,274	113,662	193,511	6,704	2.33%
Benefits	116,337	94,989	46,625	44,235	67,195	21,348	22.47%
Equipment Operations	36,523	34,783	25,347	27,471	21,894	1,740	5.00%
Materials	13,581	12,934	1,453	8,680	13,486	647	5.00%
Building and Maintenance	188,120	142,495	165,884	137,420	184,624	45,625	32.02%
Contracts	3,766	3,631	1,059	1,580	3,343	135	3.72%
Office and Related Expenses	11,261	11,053	8,620	7,891	7,504	208	1.88%
Other Service Charges	3,749	3,570	0	190	0	179	5.01%
Total Expenditures	668,002	591,416	363,262	341,129	491,557	76,586	12.95%
Revenue	-267,990	-267,990	-123,120	-107,201	-249,020	0	0.00%
Transfer from Reserve	-75,000	0	0	0	0	-75,000	0.00%
Total Revenue	-342,990	-267,990	-123,120	-107,201	-249,020	-75,000	27.99%
Total Net Expenditures	325,012	323,426	240,142	233,928	242,537	1,586	0.49%

City of St Catharines
Haig Bowl Arena
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	114	115	346	0	0.00%
Benefits	0	0	30	40	76	0	0.00%
Equipment Operations	2,100	2,100	2,303	2,237	2,232	0	0.00%
Building and Maintenance	9,949	9,393	24,411	11,067	2,096	556	5.92%
Office and Related Expenses	11,100	10,500	8,623	7,894	7,507	600	5.71%
Other Service Charges	0	0	0	0	11	0	0.00%
Total Expenditures	23,149	21,993	35,481	21,353	12,268	1,156	5.26%
Revenue	0	0	-8,416	0	0	0	0.00%
Total Revenue	0	0	-8,416	0	0	0	0.00%
Total Net Expenditures	23,149	21,993	27,065	21,353	12,268	1,156	5.26%

City of St Catharines
Merritton Arena
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	23,444	256	404	0	0.00%
Benefits	0	0	225	70	159	0	0.00%
Equipment Operations	10,000	16,301	9,105	17,418	10,239	-6,301	-38.65%
Materials	0	0	0	0	42	0	0.00%
Building and Maintenance	51,680	50,062	45,419	56,826	35,653	1,618	3.23%
Contracts	250,000	0	25,000	110,788	0	250,000	0.00%
Total Expenditures	311,680	66,363	103,193	185,358	46,497	245,317	369.66%
Revenue	0	0	0	-72,234	0	0	0.00%
Total Revenue	0	0	0	-72,234	0	0	0.00%
Total Net Expenditures	311,680	66,363	103,193	113,124	46,497	245,317	369.66%

City of St Catharines
Seymour Hannah Complex
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,324,913	1,274,262	749,552	793,586	950,026	50,651	3.97%
Benefits	395,422	312,274	226,423	241,012	286,014	83,148	26.63%
Equipment Operations	159,263	151,680	155,400	141,643	159,459	7,583	5.00%
Materials	39,303	36,835	16,909	36,734	32,968	2,468	6.70%
Building and Maintenance	1,072,859	1,061,814	836,782	829,394	1,002,956	11,045	1.04%
Contracts	18,499	128,398	6,277	3,584	7,847	-109,899	-85.59%
Office and Related Expenses	29,098	42,361	23,994	24,160	15,878	-13,263	-31.31%
Properties	0	0	178,580	0	0	0	0.00%
Other Service Charges	25,242	16,739	20,303	5,512	6,844	8,503	50.80%
Total Expenditures	3,064,599	3,024,363	2,214,220	2,075,625	2,461,992	40,236	1.33%
Revenue	-1,780,000	-1,580,000	-784,742	-1,114,776	-1,699,787	-200,000	12.66%
Transfer from Reserve	-39,406	-376,000	-178,580	0	0	336,594	-89.52%
Total Revenue	-1,819,406	-1,956,000	-963,322	-1,114,776	-1,699,787	136,594	-6.98%
Total Net Expenditures	1,245,193	1,068,363	1,250,898	960,849	762,205	176,830	16.55%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Municipal Works							
Stores (p 101)	383,749	337,591	365,681	282,983	285,559	46,158	13.67%
Equipment Maintenance (p 102)	734,414	779,438	722,823	654,351	702,912	-45,024	-5.78%
Lake St Service Centre (p 103)	677,299	686,631	653,705	642,311	550,785	-9,332	-1.36%
Sidewalk Maintenance (p 104)	523,644	469,777	416,691	243,612	299,189	53,867	11.47%
Sidewalk Overhead (p 133)	401,319	369,330	171,295	175,108	143,457	31,989	8.66%
Roadways General (p 105)	1,807,611	1,533,055	1,065,805	1,058,857	1,239,893	274,556	17.91%
Roads Overhead (p 133)	2,416,498	2,007,748	2,285,042	2,143,028	1,877,216	408,750	20.36%
Winter Control (p 106)	2,136,954	1,995,984	2,019,717	1,945,881	2,174,366	140,970	7.06%
Winter Control Overhead (p 133)	469,783	456,267	470,137	417,944	345,371	13,516	2.96%
Street Cleaning (p 107)	545,130	448,861	410,896	269,182	345,432	96,269	21.45%
Street Cleaning Overhead (p 133)	122,212	123,693	116,878	107,453	91,791	-1,481	-1.20%
Drainage General (p 108)	437,427	397,066	188,543	282,161	215,964	40,361	10.16%
Driveway and Culverts (p 109)	0	0	-9,310	-10,550	468	0	0.00%
Watercourse Cleaning (p 110)	99,041	96,988	69,647	62,533	58,228	2,053	2.12%
Drainage Overhead (p 133)	501,596	454,017	395,588	454,575	406,270	47,579	10.48%
Safety Signals (p 111)	299,914	282,975	235,717	207,968	243,821	16,939	5.99%
Street and Sundry Signs (p 112)	86,434	82,548	74,614	83,595	48,351	3,886	4.71%
Services Rendered (p 113)	0	0	-3,193	-1,564	10,285	0	0.00%
Miscellaneous Recoverable (p 114)	0	0	-5,438	4,310	-3,377	0	0.00%
Meeting and Training (p 115)	300,423	286,448	156,222	140,143	259,812	13,975	4.88%
Other Public Work Overhead (p 133)	218,675	221,431	199,687	179,088	152,940	-2,756	-1.24%
Cemetery (p 116)	714,785	544,826	610,552	567,858	379,796	169,959	31.20%
Trees - General (p 117)	2,065,718	1,952,460	1,613,136	1,505,014	1,806,628	113,258	5.80%
Tree planting/Horticulture (p 118)	2,479,693	2,004,430	1,996,688	1,453,420	1,975,390	475,263	23.71%
Parks Division Overhead (p 119)	723,386	571,064	576,624	648,985	864,661	152,322	26.67%
Parks Operations (p 120)	3,238,894	2,802,975	2,677,476	2,413,310	2,273,118	435,919	15.55%
Kiwanis Sport Field (p 121)	73,451	77,754	86,861	76,291	65,336	-4,303	-5.53%
Passive Parks Maintenance (p 122)	657,953	653,538	521,917	581,482	500,308	4,415	0.68%
Parks Maintenance (p 123)	388,122	359,122	354,533	316,017	394,494	29,000	8.08%
Happy Rolph's Bird Sanctuary (p 124)	275,263	262,279	270,189	137,633	285,554	12,984	4.95%
Equipment Acquisitions (p 125)	521,600	322,300	568,514	265,487	251,983	199,300	61.84%
Equipment Maintenance (p 126)	14,000	14,000	16,683	14,830	12,125	0	0.00%
Equipment Operation Surplus (p 127)	-420,000	-420,000	-383,633	-273,196	-418,970	0	0.00%
Municipal Golf Course (p 128)	400,151	338,495	182,839	227,862	256,504	61,656	18.21%
Greening/Naturalization program (p 129)	38,000	38,000	38,000	38,000	21,288	0	0.00%
Holiday Lighting (p 130)	24,000	24,000	23,232	23,872	35,551	0	0.00%
OPG Trail (p 131)	211,342	0	0	0	0	211,342	0.00%
Community Outreach & Homelessness (p 132)	567,187	80,000	0	0	0	487,187	608.98%
Total Municipal Works	24,135,668	20,655,089	19,156,159	17,339,834	18,152,500	3,480,577	16.85%

ESTIMATE 2023 MUNICIPAL WORKS

2023
BUDGET

310.114 & 310.113 MUNICIPAL WORKS EQUIPMENT RESERVE:
(Previously Municipal Works Reserve and Overhead Equipment Reserve)

RESERVE BALANCE	2,953,786
ANNUAL RESERVE PROVISION (715.200.000; 750.405.069; 740.100.069; 320.105.069; 320.110.069; 320.115.069)	1,096,500
PROCEEDS FROM AUCTION SALES	50,000
EXPENDITURES (2023)	(2,455,500)
CLOSING BALANCE	1,644,786

EXPENDITURE DETAILS:	REPLACEMENT COST	FUNDED BY DEBT	FUNDED BY RESERVE
ONE (1) GMC Sierra 2500HD 3/4 Ton Pickup (REPLACE UNIT #607)	62,000		62,000
ONE (1) GMC Savana 2500 Cargo Van (REPLACE UNIT #623)	75,000		75,000
ONE (1) GMC Savana 2500 Cargo Van (REPLACE UNIT #626)	75,000		75,000
ONE (1) GMC Sierra 2500HD 3/4 Ton Pickup (REPLACE UNIT #32)	62,000		62,000
ONE (1) GMC Sierra 2500HD 3/4 Ton Pickup (REPLACE UNIT #35)	62,000		62,000
ONE (1) GMC Sierra 2500HD 3/4 Ton Pickup (REPLACE UNIT #38)	62,000		62,000
ONE (1) GMC Savana 2500 Cargo Van (REPLACE UNIT #17)	55,000		55,000
ONE (1) GMC Sierra SL2500 4x4 Pickup (REPLACE UNIT #637)	62,000		62,000
ONE (1) Electric Golf Cart (REPLACE UNIT #107)	15,000		15,000
ONE (1) Dodge Ram 2500 3/4 Ton Pickup Truck (REPLACE UNIT #43)	62,000		62,000
ONE (1) LCB Loader Backhoe (REPLACE UNIT #499)	160,000		160,000
ONE (1) JCB 3CX-14 Backhoe (REPLACE UNIT #542)	160,000		160,000
ONE (1) Ford F-350 Crew Cab Pickup (REPLACE UNIT #482)	62,000		62,000
ONE (1) Ford F-550 Stake/Dump Truck (REPLACE UNIT #506)	110,000		110,000
ONE (1) Skid Steer with Trailer (REPLACE UNIT #501)	100,000		100,000
ONE (1) Kubota M8560 4x4 Tractor (REPLACE UNIT #518)	100,000		100,000
ONE (1) Stand On Mower (NEW)	15,000		15,000
ONE (1) Stand On Mower (NEW)	15,000		15,000
ONE (1) Trackless Plow with Attachments (NEW)	220,000		220,000
ONE (1) Snowblower (NEW)	3,500		3,500
ONE (1) Crew Cab Pickup (NEW)	62,000		62,000
ONE (1) Trailer (NEW)	10,000		10,000
ONE (1) Stake/Dump Truck (NEW)	110,000		110,000
ONE (1) Backhoe (NEW)	175,000		175,000
ONE (1) Ditching Bucket for Backhoe (NEW)	10,000		10,000
ONE (1) Attachment for Cutting Grass Around Guardrails (NEW)	72,000		72,000
ONE (1) GMC Savana 3/4 Ton Van (REPLACE UNIT #608)	75,000		75,000
ONE (1) Dodge 3/4 Ton Heavy Duty Pickup - HEMI (REPLACE UNIT #52)	62,000		62,000
ONE (1) Chevrolet Express Cargo 2500 Van (REPLACE UNIT #49)	45,000		45,000
ONE (1) Kubota Tractor (REPLACE UNIT #401)	120,000		120,000
ONE (1) Kubota 60" Mid Mount Mower (REPLACE UNIT #829)	35,000		35,000
ONE (1) Madvac LC50 Litter Machine (REPLACE UNIT #123)	35,000		35,000
ONE (1) Public Tree By-law Vehicle Purchase (NEW)	45,000		45,000
ONE (1) Freightliner Tandem Dump Truck with Roller Pro (REPLACE UNIT #61)	380,000	380,000	
ONE (1) International Workstar 7600 Tandem Dump Truck (REPLACE UNIT #72)	420,000	420,000	
UNIT #73)	420,000	420,000	
	3,675,500	1,220,000	2,455,500

Year Equipment Reserve Schedule								
Budget Year	Opening Reserve Balance	Add: Annual Provision	Usage of Tax Rate Stabilization Reserve	Add: Proceeds from Auction Sales	Less: Replacement Cost	Less: New Vehicle Purchases	Add: Debt Funded Purchases	Ending Reserve Balance
2022	\$ 3,807,204	\$ 896,500	\$ 112,009	\$ 94,982	\$ (2,596,909)	\$ -	\$ 640,000	2,953,786
2023	\$ 2,953,786	\$ 1,096,500		\$ 50,000	\$ (2,938,000)	\$ (737,500)	\$ 1,220,000	1,644,786
2024	\$ 1,644,786	\$ 1,346,500		\$ 50,000	\$ (1,539,000)	\$ (80,000)	\$ -	1,422,286
2025	\$ 1,422,286	\$ 1,596,500		\$ 50,000	\$ (1,679,000)	\$ (80,000)	\$ 310,000	1,619,786
2026	\$ 1,619,786	\$ 1,771,500		\$ 50,000	\$ (2,349,500)	\$ (80,000)	\$ -	1,011,786
2027	\$ 1,011,786	\$ 1,946,500		\$ 50,000	\$ (715,000)	\$ (80,000)	\$ -	2,213,286
2028	\$ 2,213,286	\$ 1,946,500		\$ 50,000	\$ (1,542,000)	\$ (80,000)	\$ -	2,587,786
2029	\$ 2,587,786	\$ 1,946,500		\$ 50,000	\$ (2,489,000)	\$ (80,000)	\$ -	2,015,286
2030	\$ 2,015,286	\$ 1,946,500		\$ 50,000	\$ (2,554,000)	\$ (80,000)	\$ -	1,377,786
2031	\$ 1,377,786	\$ 1,946,500		\$ 50,000	\$ (1,136,000)	\$ (80,000)	\$ -	2,158,286
Average Annual Replacement Cost					\$ (2,016,612)			

City of St Catharines

Stores

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	271,868	238,497	258,155	226,878	214,834	33,371	13.99%
Benefits	105,863	89,294	66,339	62,094	63,314	16,569	18.56%
Equipment Operations	500	500	0	0	0	0	0.00%
Materials	6,400	6,400	1,845	2,442	5,317	0	0.00%
Office and Related Expenses	37,000	3,400	4,074	1,368	2,710	33,600	988.24%
Other Service Charges	2,500	2,500	53,254	-3,797	5,304	0	0.00%
Total Expenditures	424,131	340,591	383,667	288,985	291,479	83,540	24.53%
Revenue	-6,000	-3,000	-17,986	-6,002	-5,920	-3,000	100.00%
Transfer from Reserve	-34,382	0	0	0	0	-34,382	0.00%
Total Revenue	-40,382	-3,000	-17,986	-6,002	-5,920	-37,382	1,246.07%
Total Net Expenditures	383,749	337,591	365,681	282,983	285,559	46,158	13.67%

City of St Catharines
Equipment Maintenance
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	421,212	466,179	454,776	440,591	447,252	-44,967	-9.65%
Benefits	200,002	208,559	186,859	154,611	173,750	-8,557	-4.10%
Equipment Operations	28,000	27,000	23,319	21,621	18,228	1,000	3.70%
Materials	54,000	46,500	48,943	29,643	35,410	7,500	16.13%
Building and Maintenance	2,000	2,000	1,654	2,237	0	0	0.00%
Office and Related Expenses	2,600	2,600	1,520	1,119	2,946	0	0.00%
Properties	4,500	4,500	0	407	0	0	0.00%
Other Service Charges	22,100	22,100	6,182	4,669	25,907	0	0.00%
Total Expenditures	734,414	779,438	723,253	654,898	703,493	-45,024	-5.78%
Revenue	0	0	-430	-547	-581	0	0.00%
Total Revenue	0	0	-430	-547	-581	0	0.00%
Total Net Expenditures	734,414	779,438	722,823	654,351	702,912	-45,024	-5.78%

City of St Catharines
Lake St Service Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	183,661	180,624	158,584	155,715	138,666	3,037	1.68%
Benefits	67,701	64,457	55,493	51,933	44,426	3,244	5.03%
Equipment Operations	57,000	57,000	56,396	54,077	14,214	0	0.00%
Materials	28,000	28,000	29,302	23,016	26,385	0	0.00%
Building and Maintenance	380,237	392,850	370,989	370,243	368,224	-12,613	-3.21%
Contracts	10,700	13,700	7,941	12,327	8,869	-3,000	-21.90%
Total Expenditures	727,299	736,631	678,705	667,311	600,784	-9,332	-1.27%
Revenue	-50,000	-50,000	-25,000	-25,000	-50,000	0	0.00%
Total Revenue	-50,000	-50,000	-25,000	-25,000	-50,000	0	0.00%
Total Net Expenditures	677,299	686,631	653,705	642,311	550,784	-9,332	-1.36%

City of St Catharines
Sidewalk Maintenance
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	182,850	175,620	166,403	52,640	125,836	7,230	4.12%
Benefits	61,374	58,487	30,916	12,429	23,658	2,887	4.94%
Equipment Operations	54,670	54,670	41,882	13,787	34,561	0	0.00%
Materials	31,750	31,750	21,198	4,954	23,254	0	0.00%
Contracts	200,000	161,250	160,861	159,802	99,581	38,750	24.03%
 Total Expenditures	 530,644	 481,777	 421,260	 243,612	 306,890	 48,867	 10.14%
Revenue	-7,000	-12,000	-4,569	0	-7,701	5,000	-41.67%
 Total Revenue	 -7,000	 -12,000	 -4,569	 0	 -7,701	 5,000	 -41.67%
 Total Net Expenditures	 523,644	 469,777	 416,691	 243,612	 299,189	 53,867	 11.47%

City of St Catharines
Roadways General
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,007,610	981,710	614,163	604,166	718,781	25,900	2.64%
Benefits	313,988	278,530	134,535	133,707	159,335	35,458	12.73%
Equipment Operations	234,830	242,560	148,305	141,889	184,533	-7,730	-3.19%
Materials	113,650	121,150	81,057	77,813	74,535	-7,500	-6.19%
Building and Maintenance	19,733	19,700	46,553	12,805	10,189	33	0.17%
Contracts	138,800	124,905	100,536	108,159	105,337	13,895	11.12%
Total Expenditures	1,828,611	1,768,555	1,125,149	1,078,539	1,252,710	60,056	3.40%
Revenue	-21,000	-21,000	-59,344	-19,682	-12,817	0	0.00%
Transfer from Reserve	0	-214,500	0	0	0	214,500	-100.00%
Total Revenue	-21,000	-235,500	-59,344	-19,682	-12,817	214,500	-91.08%
Total Net Expenditures	1,807,611	1,533,055	1,065,805	1,058,857	1,239,893	274,556	17.91%

City of St Catharines

Winter Control

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	837,390	763,270	675,612	538,603	766,646	74,120	9.71%
Benefits	230,904	218,364	181,341	122,586	161,102	12,540	5.74%
Equipment Operations	419,180	387,800	503,778	413,786	614,626	31,380	8.09%
Materials	472,060	522,220	402,439	390,148	623,606	-50,160	-9.61%
Contracts	495,680	407,330	166,849	107,172	345,800	88,350	21.69%
Other Service Charges	0	0	374,301	588,800	0	0	0.00%
Total Expenditures	2,455,214	2,298,984	2,304,320	2,161,095	2,511,780	156,230	6.80%
Revenue	-318,260	-303,000	-284,603	-215,214	-337,414	-15,260	5.04%
Total Revenue	-318,260	-303,000	-284,603	-215,214	-337,414	-15,260	5.04%
Total Net Expenditures	2,136,954	1,995,984	2,019,717	1,945,881	2,174,366	140,970	7.06%

City of St Catharines
Street Cleaning
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	212,640	204,210	150,860	86,489	135,098	8,430	4.13%
Benefits	71,890	70,611	41,834	25,417	44,176	1,279	1.81%
Equipment Operations	77,870	77,870	65,211	35,784	46,161	0	0.00%
Materials	52,750	2,750	2,091	332	1,221	50,000	1,818.18%
Contracts	129,980	93,420	150,900	121,160	118,776	36,560	39.14%
Total Expenditures	545,130	448,861	410,896	269,182	345,432	96,269	21.45%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	545,130	448,861	410,896	269,182	345,432	96,269	21.45%

City of St Catharines
Drainage General
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	76,610	73,560	82,613	46,748	68,673	3,050	4.15%
Benefits	25,957	23,146	18,410	9,069	13,654	2,811	12.14%
Equipment Operations	36,290	36,290	47,360	20,817	26,394	0	0.00%
Materials	44,800	26,300	30,164	20,310	25,968	18,500	70.34%
Contracts	253,770	237,770	9,996	185,218	81,276	16,000	6.73%
Total Expenditures	437,427	397,066	188,543	282,162	215,965	40,361	10.16%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	437,427	397,066	188,543	282,162	215,965	40,361	10.16%

City of St Catharines
Driveway and Culverts
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	3,590	3,450	6,075	3,457	3,943	140	4.06%
Benefits	1,217	1,230	1,645	1,092	996	-13	-1.06%
Equipment Operations	3,090	3,090	3,951	2,839	2,336	0	0.00%
Materials	6,250	4,100	4,604	4,026	3,433	2,150	52.44%
Total Expenditures	14,147	11,870	16,275	11,414	10,708	2,277	19.18%
Revenue	-14,147	-11,870	-25,585	-21,964	-10,240	-2,277	19.18%
Total Revenue	-14,147	-11,870	-25,585	-21,964	-10,240	-2,277	19.18%
Total Net Expenditures	0	0	-9,310	-10,550	468	0	0.00%

City of St Catharines
Watercourse Cleaning
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	42,090	40,460	26,807	22,558	21,235	1,630	4.03%
Benefits	13,881	13,458	8,174	6,817	5,301	423	3.14%
Equipment Operations	11,470	11,470	7,996	5,679	4,427	0	0.00%
Materials	2,500	2,500	0	381	645	0	0.00%
Contracts	29,100	29,100	26,670	27,098	26,620	0	0.00%
Total Expenditures	99,041	96,988	69,647	62,533	58,228	2,053	2.12%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	99,041	96,988	69,647	62,533	58,228	2,053	2.12%

City of St Catharines
Safety Signals
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	108,330	104,080	85,257	67,917	90,663	4,250	4.08%
Benefits	36,084	33,395	18,089	12,904	23,076	2,689	8.05%
Equipment Operations	22,880	22,880	14,606	11,834	15,786	0	0.00%
Materials	72,620	72,620	67,480	65,337	67,826	0	0.00%
Building and Maintenance	0	0	286	0	0	0	0.00%
Contracts	60,000	50,000	49,999	49,976	46,470	10,000	20.00%
 Total Expenditures	 299,914	 282,975	 235,717	 207,968	 243,821	 16,939	 5.99%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 299,914	 282,975	 235,717	 207,968	 243,821	 16,939	 5.99%

City of St Catharines
Street and Sundry Signs
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	38,880	37,360	35,318	43,941	24,216	1,520	4.07%
Benefits	12,774	12,808	12,831	14,714	8,601	-34	-0.27%
Equipment Operations	3,980	3,980	6,491	8,150	4,674	0	0.00%
Materials	19,800	19,800	11,374	8,190	5,410	0	0.00%
Contracts	11,000	8,600	8,600	8,600	5,450	2,400	27.91%
 Total Expenditures	 86,434	 82,548	 74,614	 83,595	 48,351	 3,886	 4.71%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 86,434	 82,548	 74,614	 83,595	 48,351	 3,886	 4.71%

City of St Catharines
Services Rendered
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	6,770	6,510	1,629	3,640	5,767	260	3.99%
Benefits	2,045	2,059	458	1,326	1,347	-14	-0.68%
Equipment Operations	2,450	2,450	312	2,348	1,676	0	0.00%
Materials	1,500	1,500	258	1,892	1,006	0	0.00%
Contracts	0	0	204	2,134	9,381	0	0.00%
Total Expenditures	12,765	12,519	2,861	11,340	19,177	246	1.97%
Revenue	-12,765	-12,519	-6,054	-12,904	-8,892	-246	1.97%
Total Revenue	-12,765	-12,519	-6,054	-12,904	-8,892	-246	1.97%
Total Net Expenditures	0	0	-3,193	-1,564	10,285	0	0.00%

City of St Catharines
Miscellaneous Recoverable
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	8,030	7,730	8,737	7,578	12,624	300	3.88%
Benefits	2,486	2,506	2,113	2,296	3,352	-20	-0.80%
Equipment Operations	3,300	3,300	3,299	3,750	4,374	0	0.00%
Materials	3,750	3,750	2,440	3,104	2,433	0	0.00%
Contracts	4,000	4,000	3,918	8,980	7,012	0	0.00%
Total Expenditures	21,566	21,286	20,507	25,708	29,795	280	1.32%
Revenue	-21,566	-21,286	-25,945	-21,398	-33,172	-280	1.32%
Total Revenue	-21,566	-21,286	-25,945	-21,398	-33,172	-280	1.32%
Total Net Expenditures	0	0	-5,438	4,310	-3,377	0	0.00%

City of St Catharines
Meeting and Training
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	218,470	209,890	115,905	104,964	198,323	8,580	4.09%
Benefits	72,963	67,568	33,708	27,422	51,969	5,395	7.98%
Equipment Operations	3,650	3,650	3,953	5,509	4,361	0	0.00%
Materials	2,340	2,340	1,896	2,028	4,530	0	0.00%
Contracts	1,500	1,500	760	220	629	0	0.00%
Office and Related Expenses	1,500	1,500	0	0	0	0	0.00%
 Total Expenditures	 300,423	 286,448	 156,222	 140,143	 259,812	 13,975	 4.88%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 300,423	 286,448	 156,222	 140,143	 259,812	 13,975	 4.88%

City of St Catharines
Cemetery
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,237,818	1,094,445	1,121,044	1,156,275	1,068,755	143,373	13.10%
Benefits	473,898	391,702	343,917	357,370	310,772	82,196	20.98%
Equipment Operations	179,100	179,200	131,843	191,463	163,077	-100	-0.06%
Materials	102,971	81,971	133,599	97,694	131,087	21,000	25.62%
Building and Maintenance	177,475	109,458	130,874	96,080	95,283	68,017	62.14%
Contracts	23,350	14,350	20,859	16,499	16,815	9,000	62.72%
Office and Related Expenses	23,800	23,050	23,879	24,735	26,280	750	3.25%
Properties	0	0	55,053	0	0	0	0.00%
Other Service Charges	85,900	91,650	67,331	123,434	125,760	-5,750	-6.27%
Total Expenditures	2,304,312	1,985,826	2,028,399	2,063,550	1,937,829	318,486	16.04%
Revenue	-1,523,500	-1,420,000	-1,362,794	-1,496,358	-1,558,032	-103,500	7.29%
Transfer from Reserve	-66,027	-21,000	-55,053	0	0	-45,027	214.41%
Total Revenue	-1,589,527	-1,441,000	-1,417,847	-1,496,358	-1,558,032	-148,527	10.31%
Total Net Expenditures	714,785	544,826	610,552	567,192	379,797	169,959	31.20%

City of St Catharines
Trees - General
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	848,790	806,475	615,829	561,620	691,064	42,315	5.25%
Benefits	331,588	310,645	207,149	192,250	217,188	20,943	6.74%
Equipment Operations	343,600	343,600	306,641	281,118	334,923	0	0.00%
Materials	60,000	60,000	59,078	51,868	64,391	0	0.00%
Contracts	485,000	435,000	427,095	420,834	479,028	50,000	11.49%
Office and Related Expenses	3,240	3,240	3,559	3,236	4,360	0	0.00%
Properties	0	0	33,299	0	531,465	0	0.00%
Other Service Charges	18,500	18,500	18,785	19,089	18,231	0	0.00%
Total Expenditures	2,090,718	1,977,460	1,671,435	1,530,015	2,340,650	113,258	5.73%
Revenue	-25,000	-25,000	-25,000	-25,000	-2,557	0	0.00%
Transfer from Reserve	0	0	-33,299	0	-531,465	0	0.00%
Total Revenue	-25,000	-25,000	-58,299	-25,000	-534,022	0	0.00%
Total Net Expenditures	2,065,718	1,952,460	1,613,136	1,505,015	1,806,628	113,258	5.80%

City of St Catharines
Tree planting/Horticulture
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,605,341	1,249,273	1,313,514	931,666	1,264,236	356,068	28.50%
Benefits	539,622	423,957	349,969	260,077	366,386	115,665	27.28%
Equipment Operations	280,500	280,500	289,669	203,522	301,816	0	0.00%
Materials	78,000	47,700	52,839	55,690	47,768	30,300	63.52%
Building and Maintenance	1,030	1,000	5,056	792	1,447	30	3.00%
Contracts	0	0	2,183	0	482	0	0.00%
Office and Related Expenses	3,000	2,000	3,407	1,673	3,755	1,000	50.00%
<hr/>							
Total Expenditures	2,507,493	2,004,430	2,016,637	1,453,420	1,985,890	503,063	25.10%
Revenue	0	0	-19,949	0	-10,500	0	0.00%
Transfer from Reserve	-27,800	0	0	0	0	-27,800	0.00%
<hr/>							
Total Revenue	-27,800	0	-19,949	0	-10,500	-27,800	0.00%
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Total Net Expenditures	2,479,693	2,004,430	1,996,688	1,453,420	1,975,390	475,263	23.71%

City of St Catharines
Parks Division Overhead
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	264,694	200,124	258,255	275,339	486,324	64,570	32.26%
Benefits	118,563	90,962	76,814	109,130	139,312	27,601	30.34%
Equipment Operations	23,250	24,450	23,532	23,398	21,523	-1,200	-4.91%
Materials	0	0	0	798	0	0	0.00%
Building and Maintenance	34,800	36,600	27,898	17,438	11,646	-1,800	-4.92%
Office and Related Expenses	23,800	24,260	23,917	20,004	26,060	-460	-1.90%
Properties	2,500	0	0	0	0	2,500	0.00%
Other Service Charges	255,779	194,668	168,363	204,878	212,164	61,111	31.39%
Total Expenditures	723,386	571,064	578,779	650,985	897,029	152,322	26.67%
Revenue	0	0	-2,155	-2,000	-32,368	0	0.00%
Total Revenue	0	0	-2,155	-2,000	-32,368	0	0.00%
Total Net Expenditures	723,386	571,064	576,624	648,985	864,661	152,322	26.67%

City of St Catharines

Parks Operations

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,788,982	1,388,293	1,392,707	1,101,732	1,244,510	400,689	28.86%
Benefits	578,917	437,322	346,653	251,066	270,367	141,595	32.38%
Equipment Operations	325,400	325,400	267,034	213,975	342,299	0	0.00%
Materials	245,000	210,540	227,888	210,622	162,519	34,460	16.37%
Building and Maintenance	647,066	676,200	508,301	405,749	470,182	-29,134	-4.31%
Contracts	107,000	102,000	291,636	230,569	81,047	5,000	4.90%
Properties	0	0	0	50,338	0	0	0.00%
Other Service Charges	0	0	0	-3,189	5,500	0	0.00%
Total Expenditures	3,692,365	3,139,755	3,034,219	2,460,862	2,576,424	552,610	17.60%
Revenue	-315,500	-336,780	-356,743	-47,552	-303,306	21,280	-6.32%
Transfer from Reserve	-137,971	0	0	0	0	-137,971	0.00%
Total Revenue	-453,471	-336,780	-356,743	-47,552	-303,306	-116,691	34.65%
Total Net Expenditures	3,238,894	2,802,975	2,677,476	2,413,310	2,273,118	435,919	15.55%

City of St Catharines
Kiwanis Sport Field
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	69,443	74,801	48,969	32,939	54,796	-5,358	-7.16%
Benefits	21,714	23,553	10,663	6,378	10,756	-1,839	-7.81%
Equipment Operations	4,350	2,350	3,101	1,572	5,349	2,000	85.11%
Materials	1,250	1,250	1,076	587	269	0	0.00%
Building and Maintenance	26,694	25,800	21,875	17,603	21,586	894	3.47%
Contracts	0	0	23,067	22,550	22,449	0	0.00%
Total Expenditures	123,451	127,754	108,751	81,629	115,205	-4,303	-3.37%
Revenue	-50,000	-50,000	-21,890	-5,338	-49,869	0	0.00%
Total Revenue	-50,000	-50,000	-21,890	-5,338	-49,869	0	0.00%
Total Net Expenditures	73,451	77,754	86,861	76,291	65,336	-4,303	-5.53%

City of St Catharines
Passive Parks Maintenance
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	420,920	415,840	344,871	385,427	312,645	5,080	1.22%
Benefits	136,033	136,698	68,638	91,699	48,191	-665	-0.49%
Equipment Operations	100,000	100,000	109,615	108,214	139,472	0	0.00%
Materials	1,000	1,000	593	666	0	0	0.00%
Total Expenditures	657,953	653,538	523,717	586,006	500,308	4,415	0.68%
Revenue	0	0	-1,800	-4,524	0	0	0.00%
Total Revenue	0	0	-1,800	-4,524	0	0	0.00%
Total Net Expenditures	657,953	653,538	521,917	581,482	500,308	4,415	0.68%

City of St Catharines
Parks Maintenance
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	4,300	4,300	4,214	936	-135	0	0.00%
Building and Maintenance	350,322	321,322	331,486	288,557	331,529	29,000	9.03%
Contracts	33,000	33,000	18,349	26,081	13,608	0	0.00%
Office and Related Expenses	500	500	484	443	402	0	0.00%
Properties	0	0	0	1,053	1,335	0	0.00%
Other Service Charges	0	0	0	0	50,000	0	0.00%
Total Expenditures	388,122	359,122	354,533	317,070	396,739	29,000	8.08%
Revenue	0	0	0	-1,053	-2,246	0	0.00%
Total Revenue	0	0	0	-1,053	-2,246	0	0.00%
Total Net Expenditures	388,122	359,122	354,533	316,017	394,493	29,000	8.08%

City of St Catharines
Happy Rolph's Bird Sanctuary
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	144,263	135,814	145,013	53,489	140,508	8,449	6.22%
Benefits	43,464	33,925	34,370	18,952	31,292	9,539	28.12%
Equipment Operations	12,800	12,800	22,902	9,281	18,025	0	0.00%
Materials	31,500	25,500	26,400	15,865	24,114	6,000	23.53%
Building and Maintenance	26,822	26,500	11,785	27,414	40,578	322	1.22%
Contracts	27,500	27,500	29,568	2,148	34,651	0	0.00%
Office and Related Expenses	240	240	279	484	853	0	0.00%
Properties	0	0	0	0	842	0	0.00%
Other Service Charges	0	0	0	10,000	0	0	0.00%
Total Expenditures	286,589	262,279	270,317	137,633	290,863	24,310	9.27%
Revenue	-8,000	0	-128	0	-5,309	-8,000	0.00%
Transfer from Reserve	-3,326	0	0	0	0	-3,326	0.00%
Total Revenue	-11,326	0	-128	0	-5,309	-11,326	0.00%
Total Net Expenditures	275,263	262,279	270,189	137,633	285,554	12,984	4.95%

City of St Catharines
Equipment Acquisitions
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	521,600	442,300	568,514	265,487	464,983	79,300	17.93%
Office and Related Expenses	0	0	0	8,944	18,885	0	0.00%
Properties	0	0	142,518	329,761	285,590	0	0.00%
Other Service Charges	0	0	3,055	207	6,512	0	0.00%
Total Expenditures	521,600	442,300	714,087	604,399	775,970	79,300	17.93%
Revenue	0	0	-3,055	-207	-6,512	0	0.00%
Transfer from Reserve	0	-120,000	-142,518	-338,705	-517,475	120,000	-100.00%
Total Revenue	0	-120,000	-145,573	-338,912	-523,987	120,000	-100.00%
Total Net Expenditures	521,600	322,300	568,514	265,487	251,983	199,300	61.84%

**City of St Catharines
Equipment Maintenance
2023 Operating Budget - Expenditures by Object**

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	14,000	14,000	16,683	14,830	12,125	0	0.00%
 Total Expenditures	 14,000	 14,000	 16,683	 14,830	 12,125	 0	 0.00%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 14,000	 14,000	 16,683	 14,830	 12,125	 0	 0.00%

City of St Catharines
Equipment Operation Surplus
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Properties	-420,000	-420,000	-383,633	-273,196	-418,970	0	0.00%
Total Expenditures	-420,000	-420,000	-383,633	-273,196	-418,970	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	-420,000	-420,000	-383,633	-273,196	-418,970	0	0.00%

City of St Catharines
Municipal Golf Course
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	334,542	320,431	266,136	194,501	249,728	14,111	4.40%
Benefits	91,291	72,894	55,355	47,415	48,487	18,397	25.24%
Equipment Operations	69,500	54,500	66,148	66,127	64,860	15,000	27.52%
Materials	64,200	63,600	57,357	31,571	60,421	600	0.94%
Building and Maintenance	98,728	121,280	98,364	89,037	52,005	-22,552	-18.59%
Contracts	22,520	22,520	21,405	9,752	24,330	0	0.00%
Office and Related Expenses	20,420	25,020	15,735	12,474	20,740	-4,600	-18.39%
Properties	0	0	0	0	83,901	0	0.00%
Other Service Charges	-50	-550	-1,237	984	1,644	500	-90.91%
Total Expenditures	701,151	679,695	579,263	451,861	606,116	21,456	3.16%
Revenue	-301,000	-341,200	-396,424	-223,999	-265,711	40,200	-11.78%
Transfer from Reserve	0	0	0	0	-83,901	0	0.00%
Total Revenue	-301,000	-341,200	-396,424	-223,999	-349,612	40,200	-11.78%
Total Net Expenditures	400,151	338,495	182,839	227,862	256,504	61,656	18.21%

City of St Catharines
 Greening/Naturalization program
 2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Building and Maintenance	38,000	38,000	38,000	38,000	21,288	0	0.00%
Total Expenditures	38,000	38,000	38,000	38,000	21,288	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	38,000	38,000	38,000	38,000	21,288	0	0.00%

City of St Catharines
 Holiday Lighting
 2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Other Service Charges	24,000	24,000	23,232	23,872	35,551	0	0.00%
Total Expenditures	24,000	24,000	23,232	23,872	35,551	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	24,000	24,000	23,232	23,872	35,551	0	0.00%

City of St Catharines

OPG Trail

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	176,382	0	0	0	0	176,382	0.00%
Benefits	64,960	0	0	0	0	64,960	0.00%
Total Expenditures	241,342	0	0	0	0	241,342	0.00%
Revenue	-30,000	0	0	0	0	-30,000	0.00%
Total Revenue	-30,000	0	0	0	0	-30,000	0.00%
Total Net Expenditures	211,342	0	0	0	0	211,342	0.00%

City of St Catharines
Community Outreach & Homelessness
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	66,353	0	0	0	0	66,353	0.00%
Benefits	19,904	0	0	0	0	19,904	0.00%
Equipment Operations	42,050	0	0	0	0	42,050	0.00%
Materials	10,880	0	0	0	0	10,880	0.00%
Contracts	428,000	80,000	0	0	0	348,000	435.00%
 Total Expenditures	 567,187	 80,000	 0	 0	 0	 487,187	 608.98%
 Total Revenue	 0	 0	 0	 0	 0	 0	 0.00%
 Total Net Expenditures	 567,187	 80,000	 0	 0	 0	 487,187	 608.98%

City of St Catharines

2023 Operating Budget - Expenditures Reconciliations

	2023	2022	2021	2020	2019	% Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023
Engineering Overhead							
Sanitary Sewers Overhead	961,728	908,500	878,244	738,905	621,129	53,228	5.86%
Pollution Control Overhead	283,695	268,867	247,952	241,880	208,973	14,828	5.51%
Sidewalk Overhead	401,319	369,330	171,295	175,108	143,457	31,989	8.66%
Roads Overhead	2,416,498	2,007,748	2,285,042	2,143,028	1,877,216	408,750	20.36%
Winter Control Overhead	469,783	456,267	470,137	417,944	345,371	13,516	2.96%
Street Cleaning Overhead	122,212	123,693	116,878	107,453	91,791	(1,481)	(1.20%)
Drainage Overhead	501,596	454,017	395,588	454,575	406,270	47,579	10.48%
Other Public Work Overhead	218,675	221,431	199,687	179,088	152,940	(2,756)	(1.24%)
Total Engineering Overhead	5,375,504	4,809,854	4,764,823	4,457,981	3,847,147	565,653	11.76%
Engineering Overhead							
Operations (p 134)	2,379,845	2,205,574	2,033,112	1,971,394	1,877,093	174,271	7.90%
Tools (p 135)	20,050	19,825	13,606	17,765	12,737	225	1.13%
New Equipment (p 136)	550,000	550,000	550,000	550,000	550,000	0	0.00%
Equipment Servicing (p 137)	194,059	190,967	162,445	164,460	183,098	3,092	1.62%
Operating Surplus Equipment (p 138)	(452,500)	(452,500)	(189,959)	(274,438)	(807,667)	0	0.00%
Municipal Surveys (p 139)	1,187,751	919,832	756,995	794,430	726,315	267,919	29.13%
Engineering (p 140)	756,311	747,003	458,154	256,863	392,797	9,308	1.25%
Construction Inspection (p 141)	245,988	178,852	154,735	176,608	180,256	67,136	37.54%
Works, Building and Yard (p 142)	494,000	450,301	425,073	402,905	435,504	43,699	9.70%
Total Engineering Overhead	5,375,504	4,809,854	4,364,161	4,059,987	3,550,133	565,650	11.76%

City of St Catharines

Operations

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	2,280,044	2,157,320	2,138,674	2,002,453	1,837,489	122,724	5.69%
Benefits	1,188,002	1,177,271	926,760	863,302	851,225	10,731	0.91%
Equipment Operations	122,200	76,000	124,656	89,080	92,125	46,200	60.79%
Materials	60,000	55,000	60,099	51,366	57,922	5,000	9.09%
Building and Maintenance	8,500	8,500	5,087	4,302	3,829	0	0.00%
Office and Related Expenses	26,000	25,000	23,816	14,682	25,100	1,000	4.00%
Properties	6,500	2,000	0	0	1,580	4,500	225.00%
Other Service Charges	15,285	15,285	36,636	21,087	12,175	0	0.00%
Total Expenditures	3,706,531	3,516,376	3,315,728	3,046,272	2,881,445	190,155	5.41%
Revenue	-1,326,686	-1,310,802	-1,282,616	-1,074,878	-1,004,352	-15,884	1.21%
Total Revenue	-1,326,686	-1,310,802	-1,282,616	-1,074,878	-1,004,352	-15,884	1.21%
Total Net Expenditures	2,379,845	2,205,574	2,033,112	1,971,394	1,877,093	174,271	7.90%

City of St Catharines

Tools

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	14,610	14,320	11,167	14,588	10,575	290	2.03%
Benefits	5,040	5,105	2,439	3,177	2,162	-65	-1.27%
Equipment Operations	200	200	0	0	0	0	0.00%
Materials	200	200	0	0	0	0	0.00%
Total Expenditures	20,050	19,825	13,606	17,765	12,737	225	1.13%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	20,050	19,825	13,606	17,765	12,737	225	1.13%

City of St Catharines
New Equipment
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Properties	550,000	550,000	550,000	550,000	550,000	0	0.00%
Total Expenditures	550,000	550,000	550,000	550,000	550,000	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	550,000	550,000	550,000	550,000	550,000	0	0.00%

City of St Catharines
Equipment Servicing
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	143,460	140,880	117,281	123,378	135,107	2,580	1.83%
Benefits	47,239	47,727	39,813	37,480	44,404	-488	-1.02%
Equipment Operations	1,360	1,360	3,343	2,204	2,252	0	0.00%
Materials	2,000	1,000	2,008	1,398	1,335	1,000	100.00%
Total Expenditures	194,059	190,967	162,445	164,460	183,098	3,092	1.62%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	194,059	190,967	162,445	164,460	183,098	3,092	1.62%

City of St Catharines
Operating Surplus Equipment
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	74,500	74,500	63,859	56,459	57,204	0	0.00%
Properties	-527,000	-527,000	90,077	409,423	1,334,338	0	0.00%
Other Service Charges	0	0	174,021	265,113	140,088	0	0.00%
Total Expenditures	-452,500	-452,500	327,957	730,995	1,531,630	0	0.00%
Revenue	0	0	-174,021	-265,114	-140,088	0	0.00%
Transfer from Reserve	0	0	-343,895	-740,319	-2,199,210	0	0.00%
Total Revenue	0	0	-517,916	-1,005,433	-2,339,298	0	0.00%
Total Net Expenditures	-452,500	-452,500	-189,959	-274,438	-807,668	0	0.00%

City of St Catharines
Municipal Surveys
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	907,634	744,558	667,270	651,614	636,337	163,076	21.90%
Benefits	342,633	245,161	190,238	188,796	176,008	97,472	39.76%
Equipment Operations	33,000	33,000	26,389	29,455	26,552	0	0.00%
Materials	6,250	6,250	3,959	2,646	1,859	0	0.00%
Contracts	11,640	7,000	0	3,663	0	4,640	66.29%
Office and Related Expenses	27,680	26,410	17,691	22,266	18,137	1,270	4.81%
Properties	0	50,000	0	0	-3,451	-50,000	-100.00%
Other Service Charges	14,964	13,303	6,846	5,344	6,275	1,661	12.49%
Total Expenditures	1,343,801	1,125,682	912,393	903,784	861,717	218,119	19.38%
Revenue	-156,050	-155,850	-155,398	-109,354	-135,402	-200	0.13%
Transfer from Reserve	0	-50,000	0	0	0	50,000	-100.00%
Total Revenue	-156,050	-205,850	-155,398	-109,354	-135,402	49,800	-24.19%
Total Net Expenditures	1,187,751	919,832	756,995	794,430	726,315	267,919	29.13%

City of St Catharines
Engineering
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,321,513	1,181,169	932,556	841,431	853,583	140,344	11.88%
Benefits	448,835	362,776	242,528	217,943	224,771	86,059	23.72%
Equipment Operations	5,000	5,500	4,650	3,409	4,779	-500	-9.09%
Materials	1,500	1,500	53	159	57	0	0.00%
Office and Related Expenses	83,798	107,613	4,486	9,944	7,866	-23,815	-22.13%
Properties	5,000	5,000	0	0	2,534	0	0.00%
Other Service Charges	-338,200	-145,420	85,659	25,977	36,358	-192,780	132.57%
Total Expenditures	1,527,446	1,518,138	1,269,932	1,098,863	1,129,948	9,308	0.61%
Revenue	-771,135	-771,135	-811,779	-842,000	-737,152	0	0.00%
Total Revenue	-771,135	-771,135	-811,779	-842,000	-737,152	0	0.00%
Total Net Expenditures	756,311	747,003	458,153	256,863	392,796	9,308	1.25%

City of St Catharines
Construction Inspection
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	421,656	383,772	360,840	348,634	350,376	37,884	9.87%
Benefits	142,542	117,180	99,791	89,118	94,913	25,362	21.64%
Equipment Operations	22,500	22,500	20,471	18,004	20,515	0	0.00%
Materials	2,100	2,200	640	405	1,168	-100	-4.55%
Office and Related Expenses	15,290	15,590	7,880	12,169	15,472	-300	-1.92%
Properties	4,500	0	0	0	0	4,500	0.00%
Other Service Charges	17,400	17,610	4,003	6,649	1,313	-210	-1.19%
Total Expenditures	625,988	558,852	493,625	474,979	483,757	67,136	12.01%
Revenue	-380,000	-380,000	-338,890	-298,371	-303,501	0	0.00%
Total Revenue	-380,000	-380,000	-338,890	-298,371	-303,501	0	0.00%
Total Net Expenditures	245,988	178,852	154,735	176,608	180,256	67,136	37.54%

City of St Catharines
Works,Building,Yards
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	195,906	180,147	140,174	149,481	148,318	15,759	8.75%
Benefits	66,594	59,654	44,248	42,849	43,229	6,940	11.63%
Equipment Operations	123,060	123,060	135,590	138,866	134,482	0	0.00%
Materials	3,440	3,440	3,805	532	1,239	0	0.00%
Contracts	105,000	84,000	101,256	71,177	108,236	21,000	25.00%
Total Expenditures	494,000	450,301	425,073	402,905	435,504	43,699	9.70%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	494,000	450,301	425,073	402,905	435,504	43,699	9.70%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Community, Recreation and Culture Services							
Port Dalhousie Seniors Centre (p 144)	56,315	48,750	22,675	27,735	43,328	7,565	15.52%
Dunlop Drive Seniors Centre (p 145)	77,833	62,096	17,263	19,761	43,304	15,737	25.34%
West St Catharines Senior Centre (p 146)	90,004	76,035	11,688	26,976	57,588	13,969	18.37%
CRCS Administration (p 147)	1,569,621	1,414,248	1,321,580	1,317,753	1,430,693	155,373	10.99%
Recreation Overhead (p 148)	1,177,681	1,057,290	952,500	902,666	955,286	120,391	11.39%
Special Events (p 149)	65,915	57,275	23,507	30,009	54,992	8,640	15.09%
SCCIP (p 150)	199,334	151,500	385,102	399,943	7,087	47,834	31.57%
Culture (p 151)	421,913	293,391	259,103	207,043	196,568	128,522	43.81%
Swimming Pools and Beaches (p 152)	543,566	506,503	411,056	425,933	432,379	37,063	7.32%
Kiwanis Aquatic Centre (p 153)	2,207,871	1,901,873	1,490,440	1,460,468	1,510,341	305,998	16.09%
Port Weller Centre (p 154)	69,977	56,725	38,961	68,821	73,359	13,252	23.36%
Russell Ave Community Centre (p 155)	231,428	198,512	189,704	134,199	158,391	32,916	16.58%
Carousel (p 156)	151,179	132,592	66,959	62,489	94,388	18,587	14.02%
Port Dalhousie Harbour (p 157)	30,892	-42,741	-116,194	11,309	19,024	73,633	-172.28%
Harriet Tubman Programming (p 158)	-12,250	-12,400	142	2,855	-11,758	150	-1.21%
Concessions (p 159)	-19,485	-16,770	829	-508	-15,351	-2,715	16.19%
Grantham Lions/Optimist (p 160)	29,593	29,593	30,209	29,800	29,289	0	0.00%
Welland Canal Centre Gift Shop (p 161)	-78,338	-68,338	-45,216	-7,645	-49,789	-10,000	14.63%
Museum (p 162)	777,398	726,892	600,221	380,715	500,266	50,506	6.95%
Welland Canal Centre (p 163)	662,776	635,356	586,254	669,490	729,916	27,420	4.32%
Morningstar Mill (p 164)	112,625	107,944	101,229	64,913	98,657	4,681	4.34%
Labour Day Parade (p 165)	9,000	7,200	0	0	9,054	1,800	25.00%
Festivals (p 166)	9,128	0	41,000	41,000	0	9,128	0.00%
Events/Market Operations (p 167)	118,189	109,077	111,484	105,591	110,539	9,112	8.35%
Seniors Centre Grants (p 168)	0	0	-44,258	0	0	0	0.00%
Community Programs (p 169)	23,074	14,800	17,480	11,916	17,512	8,274	55.91%
Total Community, Recreation and Culture Services	8,525,239	7,447,403	6,474,146	6,393,523	6,495,063	1,077,836	14.47%

City of St Catharines
Port Dalhousie Seniors Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	56,349	51,502	31,196	32,492	56,850	4,847	9.41%
Benefits	16,530	13,249	8,967	8,714	10,964	3,281	24.76%
Equipment Operations	5,386	5,386	7,014	2,853	1,638	0	0.00%
Materials	1,150	1,150	1,700	660	1,508	0	0.00%
Building and Maintenance	25,186	24,593	17,813	13,140	19,325	593	2.41%
Contracts	1,250	1,250	2,293	267	987	0	0.00%
Office and Related Expenses	120	120	59	165	112	0	0.00%
Properties	0	0	11,706	-8	10,027	0	0.00%
Total Expenditures	105,971	97,250	80,748	58,283	101,411	8,721	8.97%
Revenue	-48,500	-48,500	-58,073	-30,548	-58,083	0	0.00%
Transfer from Reserve	-1,156	0	0	0	0	-1,156	0.00%
Total Revenue	-49,656	-48,500	-58,073	-30,548	-58,083	-1,156	2.38%
Total Net Expenditures	56,315	48,750	22,675	27,735	43,328	7,565	15.52%

City of St Catharines
Dunlop Drive Seniors Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	69,156	59,525	24,040	15,645	58,344	9,631	16.18%
Benefits	14,172	7,286	2,845	2,156	7,209	6,886	94.51%
Equipment Operations	7,151	7,151	5,313	4,158	4,501	0	0.00%
Materials	2,050	2,050	1,772	886	2,627	0	0.00%
Building and Maintenance	69,017	67,533	48,905	33,983	55,730	1,484	2.20%
Contracts	3,975	3,475	2,300	1,317	5,345	500	14.39%
Office and Related Expenses	2,209	776	369	215	780	1,433	184.66%
Properties	0	0	11,973	-6	10,027	0	0.00%
 Total Expenditures	 167,730	 147,796	 97,517	 58,354	 144,563	 19,934	 13.49%
Revenue	-87,700	-85,700	-80,254	-38,593	-101,259	-2,000	2.33%
Transfer from Reserve	-2,197	0	0	0	0	-2,197	0.00%
 Total Revenue	 -89,897	 -85,700	 -80,254	 -38,593	 -101,259	 -4,197	 4.90%
 Total Net Expenditures	 77,833	 62,096	 17,263	 19,761	 43,304	 15,737	 25.34%

City of St Catharines
West St Catharines Senior Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	82,332	75,635	34,456	34,929	69,820	6,697	8.85%
Benefits	22,333	16,476	9,436	8,449	13,298	5,857	35.55%
Equipment Operations	6,444	6,444	2,798	976	2,528	0	0.00%
Materials	1,600	1,600	845	418	1,904	0	0.00%
Building and Maintenance	25,096	24,552	10,458	12,225	20,230	544	2.22%
Contracts	6,100	6,100	2,384	1,470	6,689	0	0.00%
Office and Related Expenses	1,899	828	817	829	492	1,071	129.35%
Properties	0	0	9,970	6	10,027	0	0.00%
 Total Expenditures	 145,804	 131,635	 71,164	 59,302	 124,988	 14,169	 10.76%
Revenue	-55,800	-55,600	-59,476	-32,326	-67,401	-200	0.36%
 Total Revenue	 -55,800	 -55,600	 -59,476	 -32,326	 -67,401	 -200	 0.36%
 Total Net Expenditures	 90,004	 76,035	 11,688	 26,976	 57,587	 13,969	 18.37%

City of St Catharines
CRCS Administration
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	991,660	901,453	850,303	855,120	936,200	90,207	10.01%
Benefits	335,700	288,732	254,016	242,830	257,177	46,968	16.27%
Equipment Operations	8,000	6,500	5,296	3,944	11,770	1,500	23.08%
Materials	129,000	88,000	84,999	45,725	95,907	41,000	46.59%
Building and Maintenance	45,966	45,199	40,276	51,150	43,661	767	1.70%
Contracts	2,050	2,050	1,083	1,255	820	0	0.00%
Office and Related Expenses	68,570	66,914	53,024	116,314	67,990	1,656	2.47%
Other Service Charges	117,310	17,400	80,842	2,177	15,612	99,910	574.20%
Total Expenditures	1,698,256	1,416,248	1,369,839	1,318,515	1,429,137	282,008	19.91%
Revenue	-27,500	-2,000	-48,258	-762	1,556	-25,500	1,275.00%
Transfer from Reserve	-101,135	0	0	0	0	-101,135	0.00%
Total Revenue	-128,635	-2,000	-48,258	-762	1,556	-126,635	6,331.75%
Total Net Expenditures	1,569,621	1,414,248	1,321,581	1,317,753	1,430,693	155,373	10.99%

City of St Catharines
Recreation Overhead
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	634,915	611,086	582,021	517,681	554,917	23,829	3.90%
Benefits	221,770	199,511	167,514	141,206	142,042	22,259	11.16%
Equipment Operations	10,000	5,000	1,036	1,646	4,763	5,000	100.00%
Materials	5,100	5,100	50	325	2,078	0	0.00%
Contracts	10,000	10,000	0	214	1,106	0	0.00%
Office and Related Expenses	18,280	18,330	13,096	12,480	15,981	-50	-0.27%
Properties	3,000	2,420	0	0	0	580	23.97%
Other Service Charges	296,313	222,343	196,121	229,511	304,650	73,970	33.27%
Total Expenditures	1,199,378	1,073,790	959,838	903,063	1,025,537	125,588	11.70%
Revenue	-16,500	-16,500	-7,338	-397	-29,744	0	0.00%
Transfer from Reserve	-5,197	0	0	0	-40,507	-5,197	0.00%
Total Revenue	-21,697	-16,500	-7,338	-397	-70,251	-5,197	31.50%
Total Net Expenditures	1,177,681	1,057,290	952,500	902,666	955,286	120,391	11.39%

City of St Catharines
Special Events
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	24,447	22,912	430	22,937	31,047	1,535	6.70%
Benefits	4,793	2,543	109	2,293	2,279	2,250	88.48%
Equipment Operations	17,525	17,300	13,725	8,428	13,405	225	1.30%
Materials	6,000	6,000	3,919	4,201	19,548	0	0.00%
Contracts	18,300	13,300	6,612	4,300	17,776	5,000	37.59%
Office and Related Expenses	950	820	462	296	1,062	130	15.85%
 Total Expenditures	 72,015	 62,875	 25,257	 42,455	 85,117	 9,140	 14.54%
Revenue	-6,100	-5,600	-1,750	-12,446	-30,125	-500	8.93%
 Total Revenue	 -6,100	 -5,600	 -1,750	 -12,446	 -30,125	 -500	 8.93%
 Total Net Expenditures	 65,915	 57,275	 23,507	 30,009	 54,992	 8,640	 15.09%

City of St Catharines

SCCIP

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Materials	400,000	400,000	399,799	399,943	339,587	0	0.00%
Other Service Charges	0	0	0	1,500	0	0	0.00%
Total Expenditures	400,000	400,000	399,799	401,443	339,587	0	0.00%
Revenue	-82,666	-78,000	-14,697	-1,500	-105,674	-4,666	5.98%
Transfer from Reserve	-118,000	-170,500	0	0	-226,826	52,500	-30.79%
Total Revenue	-200,666	-248,500	-14,697	-1,500	-332,500	47,834	-19.25%
Total Net Expenditures	199,334	151,500	385,102	399,943	7,087	47,834	31.57%

City of St Catharines
Culture
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	209,566	201,497	175,593	145,747	143,521	8,069	4.00%
Benefits	80,073	61,159	57,085	39,048	31,092	18,914	30.93%
Equipment Operations	2,900	2,900	695	789	1,840	0	0.00%
Materials	40,122	40,122	21,244	21,855	43,679	0	0.00%
Office and Related Expenses	2,250	1,960	349	156	1,941	290	14.80%
Other Service Charges	111,955	236,955	4,137	3,948	9,873	-125,000	-52.75%
Total Expenditures	446,866	544,593	259,103	211,543	231,946	-97,727	-17.94%
Revenue	-9,625	-9,625	0	-4,500	-18,496	0	0.00%
Transfer from Reserve	-15,328	-241,577	0	0	-16,882	226,249	-93.66%
Total Revenue	-24,953	-251,202	0	-4,500	-35,378	226,249	-90.07%
Total Net Expenditures	421,913	293,391	259,103	207,043	196,568	128,522	43.81%

City of St Catharines
Swimming Pools and Beaches
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	346,113	353,192	357,157	233,528	277,538	-7,079	-2.00%
Benefits	88,670	56,486	61,236	47,495	46,686	32,184	56.98%
Equipment Operations	-11,047	-13,750	-7,060	-1,021	9,307	2,703	-19.66%
Materials	41,115	36,700	35,645	41,083	43,629	4,415	12.03%
Building and Maintenance	114,220	110,880	81,990	78,969	71,745	3,340	3.01%
Contracts	23,620	23,620	22,637	24,646	25,861	0	0.00%
Office and Related Expenses	2,375	2,375	1,947	1,233	1,916	0	0.00%
Other Service Charges	4,000	2,500	9,863	0	806	1,500	60.00%
Total Expenditures	609,066	572,003	563,415	425,933	477,488	37,063	6.48%
Revenue	-65,500	-65,500	-152,359	0	-40,049	0	0.00%
Transfer from Reserve	0	0	0	0	-5,060	0	0.00%
Total Revenue	-65,500	-65,500	-152,359	0	-45,109	0	0.00%
Total Net Expenditures	543,566	506,503	411,056	425,933	432,379	37,063	7.32%

City of St Catharines
Kiwanis Aquatic Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,863,920	1,645,899	899,819	908,427	1,459,730	218,021	13.25%
Benefits	441,384	279,510	177,691	164,313	233,242	161,874	57.91%
Equipment Operations	49,533	47,406	46,570	46,949	17,240	2,127	4.49%
Materials	87,829	84,539	66,099	59,620	78,006	3,290	3.89%
Building and Maintenance	673,553	632,302	518,950	427,144	501,225	41,251	6.52%
Contracts	25,065	24,686	15,500	11,066	35,304	379	1.54%
Office and Related Expenses	13,906	9,480	8,729	6,541	15,122	4,426	46.69%
Other Service Charges	58,000	8,601	5,624	26,998	5,160	49,399	574.34%
Total Expenditures	3,213,190	2,732,423	1,738,982	1,651,058	2,345,029	480,767	17.59%
Revenue	-857,550	-830,550	-248,542	-190,590	-834,688	-27,000	3.25%
Transfer from Reserve	-147,769	0	0	0	0	-147,769	0.00%
Total Revenue	-1,005,319	-830,550	-248,542	-190,590	-834,688	-174,769	21.04%
Total Net Expenditures	2,207,871	1,901,873	1,490,440	1,460,468	1,510,341	305,998	16.09%

City of St Catharines
Port Weller Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	58,483	52,932	21,315	33,408	48,473	5,551	10.49%
Benefits	12,049	6,174	2,978	4,739	7,126	5,875	95.16%
Equipment Operations	2,960	2,960	2,934	2,513	1,777	0	0.00%
Materials	3,600	3,600	3,432	1,241	4,327	0	0.00%
Building and Maintenance	41,285	39,559	14,477	28,518	32,333	1,726	4.36%
Contracts	37,400	37,400	17,425	10,923	44,944	0	0.00%
Office and Related Expenses	1,200	1,100	1,596	1,302	1,381	100	9.09%
 Total Expenditures	 156,977	 143,725	 64,157	 82,644	 140,361	 13,252	 9.22%
Revenue	-87,000	-87,000	-25,196	-13,823	-67,002	0	0.00%
 Total Revenue	 -87,000	 -87,000	 -25,196	 -13,823	 -67,002	 0	 0.00%
 Total Net Expenditures	 69,977	 56,725	 38,961	 68,821	 73,359	 13,252	 23.36%

City of St Catharines
Russell Ave Community Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	195,482	149,677	119,541	90,782	138,364	45,805	30.60%
Benefits	37,310	18,209	21,345	13,177	21,368	19,101	104.90%
Equipment Operations	5,773	5,773	5,446	4,765	6,634	0	0.00%
Materials	6,525	6,525	4,377	3,070	8,614	0	0.00%
Building and Maintenance	58,386	72,078	48,109	29,350	45,977	-13,692	-19.00%
Contracts	40,750	40,750	4,168	11,827	40,146	0	0.00%
Office and Related Expenses	3,600	3,200	4,275	2,768	3,224	400	12.50%
Other Service Charges	0	0	0	0	6	0	0.00%
Total Expenditures	347,826	296,212	207,261	155,739	264,333	51,614	17.42%
Revenue	-97,700	-97,700	-17,556	-21,540	-105,941	0	0.00%
Transfer from Reserve	-18,698	0	0	0	0	-18,698	0.00%
Total Revenue	-116,398	-97,700	-17,556	-21,540	-105,941	-18,698	19.14%
Total Net Expenditures	231,428	198,512	189,705	134,199	158,392	32,916	16.58%

City of St Catharines

Carousel

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	86,865	75,713	40,301	145	51,493	11,152	14.73%
Benefits	18,326	8,458	3,487	51	6,084	9,868	116.67%
Equipment Operations	14,261	14,261	13,588	12,477	4,316	0	0.00%
Materials	2,385	2,485	1,999	17	1,334	-100	-4.02%
Building and Maintenance	60,342	63,525	75,060	52,975	36,954	-3,183	-5.01%
Office and Related Expenses	1,250	400	0	102	454	850	212.50%
Other Service Charges	7,250	7,250	3,156	-3,278	4,210	0	0.00%
Total Expenditures	190,679	172,092	137,591	62,489	104,845	18,587	10.80%
Revenue	-39,500	-39,500	-70,632	0	-10,457	0	0.00%
Total Revenue	-39,500	-39,500	-70,632	0	-10,457	0	0.00%
Total Net Expenditures	151,179	132,592	66,959	62,489	94,388	18,587	14.02%

City of St Catharines
Port Dalhousie Harbour
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	0	55	0	0	0.00%
Benefits	0	0	0	14	98	0	0.00%
Equipment Operations	0	0	0	174	2	0	0.00%
Building and Maintenance	38,892	59,759	3,985	77,431	114,642	-20,867	-34.92%
Other Service Charges	100,000	0	59	10,475	0	100,000	0.00%
Total Expenditures	138,892	59,759	4,044	88,149	114,742	79,133	132.42%
Revenue	-108,000	-102,500	-120,238	-76,840	-95,718	-5,500	5.37%
Total Revenue	-108,000	-102,500	-120,238	-76,840	-95,718	-5,500	5.37%
Total Net Expenditures	30,892	-42,741	-116,194	11,309	19,024	73,633	-172.28%

City of St Catharines
Harriet Tubman Programming
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Materials	750	750	0	122	971	0	0.00%
Contracts	15,000	11,850	599	9,512	14,796	3,150	26.58%
Total Expenditures	15,750	12,600	599	9,634	15,767	3,150	25.00%
Revenue	-28,000	-25,000	-457	-6,779	-27,525	-3,000	12.00%
Total Revenue	-28,000	-25,000	-457	-6,779	-27,525	-3,000	12.00%
Total Net Expenditures	-12,250	-12,400	142	2,855	-11,758	150	-1.21%

City of St Catharines

Concessions

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	0	500	0	0	0	-500	-100.00%
Building and Maintenance	515	500	1,212	0	115	15	3.00%
Other Service Charges	0	0	0	2,020	1,887	0	0.00%
Total Expenditures	515	1,000	1,212	2,020	2,002	-485	-48.50%
Revenue	-20,000	-17,770	-383	-2,528	-17,353	-2,230	12.55%
Total Revenue	-20,000	-17,770	-383	-2,528	-17,353	-2,230	12.55%
Total Net Expenditures	-19,485	-16,770	829	-508	-15,351	-2,715	16.19%

City of St Catharines
 Grantham Lions/Optimist
 2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Building and Maintenance	29,593	29,593	30,209	29,800	29,289	0	0.00%
Total Expenditures	29,593	29,593	30,209	29,800	29,289	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	29,593	29,593	30,209	29,800	29,289	0	0.00%

City of St Catharines
Welland Canal Centre Gift Shop
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Building and Maintenance	250	250	0	164	310	0	0.00%
Contracts	1,862	1,862	588	1,457	1,525	0	0.00%
Office and Related Expenses	4,500	4,500	3,242	1,540	5,124	0	0.00%
Other Service Charges	85,050	85,050	48,514	12,902	79,833	0	0.00%
Total Expenditures	91,662	91,662	52,344	16,063	86,792	0	0.00%
Revenue	-170,000	-150,000	-97,560	-23,708	-136,581	-20,000	13.33%
Transfer from Reserve	0	-10,000	0	0	0	10,000	-100.00%
Total Revenue	-170,000	-160,000	-97,560	-23,708	-136,581	-10,000	6.25%
Total Net Expenditures	-78,338	-68,338	-45,216	-7,645	-49,789	-10,000	14.63%

City of St Catharines

Museum

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	596,426	580,040	498,934	351,861	433,489	16,386	2.82%
Benefits	199,675	166,285	148,817	99,164	99,526	33,390	20.08%
Equipment Operations	7,500	7,500	8,249	6,025	6,350	0	0.00%
Materials	67,050	67,050	59,524	52,109	65,473	0	0.00%
Building and Maintenance	250	250	134	1,449	318	0	0.00%
Office and Related Expenses	23,560	22,830	13,724	15,078	28,332	730	3.20%
Other Service Charges	6,426	6,426	2,608	4,352	5,854	0	0.00%
Total Expenditures	900,887	850,381	731,990	530,038	639,342	50,506	5.94%
Revenue	-123,489	-123,489	-131,769	-149,323	-121,576	0	0.00%
Transfer from Reserve	0	0	0	0	-17,500	0	0.00%
Total Revenue	-123,489	-123,489	-131,769	-149,323	-139,076	0	0.00%
Total Net Expenditures	777,398	726,892	600,221	380,715	500,266	50,506	6.95%

City of St Catharines
Welland Canal Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	382,195	368,255	280,023	395,307	472,928	13,940	3.79%
Benefits	113,315	101,013	80,529	120,156	116,748	12,302	12.18%
Equipment Operations	14,917	15,117	13,686	10,427	13,882	-200	-1.32%
Materials	8,325	8,325	5,081	5,320	7,609	0	0.00%
Building and Maintenance	139,944	136,241	161,544	104,114	107,509	3,703	2.72%
Contracts	11,500	11,060	14,463	9,998	11,978	440	3.98%
Office and Related Expenses	14,700	12,400	17,700	14,409	14,201	2,300	18.55%
Properties	0	0	0	0	1,806	0	0.00%
Other Service Charges	14,445	14,445	14,656	14,924	11,731	0	0.00%
Total Expenditures	699,341	666,856	587,682	674,655	758,392	32,485	4.87%
Revenue	-31,500	-31,500	-1,428	-5,165	-28,476	0	0.00%
Transfer from Reserve	-5,065	0	0	0	0	-5,065	0.00%
Total Revenue	-36,565	-31,500	-1,428	-5,165	-28,476	-5,065	16.08%
Total Net Expenditures	662,776	635,356	586,254	669,490	729,916	27,420	4.32%

City of St Catharines
Morningstar Mill
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	63,068	61,352	57,103	20,189	51,746	1,716	2.80%
Benefits	20,588	19,352	13,983	11,129	14,666	1,236	6.39%
Equipment Operations	4,317	4,317	4,557	9,931	4,239	0	0.00%
Materials	5,800	4,800	2,536	1,263	5,250	1,000	20.83%
Building and Maintenance	21,660	21,040	19,627	19,831	24,898	620	2.95%
Contracts	2,925	2,925	2,447	2,317	2,704	0	0.00%
Office and Related Expenses	1,267	1,158	976	253	1,240	109	9.41%
 Total Expenditures	 119,625	 114,944	 101,229	 64,913	 104,743	 4,681	 4.07%
Revenue	-7,000	-7,000	0	0	-6,086	0	0.00%
 Total Revenue	 -7,000	 -7,000	 0	 0	 -6,086	 0	 0.00%
 Total Net Expenditures	 112,625	 107,944	 101,229	 64,913	 98,657	 4,681	 4.34%

City of St Catharines

Labour Day Parade

2023 Operating Budget - Expenditures by Object

Object of Expenditure	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Other Service Charges	9,000	7,200	0	0	9,054	1,800	25.00%
Total Expenditures	9,000	7,200	0	0	9,054	1,800	25.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	9,000	7,200	0	0	9,054	1,800	25.00%

City of St Catharines

Festivals

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Materials	45,639	45,639	41,000	41,000	91,880	0	0.00%
Total Expenditures	45,639	45,639	41,000	41,000	91,880	0	0.00%
Revenue	-36,511	-45,639	0	0	-91,880	9,128	-20.00%
Total Revenue	-36,511	-45,639	0	0	-91,880	9,128	-20.00%
Total Net Expenditures	9,128	0	41,000	41,000	0	9,128	0.00%

City of St Catharines
Events/Market Operations
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	73,346	58,376	66,491	64,424	59,463	14,970	25.64%
Benefits	24,958	20,798	20,777	21,910	22,234	4,160	20.00%
Equipment Operations	4,465	4,465	2,625	438	5,016	0	0.00%
Building and Maintenance	65,076	63,978	45,004	43,236	57,898	1,098	1.72%
Contracts	0	10,000	0	0	10,000	-10,000	-100.00%
Office and Related Expenses	23,375	23,335	16,278	11,318	28,244	40	0.17%
Properties	0	0	0	0	9	0	0.00%
Other Service Charges	23,125	23,125	19,013	5,916	31,016	0	0.00%
Total Expenditures	214,345	204,077	170,188	147,242	213,880	10,268	5.03%
Revenue	-95,000	-95,000	-58,704	-41,651	-83,341	0	0.00%
Transfer from Reserve	-1,156	0	0	0	-20,000	-1,156	0.00%
Total Revenue	-96,156	-95,000	-58,704	-41,651	-103,341	-1,156	1.22%
Total Net Expenditures	118,189	109,077	111,484	105,591	110,539	9,112	8.35%

City of St Catharines
Seniors Centre Grants
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	0	0	890	0	0	0	0.00%
Materials	0	0	36,787	0	0	0	0.00%
Total Expenditures	0	0	37,677	0	0	0	0.00%
Revenue	0	0	-81,935	0	0	0	0.00%
Total Revenue	0	0	-81,935	0	0	0	0.00%
Total Net Expenditures	0	0	-44,258	0	0	0	0.00%

City of St Catharines
Community Programs
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	0	0	1,070	1,548	227	0	0.00%
Benefits	0	0	349	468	76	0	0.00%
Equipment Operations	0	0	82	766	0	0	0.00%
Materials	20,000	20,000	98,151	25,373	26,796	0	0.00%
Contracts	2,500	2,500	2,565	356	9,923	0	0.00%
Properties	14,574	6,300	0	0	0	8,274	131.33%
Other Service Charges	8,500	8,500	5,711	5,596	8,971	0	0.00%
Total Expenditures	45,574	37,300	107,928	34,107	45,993	8,274	22.18%
Revenue	-22,500	-22,500	-90,448	-22,191	-28,481	0	0.00%
Total Revenue	-22,500	-22,500	-90,448	-22,191	-28,481	0	0.00%
Total Net Expenditures	23,074	14,800	17,480	11,916	17,512	8,274	55.91%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Meridian Centre							
Meridian Centre (p 171)	853,040	747,471	1,201,284	1,241,108	655,003	105,569	14.12%
Total Meridian Centre	853,040	747,471	1,201,284	1,241,108	655,003	105,569	14.12%

City of St Catharines
Meridian Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	0	0	2,218	5,293	5,122	0	0.00%
Materials	1,712,778	1,911,803	1,156,198	1,376,619	2,706,999	-199,025	-10.41%
Building and Maintenance	78,600	74,700	65,571	37,149	30,054	3,900	5.22%
Contracts	1,523,717	1,691,041	1,249,184	1,322,987	2,108,080	-167,324	-9.89%
Properties	0	0	0	0	12,910	0	0.00%
Other Service Charges	0	0	0	0	264,021	0	0.00%
Total Expenditures	3,315,095	3,677,544	2,473,171	2,742,048	5,127,186	-362,449	-9.86%
Revenue	-2,462,055	-2,724,073	-1,271,886	-1,500,940	-4,469,299	262,018	-9.62%
Transfer from Reserve	0	-206,000	0	0	-2,884	206,000	-100.00%
Total Revenue	-2,462,055	-2,930,073	-1,271,886	-1,500,940	-4,472,183	468,018	-15.97%
Total Net Expenditures	853,040	747,471	1,201,285	1,241,108	655,003	105,569	14.12%

2023 Budget Breakdown:

2023 Meridian Centre Budget Request (Municipal Contribution)	\$767,440
2023 City Paid Expenses (Insurance & Sports Hall of Fame)	85,600
Total Meridian Centre	\$853,040



1 David S. Howes Way
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2023 Proposed Budget Draft

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**Meridian Centre
2023 Budget - DRAFT**

	2023 Budget - DRAFT	2022 Budget	2020 Actual	2019 Actual	Actual 2018	Actual 2017
Meridian Centre						
Number of Events	65	81	44	84	102	113
Attendance	208,170	251,545				
Direct Event Income						
Rental Income	421,515	479,940	134,001	426,812	621,848	424,123
Service Income	325,425	544,354	108,176	557,245	605,004	381,019
Service Expenses	(363,508)	(677,619)	(136,929)	(686,377)	(843,787)	(561,510)
Total Direct Event Income	383,433	346,675	105,248	297,680	383,065	243,632
Ancillary Income						
F & B Concessions	517,443	598,446	89,138	692,931	725,547	634,022
F & B Catering	158,599	175,944	5,096	173,091	160,830	212,844
Novelty Sales	21,628	30,225	820	20,012	28,308	41,484
Total Ancillary Income	697,669	804,615	95,054	886,034	914,685	888,350
Other Event Income						
Luxury Box Ticket Sales	14,500	11,500	-	62,554	-	-
Club Seat Ticket Sales	4,150	5,350	-	-	14,381	8,161
Ticket Rebates (Per Event)	273,958	148,550	8,220	185,911	113,207	87,825
Facility Fees	307,787	355,206	86,430	326,623	355,546	278,234
Total Other Event Income	600,395	520,606	94,650	575,088	483,134	374,220
Total Event Income	1,681,496	1,671,896	294,952	1,758,802	1,780,884	1,506,202
Other Operating Income		0				
Suite Income	188,628	166,018	44,709	170,477	178,829	160,375
Club Seat Income	22,523	25,988	8,663	31,800	36,771	37,310
Advertising Income	49,750	35,500	15,446	44,589	47,987	49,198
Ice Rental Net Income	140,000	130,900	140,279	185,660	126,030	115,076
PAC Catering Revenue	-	-	-	-	7,490	3,137
Other (Interest, Vending, etc)	16,150	16,150	22,732	31,172	35,301	19,302
Total Other Operating Income	417,051	374,556	231,829	463,698	432,408	384,398
Adjusted Gross Income	2,098,547	2,046,452	526,781	2,222,500	2,213,292	1,890,600
Operating Expenses						
Employee Salaries and Wages	1,147,095	1,083,507	790,816	1,024,113	966,035	1,001,003
Benefits	186,122	176,000	133,275	160,776	185,108	191,880
Net Employee Wages and Benefits	1,333,217	1,259,507	924,091	1,184,889	1,151,143	1,192,883
Contracted Services	1,800	1,800	573	4,038	2,055	2,177
General and Administrative	247,486	211,849	131,724	218,637	221,946	182,370
Operations	196,486	170,176	102,960	159,712	114,576	103,483
Repair & Maintenance	189,900	159,000	97,709	171,944	120,561	146,786
Supplies	115,622	116,366	66,617	85,335	73,865	81,137
Insurance	55,776	46,461	57,600	57,600	61,206	58,101
Other Operating Expenses incl Wages	2,140,287	1,965,159	1,381,274	1,882,155	1,745,352	1,766,937
Utilities	537,000	523,332	445,312	499,714	552,364	542,662
SMG Management Fees	188,700	192,855	183,205	183,526	183,205	180,497
Total Operating Expenses	2,865,987	2,681,346	2,009,791	2,565,395	2,480,921	2,490,096
Net Income (Loss) From Operations	(767,440)	(634,894)	(1,483,010)	(342,895)	(267,629)	(599,496)
Other Income (Expenses)	-	(236,879)		(91,599)	(171,605)	(148,479)
Net Income After Other Income (Expenses)	(767,440)	(871,773)	(1,483,010)	(342,895)	(439,234)	(747,975)

Meridian Centre - St. Catharines
2023 Proposed Budget - Draft
Commentary

	Proposed Budget - Draft	2022 Budget	Variance \$	Variance %	Notes to 2023 Budget
Number of Events	65	81	(16)	-20%	First half of the year is soft for events. Some events that per posted due to COVID took place in 2022
Attendance	208,170	251,545	(43,375)	-17%	
Direct Event Income					
Rental Income	421,515	479,940	(58,425)	-12%	Rental income is lower due to less events
Service Income	325,425	544,354	(218,929)	-40%	Service Income is lower due to less events
Service Expenses	(363,508)	(677,619)	314,112	-46%	
Total Direct Event Income	383,433	346,675	36,758	11%	Event income is up do to type of events
Ancillary Income					
F & B Concessions	517,443	598,446	(81,003)	-14%	Decrease in net revenue do to decrease in number of events, increase in cost of goods, increase in labour cost
F & B Catering	158,599	175,944	(17,345)	-10%	Decrease in net catering revenue do to decrease in number of events, increase in cost of goods, increase in labour cost
Novelty Sales	21,628	30,225	(8,597)	-28%	
Total Ancillary Income	697,669	804,615	(106,946)	-13%	
Other Event Income					
Luxury Box Ticket Sales	14,500	11,500	3,000	26%	
Club Seat Ticket Sales	4,150	5,350	(1,200)	-22%	
Ticket Rebates (Per Event)	273,958	148,550	125,408	84%	ASM has a new partnership agreement with Ticketmaster, that shares a larger percentage of the ticket service fees with the venue
Facility Fees	307,787	355,206	(47,419)	-13%	Lower number of tickets sold, equals lower facility fees
Total Other Event Income	600,395	520,606	79,789	15%	
Total Event Income	1,681,496	1,671,896	9,600	1%	
Other Operating Income					
Suite Income	188,628	166,018	22,610	14%	All suites are full for 2023
Club Seat Income	22,523	25,988	(3,465)	-13%	There was a reduction in club seat license holders due to COVID
Advertising Income	49,750	35,500	14,250	40%	Increased sponsorship partnerships for 2023
Ice Rental Net Income	140,000	130,900	9,100	7%	Ice Rentals are popular though hard to forecast as other revenue producing take priority
Other (Interest, Vending, etc.)	16,150	16,150	-	0%	
Total Other Operating Income	417,051	374,556	42,495	11%	
Adjusted Gross Income	2,098,547	2,046,452	52,095	3%	

Meridian Centre - St. Catharines
2023 Proposed Budget - Draft
Commentary

Proposed Budget - Draft	2022 Budget	Variance \$	Variance %
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Notes to 2023 Budget

Operating Expenses

Employee Salaries and Wages	1,147,095	1,083,507	63,588	6%	To achieve the Living Wage requirement set by council, increases will be introduced during the 2023 and 2024 budgets. Full Time staff will see increases in January of 2023 and 2024. Parttime staff will see increases in September 2023 and September 2024
Benefits	186,122	176,000	10,122	6%	Impacted due to the increase in wages
Net Employee Wages and Benefits	1,333,217	1,259,507	73,710	6%	
Contracted Services	1,800	1,800	-	0%	
General and Administrative	247,486	211,849	35,637	17%	Increase in fees and services, i.e. payroll processing
Operations	196,486	170,176	26,310	15%	Modest increases in cost HVAC and Kitchen equipment require additional maintenance as they age
Repair & Maintenance	189,900	159,000	30,900	19%	
Supplies	115,622	116,366	(744)	-1%	
Insurance	55,776	46,461	9,315	20%	Primum increases
Utilities	537,000	523,332	13,668	3%	Inline with previous years
Management Fees	188,700	192,855	(4,155)	-2%	Contracted cost for management fees
Total Operating Expenses	2,865,987	2,681,346	184,641	7%	
Net Income (Loss) From Operations	(767,440)	(634,894)	(132,546)	21%	
Other Income (Expenses)		(236,879)			Expense to host the Summer Games
Net Income / (Loss) After Other Income (Expenses)	(767,440)	(871,773)	104,333	-12%	

Meridian Centre
2023 Proposed Draft Budget
Event Income Summary

	704	706	707	709	710	712	721	722	
	Concerts	Entertainment	Family Shows	Sporting Events	Trade Shows	Other	IceDogs Hockey	RiverLions Basketball	Grand Total 2023 Budget
Number of Events	9	-	3	1	2	2	38	10	65
Total Annual Attendance	32,600	-	6,400	4,000	-	1,170	154,000	10,000	208,170
Attendance per event	3,622	-	2,133	4,000	-	585	4,053	1,000	3,203
Direct Event Income									
Rental Income	127,500	-	40,500	3,000	20,000	5,500	192,015	33,000	421,515
Service Income	140,825	-	41,000	15,000	10,000	5,600	85,500	27,500	325,425
Service Expenses	(155,408)	-	(46,300)	(15,000)	(10,000)	(6,800)	(95,000)	(35,000)	(363,508)
	112,918	-	35,200	3,000	20,000	4,300	182,515	25,500	383,433
Ancillary Income									
F & B Concessions	115,245	-	16,466	15,413	-	15,059	331,254	24,005	517,443
F & B Catering	46,753	-	6,333	7,881	-	-	83,753	13,880	158,599
Novelty Sales	13,940	-	7,688	-	-	-	-	-	21,628
	175,938	-	30,487	23,294	-	15,059	415,007	37,885	697,669
Other Event Income									
Luxury Box Ticket Sales	11,500	-	3,000	-	-	-	-	-	14,500
Club Seat Ticket Sales	2,800	-	1,350	-	-	-	-	-	4,150
Ticket Rebates	222,868	-	45,040	4,500	-	-	-	1,550	273,958
Facility Fees	106,860	-	27,876	5,300	-	-	166,351	1,400	307,787
Total Other Event Income	344,028	-	77,266	9,800	-	-	166,351	2,950	600,395
Total Event Income	632,883	-	142,953	36,094	20,000	19,359	763,873	66,335	1,681,496
Avg Event Income per Event	70,320	-	47,651	36,094	10,000	9,680	20,102	6,634	25,869

City of St Catharines

2023 Operating Budget - Expenditures by Department,Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Canada Summer Games							
Canada Games Park (p 178)	805,350	490,242	0	0	0	315,108	64.28%
Total Canada Summer Games	805,350	490,242	0	0	0	315,108	64.28%

City of St Catharines
Canada Games Park
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Materials	522,000	439,031	0	0	0	82,969	18.90%
Building and Maintenance	28,350	0	0	0	0	28,350	0.00%
Contracts	540,000	632,401	0	0	0	-92,401	-14.61%
Other Service Charges	414,000	281,250	0	0	0	132,750	47.20%
Total Expenditures	1,504,305	1,352,682	0	0	0	151,668	11.21%
Revenue	-699,000	-647,440	0	0	0	-51,560	7.96%
Transfer from Reserve	0	-215,000	0	0	0	215,000	-100.00%
Total Revenue	-699,000	-862,440	0	0	0	163,440	-18.95%
Total Net Expenditures	805,350	490,242	0	0	0	315,108	64.28%

2023 Budget Breakdown:**2023 Budget****Notes****ASM Global Share**

Revenue	(699,000)	STC share of CSG operating income
Materials	522,000	STC share of CSG materials; and 1/3 of \$100K contingency dollars
Contract - General	434,000	STC share of CSG Contracts (Salary & Benefits, Contracts, & Security) and base management fee
Transfer to Capital Reserve	414,000	STC share (25%) of total capital contribution (Yr 2 & Yr 1 catch-up = \$1,656,000)
Total ASM Global Share	671,000	

City Share

Subsidy Contract	106,000	Estimated market rate subsidy (ice & dry floor) and unused prime ice allocation
Insurance	28,350	STC share of CGP Building Insurance \$113,400 managed by Region (seperately from ASM budget)
Total City Share	134,350	

Total Budget (ASM Global + City)**805,350**

Canada Games Park

2021 Canada Games Way
Thorold, ON L2V 4T7

2023 Budget

November 30, 2022

Proudly Managed by



**Canada Games Park
2023 CGP Budget-Approved**

Facility Revenues	2023 Budget Year 1	Assumptions
Revenues from Arenas	\$ 1,065,665	Rentals based on proposed dry floor and ice utilization schedule and rates
Revenues from Gymnasiums - Brock University	\$ 99,660	Based on utilization schedule and rates.
Revenues from Gymnasiums - Other Rentals	\$ 229,772	Based on expected utilization schedules
Revenue from Track	\$ 15,000	Based on PWC Proforma
Revenue from Beach Volleyball	\$ 6,000	Based on PWC Proforma
CSIO, Office Rental (base rent)	\$ 84,000	Assumed full 12 month lease for 2023, \$14/sq ft for 6,000 sq ft
Brock Centre for Health & Well-Being (base rent)	\$ 135,800	Assumed full 12 month lease for 2023, \$14/sq ft for 9,700 sq ft
Operating costs recoveries	\$ 321,864	Operating cost recoveries at \$11-12 / sq ft based on spaces outlined in PWC Proforma
Other Revenues	\$ 142,000	PWC Proforma assumed other revenues to include advertising, sponsorship and concessions.
Total Revenues	\$ 2,099,761	
Facility Expenses		
Salaries & Benefits	\$ 1,071,401	Wages and benefits are based on the shared model.
Hydro / Water/ Natural Gas	\$ 650,000	Amounts are based on actuals from 2022 of costs to run the building
Building Repairs & Maintenance	\$ 226,080	Repairs & Maintenance are estimated based on operations from 2022 plus additional in case of extra costs
Office /Administration / Marketing / Supplies	\$ 93,272	This line includes IT support; operating supplies; trash removal and marketing and web site costs.
Operating Supplies / Cleaning	\$ 190,200	This line includes general and other operating supplies; bulbs and electrical supplies; janitorial supplies and chemicals and contracted cleaning services
Security / Contracted Services	\$ 100,300	This line includes contracted security & telephone services
Equipment Maintenance & Rentals	\$ 62,560	This line includes costs to maintain and rent equipment and safety equipment; and office equipment
Insurance	\$ 54,000	This line covers general liability and other liability insurance as well a property and equipment insurance
Grounds Maintenance (Snow Removal; Sand/Salt; Landscaping)	\$ 189,000	This line covers all grounds maintenance - snow removal; salting and sanding; landscaping, watering
Contingency	\$ 100,000	
Total Expense	\$ 2,736,813	
Net Cash Flow	\$ (637,052)	
Base Management Fee	\$ 129,150	ASM Global management fee
	\$ (766,202)	
Capital Reserve	\$ 1,656,000	
Net Operating Position	\$ (2,422,202)	

NOTES / ASSUMPTIONS

Canada Games Park
2023 Budget
For the Year Ended December 31, 2023

	Pro-Forma (PWC)	2023	Variance	
	Year 1	Budget	Increase (decrease)	
			\$	%
Facility Revenues				
Revenues from Arenas	1,127,900	1,065,665	(62,235)	(5.5)%
Revenues from Gymnasiums - Brock University	98,800	99,660	860	0.9%
Revenues from Gymnasiums - Other Rentals	227,000	229,772	2,772	1.2%
Revenue from Track	15,000	15,000	-	0.0%
Revenue from Beach Volleyball	6,000	6,000	-	0.0%
CSIO, Office Rental (base rent)	167,800	84,000	(83,800)	(49.9)%
Brock Centre for Health & Well-Being (base rent)	115,400	135,800	20,400	17.7%
Operating costs recoveries	323,200	321,864	(1,336)	(0.4)%
Other Revenues	117,400	142,000	24,600	21.0%
Total Revenues	2,198,500	2,099,761	(98,739)	(4.5)%
Facility Expenses				
Salaries & Benefits	1,308,300	1,071,401	(236,899)	(18.1)%
Hydro / Water/ Natural Gas	700,000	650,000	(50,000)	(7.1)%
Building Repairs & Maintenance	200,000	226,080	26,080	13.0%
Office /Administration / Marketing / Supplies	75,000	93,272	18,272	24.4%
Operating Supplies / Cleaning	200,000	190,200	(9,800)	(4.9)%
Security / Contracted Services	225,000	100,300	(124,700)	(55.4)%
Equipment Maintenance & Rentals	75,000	62,560	(12,440)	(16.6)%
Insurance	100,000	54,000	(46,000)	(46.0)%
Grounds Maintenance (Snow Removal; Sand/Salt; Landscaping)	75,000	189,000	114,000	152.0%
Contingency	-	100,000	100,000	100.0%
Total Expense	2,958,300	2,736,813	(221,487)	(7.5)%
Net Cash Flow	(759,800)	(637,052)	122,748	(16.2)%
Base Management Fee	125,000	129,150	4,150	3.3%
Total Net Budget (Cash flow)	(884,800)	(766,202)	118,598	(13.4)%
Capital Reserve	1,125,000	1,656,000	531,000	47.2%
Net Operating Position	(2,009,800)	(2,422,202)	(412,402)	20.5%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Financial Management Services							
Accounting, Revenue, and Payroll (p 183)	644,552	631,860	1,333,077	1,495,655	1,370,720	12,692	2.01%
FMS Admin (p 184)	792,954	707,831	177,875	181,977	180,385	85,123	12.03%
Budget Office (p 185)	717,565	405,056	0	0	0	312,509	77.15%
Property Management (p 186)	387,601	253,039	239,335	225,509	227,063	134,562	53.18%
Purchasing (p 187)	324,665	307,853	260,329	274,214	278,124	16,812	5.46%
Insurance - General (p 188)	2,136,000	2,039,600	1,942,178	1,635,292	1,527,265	96,400	4.73%
Miscellaneous-general (p 189)	50,000	50,000	-196,742	68,999	95,849	0	0.00%
PeopleSoft Implementation (p 190)	1,110	0	0	0	0	1,110	0.00%
Provision for Allowances (p 191)	0	0	173,600	1,010,515	10,081	0	0.00%
Prior Year Clearing (p 191)	0	0	0	-81,230	0	0	0.00%
Total Financial Management Services	5,054,447	4,395,239	3,929,652	4,810,931	3,689,487	659,208	15.00%

*In 2022, there was a re-organization of the finance department which introduced the Budget Office division and PeopleSoft Implementation division. As such, these divisions show no historical actuals. Additionally, a number of divisions were consolidated under the existing Accounting, Revenue and Payroll and FMS Admin divisions to group like accounts and activities.

City of St Catharines
Accounting, Revenue, and Payroll
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,132,368	1,050,983	1,629,261	1,545,096	1,481,397	81,385	7.74%
Benefits	453,123	375,244	496,187	446,767	532,528	77,879	20.75%
Equipment Operations	4,437	4,960	3,824	4,116	4,794	-523	-10.54%
Building and Maintenance	0	0	0	1,500	1,500	0	0.00%
Contracts	171,700	143,500	208,245	86,360	136,067	28,200	19.65%
Office and Related Expenses	15,384	15,382	40,256	33,408	39,370	2	0.01%
Properties	0	3,000	1,551	3,000	0	-3,000	-100.00%
Other Service Charges	32,201	32,494	191,680	107,130	264,478	-293	-0.90%
Total Expenditures	1,809,213	1,625,563	2,571,004	2,227,377	2,460,134	183,650	11.30%
Revenue	-1,162,801	-993,703	-1,237,927	-731,722	-1,083,868	-169,098	17.02%
Transfer from Reserve	-1,860	0	0	0	-5,546	-1,860	0.00%
Total Revenue	-1,164,661	-993,703	-1,237,927	-731,722	-1,089,414	-170,958	17.20%
Total Net Expenditures	644,552	631,860	1,333,077	1,495,655	1,370,720	12,692	2.01%

City of St Catharines

FMS Admin

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	418,000	377,487	0	0	0	40,513	10.73%
Benefits	133,898	90,850	0	0	0	43,048	47.38%
Equipment Operations	1,000	0	0	0	0	1,000	0.00%
Office and Related Expenses	231,148	226,149	177,875	181,977	180,385	4,999	2.21%
Other Service Charges	13,092	13,345	0	0	0	-253	-1.90%
Total Expenditures	797,138	707,831	177,875	181,977	180,385	89,307	12.62%
Transfer from Reserve	-4,184	0	0	0	0	-4,184	0.00%
Total Revenue	-4,184	0	0	0	0	-4,184	0.00%
Total Net Expenditures	792,954	707,831	177,875	181,977	180,385	85,123	12.03%

City of St Catharines
Budget Office
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	520,211	278,081	0	0	0	242,130	87.07%
Benefits	187,171	120,791	0	0	0	66,380	54.95%
Office and Related Expenses	633	634	0	0	0	-1	-0.16%
Other Service Charges	9,550	5,550	0	0	0	4,000	72.07%
Total Expenditures	717,565	405,056	0	0	0	312,509	77.15%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	717,565	405,056	0	0	0	312,509	77.15%

City of St Catharines
Property Management
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	267,239	178,087	172,852	166,514	165,057	89,152	50.06%
Benefits	94,258	55,132	51,200	43,711	44,048	39,126	70.97%
Equipment Operations	0	335	0	217	550	-335	-100.00%
Office and Related Expenses	4,664	4,550	3,950	3,819	4,799	114	2.51%
Properties	4,500	0	0	0	0	4,500	0.00%
Other Service Charges	16,940	14,935	11,333	11,248	12,609	2,005	13.42%
Total Expenditures	387,601	253,039	239,335	225,509	227,063	134,562	53.18%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	387,601	253,039	239,335	225,509	227,063	134,562	53.18%

City of St Catharines

Purchasing

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	219,345	212,082	183,511	197,712	202,417	7,263	3.42%
Benefits	89,220	79,671	64,965	61,361	63,063	9,549	11.99%
Equipment Operations	7,350	7,350	6,424	5,219	3,811	0	0.00%
Office and Related Expenses	2,350	2,350	166	310	1,662	0	0.00%
Other Service Charges	6,400	6,400	5,263	9,612	7,171	0	0.00%
Total Expenditures	324,665	307,853	260,329	274,214	278,124	16,812	5.46%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	324,665	307,853	260,329	274,214	278,124	16,812	5.46%

City of St Catharines
Insurance - General
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Contracts	2,136,000	2,039,600	1,942,178	1,544,350	1,527,265	96,400	4.73%
Other Service Charges	0	0	0	90,942	0	0	0.00%
Total Expenditures	2,136,000	2,039,600	1,942,178	1,635,292	1,527,265	96,400	4.73%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	2,136,000	2,039,600	1,942,178	1,635,292	1,527,265	96,400	4.73%

City of St Catharines
Miscellaneous-general
2023 Operating Budget - Expenditures by Object

Object of Expenditure	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Other Service Charges	50,000	50,000	-196,742	68,999	95,849	0	0.00%
Total Expenditures	50,000	50,000	-196,742	68,999	95,849	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	50,000	50,000	-196,742	68,999	95,849	0	0.00%

City of St Catharines
 PeopleSoft Implementation
 2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	83,947	0	0	0	0	83,947	0.00%
Benefits	30,333	0	0	0	0	30,333	0.00%
Properties	4,500	0	0	0	0	4,500	0.00%
Allocation to Capital	-117,670	0	0	0	0	-117,670	0.00%
Total Expenditures	1,110	0	0	0	0	1,110	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	1,110	0	0	0	0	1,110	0.00%

City of St Catharines
Provision for Allowances
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Other Service Charges	0	0	173,600	1,010,515	10,081	0	0.00%
Total Expenditures	0	0	173,600	1,010,515	10,081	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	0	0	173,600	1,010,515	10,081	0	0.00%

City of St Catharines
Prior Year Clearing
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Contracts	0	0	0	-81,230	0	0	0.00%
Total Expenditures	0	0	0	-81,230	0	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	0	0	0	-81,230	0	0	0.00%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Corporate Support Services							
Customer Service (p 192)	1,103,951	952,358	988,359	949,016	892,960	151,593	15.92%
Long Service Recognition (p 193)	25,000	25,000	24,000	23,945	24,308	0	0.00%
Technology Centre (p 194)	1,511,459	1,432,555	1,285,733	1,383,472	1,177,165	78,904	5.51%
Telecommunications (p 195)	115,007	196,688	213,293	213,463	202,584	-81,681	-41.53%
Human Resources (p 196)	1,784,547	1,561,263	1,387,961	1,598,290	1,551,674	223,284	14.30%
Staff Development (p 197)	496,500	74,000	56,392	55,374	60,971	422,500	570.95%
Employee Safety (p 198)	89,400	69,480	63,402	58,767	72,153	19,920	28.67%
Union Bargaining Matters (p 199)	0	0	18,968	-5,399	0	0	0.00%
Team STC 1.0 (p 200)	7,500	6,020	1,020	365	1,020	1,480	24.58%
Corporate IT Infrastructure (p 201)	2,324,511	1,934,511	1,916,371	1,771,018	1,833,682	390,000	20.16%
Total Corporate Support Services	7,457,875	6,251,875	5,955,499	6,048,311	5,816,517	1,206,000	19.29%

City of St Catharines
Customer Service
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	804,288	712,963	778,015	755,083	714,157	91,325	12.81%
Benefits	281,219	216,295	194,494	182,592	161,156	64,924	30.02%
Equipment Operations	100	100	0	0	0	0	0.00%
Office and Related Expenses	24,700	17,500	13,058	8,552	17,355	7,200	41.14%
Other Service Charges	9,500	5,500	2,792	2,789	2,317	4,000	72.73%
Total Expenditures	1,119,807	952,358	988,359	949,016	894,985	167,449	17.58%
Revenue	0	0	0	0	-2,025	0	0.00%
Transfer from Reserve	-15,856	0	0	0	0	-15,856	0.00%
Total Revenue	-15,856	0	0	0	-2,025	-15,856	0.00%
Total Net Expenditures	1,103,951	952,358	988,359	949,016	892,960	151,593	15.92%

City of St Catharines
Long Service Recognition
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Benefits	24,000	24,000	24,000	23,945	23,290	0	0.00%
Other Service Charges	1,000	1,000	0	0	1,018	0	0.00%
Total Expenditures	25,000	25,000	24,000	23,945	24,308	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	25,000	25,000	24,000	23,945	24,308	0	0.00%

City of St Catharines
Technology Centre
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,278,568	1,244,198	1,082,962	1,212,519	1,031,722	34,370	2.76%
Benefits	447,350	393,343	327,323	312,400	284,283	54,007	13.73%
Equipment Operations	1,100	900	34,244	26,930	1,703	200	22.22%
Office and Related Expenses	2,900	5,500	10,131	6,087	13,965	-2,600	-47.27%
Properties	0	0	-97	2,000	15,000	0	0.00%
Other Service Charges	11,000	10,600	6,665	5,790	10,776	400	3.77%
Total Expenditures	1,740,918	1,654,541	1,461,228	1,565,726	1,357,449	86,377	5.22%
Revenue	-229,459	-221,986	-175,494	-182,253	-180,283	-7,473	3.37%
Total Revenue	-229,459	-221,986	-175,494	-182,253	-180,283	-7,473	3.37%
Total Net Expenditures	1,511,459	1,432,555	1,285,734	1,383,473	1,177,166	78,904	5.51%

City of St Catharines
Telecommunications
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	20,000	48,000	47,879	43,781	48,106	-28,000	-58.33%
Office and Related Expenses	99,226	152,000	168,661	171,804	158,538	-52,774	-34.72%
Total Expenditures	119,226	200,000	216,540	215,585	206,644	-80,774	-40.39%
Revenue	-4,219	-3,312	-3,247	-2,122	-4,060	-907	27.39%
Total Revenue	-4,219	-3,312	-3,247	-2,122	-4,060	-907	27.39%
Total Net Expenditures	115,007	196,688	213,293	213,463	202,584	-81,681	-41.53%

City of St Catharines

Human Resources

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Salaries and Wages	1,135,513	1,013,320	955,618	1,024,707	1,040,376	122,193	12.06%
Benefits	387,791	335,565	276,280	275,056	286,961	52,226	15.56%
Equipment Operations	8,550	9,550	813	9,442	11,413	-1,000	-10.47%
Office and Related Expenses	110,720	63,020	60,471	58,293	77,372	47,700	75.69%
Other Service Charges	187,040	182,590	136,759	258,205	181,082	4,450	2.44%
Total Expenditures	1,829,614	1,604,045	1,429,941	1,625,703	1,597,204	225,569	14.06%
Revenue	-42,144	-42,782	-41,980	-27,414	-45,530	638	-1.49%
Transfer from Reserve	-2,923	0	0	0	0	-2,923	0.00%
Total Revenue	-45,067	-42,782	-41,980	-27,414	-45,530	-2,285	5.34%
Total Net Expenditures	1,784,547	1,561,263	1,387,961	1,598,289	1,551,674	223,284	14.30%

City of St Catharines
Staff Development
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Materials	1,000	1,000	3,304	3,500	5,284	0	0.00%
Other Service Charges	495,500	73,000	53,088	51,874	55,687	422,500	578.77%
Total Expenditures	496,500	74,000	56,392	55,374	60,971	422,500	570.95%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	496,500	74,000	56,392	55,374	60,971	422,500	570.95%

City of St Catharines

Employee Safety

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Office and Related Expenses	0	0	0	0	733	0	0.00%
Other Service Charges	89,400	89,480	63,402	58,767	71,420	-80	-0.09%
Total Expenditures	89,400	89,480	63,402	58,767	72,153	-80	-0.09%
Transfer from Reserve	0	-20,000	0	0	0	20,000	-100.00%
Total Revenue	0	-20,000	0	0	0	20,000	-100.00%
Total Net Expenditures	89,400	69,480	63,402	58,767	72,153	19,920	28.67%

City of St Catharines
 Union Bargaining Matters
 2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Grants and Committees	0	0	18,968	-5,399	0	0	0.00%
Total Expenditures	0	0	18,968	-5,399	0	0	0.00%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	0	0	18,968	-5,399	0	0	0.00%

City of St Catharines

Team STC 1.0

2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Other Service Charges	7,500	6,020	1,020	365	1,020	1,480	24.58%
Total Expenditures	7,500	6,020	1,020	365	1,020	1,480	24.58%
Total Revenue	0	0	0	0	0	0	0.00%
Total Net Expenditures	7,500	6,020	1,020	365	1,020	1,480	24.58%

City of St Catharines
Corporate IT Infrastructure
2023 Operating Budget - Expenditures by Object

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Object of Expenditure							
Equipment Operations	2,161,686	1,774,511	1,716,372	1,571,429	1,576,935	387,175	21.82%
Properties	200,000	200,000	199,999	199,589	256,747	0	0.00%
Total Expenditures	2,361,686	1,974,511	1,916,371	1,771,018	1,833,682	387,175	19.61%
Transfer from Reserve	-37,175	-40,000	0	0	0	2,825	-7.06%
Total Revenue	-37,175	-40,000	0	0	0	2,825	-7.06%
Total Net Expenditures	2,324,511	1,934,511	1,916,371	1,771,018	1,833,682	390,000	20.16%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Financial Management Services							
Capital/Revenue	3,624,000	1,099,000	1,000,000	1,751,000	1,553,000	2,525,000	229.75%
Total Financial Management Services	3,624,000	1,099,000	1,000,000	1,751,000	1,553,000	2,525,000	229.75%

CONTRIBUTION TO TAX-SUPPORTED CAPITAL PROJECTS790.100 **CAPITAL BUDGET****Required 2023 Capital Contribution from Revenue**

Capital out of revenue is the portion of the project cost that is funded from the operating budget. This Council supported strategy, sets the contribution rate at 10% of the tax supported project costs not funded from other identified sources. The capital out of revenue contribution approximates one years' worth of debenture costs of the project. For 2023 the capital out of revenue contribution percentage for tax supported projects has been set at 7.5% to provide relief to the operating budget as part of the COVID 19 Financial Recovery Plan as we gradually increase COOR to align back to the debt management strategy.

SCH		CAPITAL BUDGET	OPERATING BUDGET
B	ROAD PROGRAM	9,824,600	575,000
C	NEW SIDEWALK CONSTRUCTION	2,413,000	97,000
D	STORM SEWER PROGRAM	1,608,000	52,000
H	BRIDGES AND CULVERTS	4,202,200	315,000
I	SHORELINE PROTECTION	208,000	12,000
J	WATERCOURSES	4,700,000	315,000
K	REGIONAL PROJECTS (CITY SHARE)	1,401,000	105,000
L	COMMUNITY, RECREATION AND CULTURE SERVICES	2,873,000	115,000
M	BUILDING IMPROVEMENT PROGRAM	16,309,000	912,000
P	FLEET	3,526,780	239,000
O	FIRE SERVICES	950,000	58,000
Q	CORPORATE INFRASTRUCTURE	4,680,000	279,000
TOTAL		52,695,580	3,074,000
790.101	ANNUAL DEVELOPMENT CHARGE GRANT AND EXEMPTION FUNDING		550,000
TOTAL CONTRIBUTION TO CAPITAL			3,624,000

SCH	RECONCILIATION TO CAPITAL PROJECT FUNDING (SCHEDULE W)		
R	AIRPORT	-	
N	PARKING SERVICES	700,000	53,000
R	TRANSIT		
K	REGIONAL PROJECTS (CITY SHARE)	3,018,000	
E	SANITARY	2,819,000	724,000
F	POLLUTION	250,000	
G	WATERMAIN	11,930,000	2,624,000
SUBTOTAL		18,717,000	3,401,000
TOTAL		71,412,580	6,475,000

City of St Catharines
2023 Operating Budget Debt Repayment

	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	\$ Change 2023 Budget	% Change 2023 Budget
Debt Repayment							
Information Debt Costs	374,100	452,588	453,738	331,462	330,689	-78,488	-17.34%
City Hall Debt Costs	288,052	382,086	344,305	343,060	345,451	-94,034	-24.61%
LSSC Debt Costs	492,614	949,945	953,272	1,218,091	1,346,071	-457,331	-48.14%
Court House Debt Costs	10,416	10,420	10,429	10,439	10,395	-4	-0.04%
Centennial Library Plaza Debt Costs	81,357	81,482	81,502	81,613	81,712	-125	-0.15%
Fire Debt Costs	981,586	981,235	857,440	852,488	570,153	351	0.04%
Shoreline Protection Debt Costs	517,910	484,016	190,942	8,198	0	33,894	7.00%
Sidewalk Debt Costs	435,499	319,317	298,129	302,077	286,144	116,182	36.38%
Roadway Debt Costs	4,496,632	4,147,435	4,152,244	3,697,932	3,203,726	349,197	8.42%
Storm Sewer Debt Costs	1,629,304	1,840,703	1,815,939	1,669,126	1,725,751	-211,399	-11.48%
Cemetery Debt Costs	400,045	400,466	400,639	401,129	401,860	-421	-0.11%
Assistance to Aged Debt Costs	92,294	92,426	92,447	92,574	92,670	-132	-0.14%
Pools Debt Costs	56,022	56,249	56,265	56,255	58,720	-227	-0.40%
Arenas Debt Costs	110,697	110,662	110,685	146,198	183,440	35	0.03%
Merritton Arena Debt Costs	222,746	15,087	15,092	5,510	5,036	207,659	1,376.41%
Seymour Hannah Debt Costs	1,978,440	1,977,196	1,961,438	1,936,798	1,939,119	1,244	0.06%
Meridian Centre Debt Costs	1,498,214	1,487,076	1,487,442	1,452,919	1,453,957	11,138	0.75%
Parks Debt Costs	957,093	841,275	812,749	729,392	804,292	115,818	13.77%
Kiwanis Turf Field Debt Costs	0	207,200	207,380	207,394	208,023	-207,200	-100.00%
Happy Rolph's Debt Costs	76,095	88,720	59,759	58,083	61,958	-12,625	-14.23%
Kiwanis Aquatic Debt Costs	844,949	845,087	845,220	845,274	827,369	-138	-0.02%
Russell Ave Community Centre Debt	55,278	55,304	55,309	55,155	9,535	-26	-0.05%
Garden City Golf Debt Costs	0	76,838	76,819	76,824	76,876	-76,838	-100.00%
Merritton Community Centre Debt	88,752	88,793	88,859	83,709	116,232	-41	-0.05%
Other Cultural Debt Costs	39,830	40,134	40,240	40,373	40,599	-304	-0.76%
Morningstar Mill Debt Costs	18,705	18,862	18,983	19,092	19,129	-157	-0.83%
Market Square Debt Costs	20,812	20,822	20,838	20,858	20,920	-10	-0.05%
Bill Burgoyne Debt Costs	192,625	192,987	55,149	1,587	0	-362	-0.19%
Port Weller Community Centre Debt Costs	50,748	50,759	50,776	2,395	0	-11	-0.02%
Niagara District Airport Debt Costs	59,164	59,173	59,177	1,043	62,448	-9	-0.02%
85 Church St Debt Costs	109,376	0	0	0	0	109,376	0.00%
Canada Summer Games Debt Costs	142,666	0	0	0	0	142,666	0.00%
Total Debt Repayment	16,322,021	16,374,343	15,673,206	14,747,048	14,305,066	-52,322	-0.32%
Library	125,862	included under Library					
Parking	1,135,628	included under Parking Operations					
Water	378,215	included Water budget					
Wastewater	703,316	included WW budget					
Transit	325,308						
Transit Debt Uploaded to Region	-325,308						
	18,665,041						
Less: Seymour Hannah Loan	796,036	included in \$16.3M above					
Total	17,869,006						

City of St. Catharines

2023 Operating Budget - Expenditures

Acct.	Description	2023 Budget	2022 Budget	2021 Actuals	2020 Actuals	2019 Actuals	% Change 2023 Budget
<u>OUTSIDE BOARDS AND COMMISSIONS</u>							
770	FirstOntario Performance Art Centre	\$ 1,840,076	\$ 1,716,038	\$ 1,670,822	\$ 1,598,046	\$ 1,680,522	7.23%
753	St Catharines Public Library	6,204,214	5,876,428	5,677,708	5,677,708	5,512,338	5.58%
		6,204,214	5,876,428	5,677,708	5,677,708	5,512,338	5.58%
781	St Catharines Transit Commission	525,000	12,312,840	11,970,876	11,304,785	11,240,038	-95.74%
	Transit Commission	-	1,522,000	1,583,770	1,528,595	1,461,973	-100.00%
	Para Transit	-	209,160	81,949	90,745	51,254	-100.00%
	Debt principal and interest	525,000	14,044,000	13,636,595	12,924,125	12,753,265	-96.26%
727	Niagara District Airport	463,879	447,134	441,673	430,103	245,263	3.74%
		9,033,169	22,083,600	21,426,798	20,629,982	20,191,388	-59.10%

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Performing Arts							
Performing Arts	80,100	71,200	62,965	62,541	1,629,281	8,900	12.50%
PAC Operating Grant	1,759,976	1,644,838	1,607,857	1,592,856	0	115,138	7.00%
Total Performing Arts	1,840,076	1,716,038	1,670,822	1,598,046	1,680,522	124,038	7.23%
2021 PAC Budget Request (Municipal Contribution)	1,759,976	1,644,838					
2021 City Paid Expenses (Building Insurance and Retiree Benefits)	80,100	71,200					
Total Performing Arts	1,840,076	1,716,038					



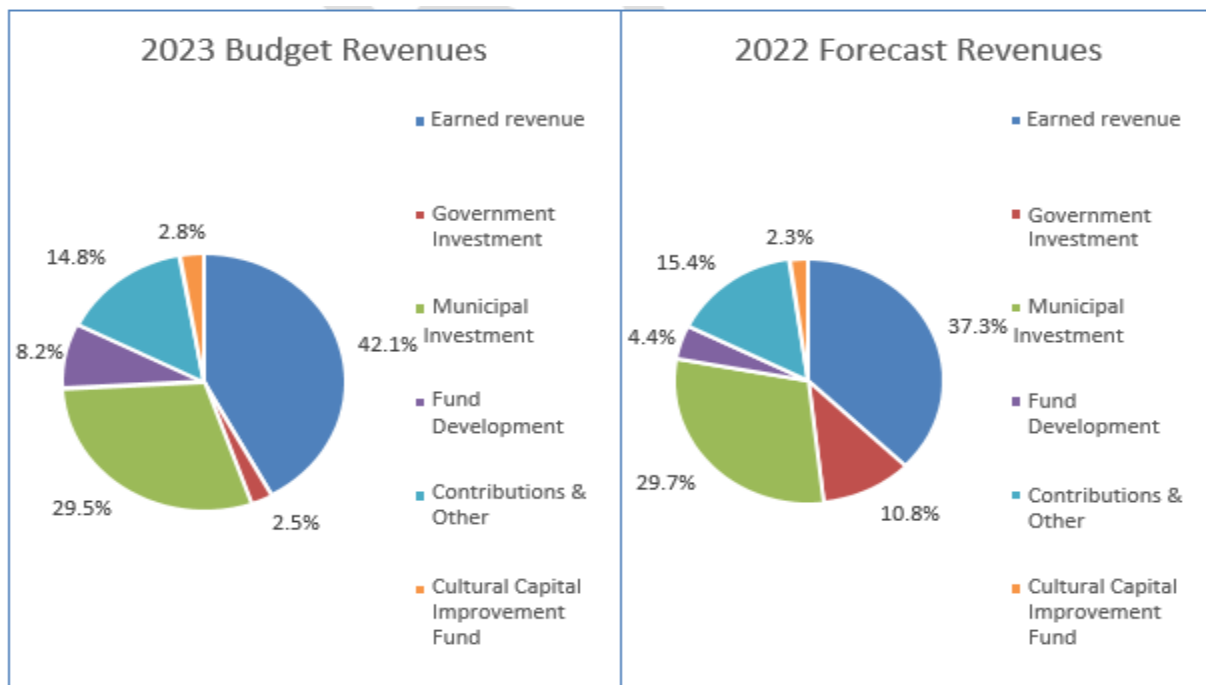
2023 Business Plan

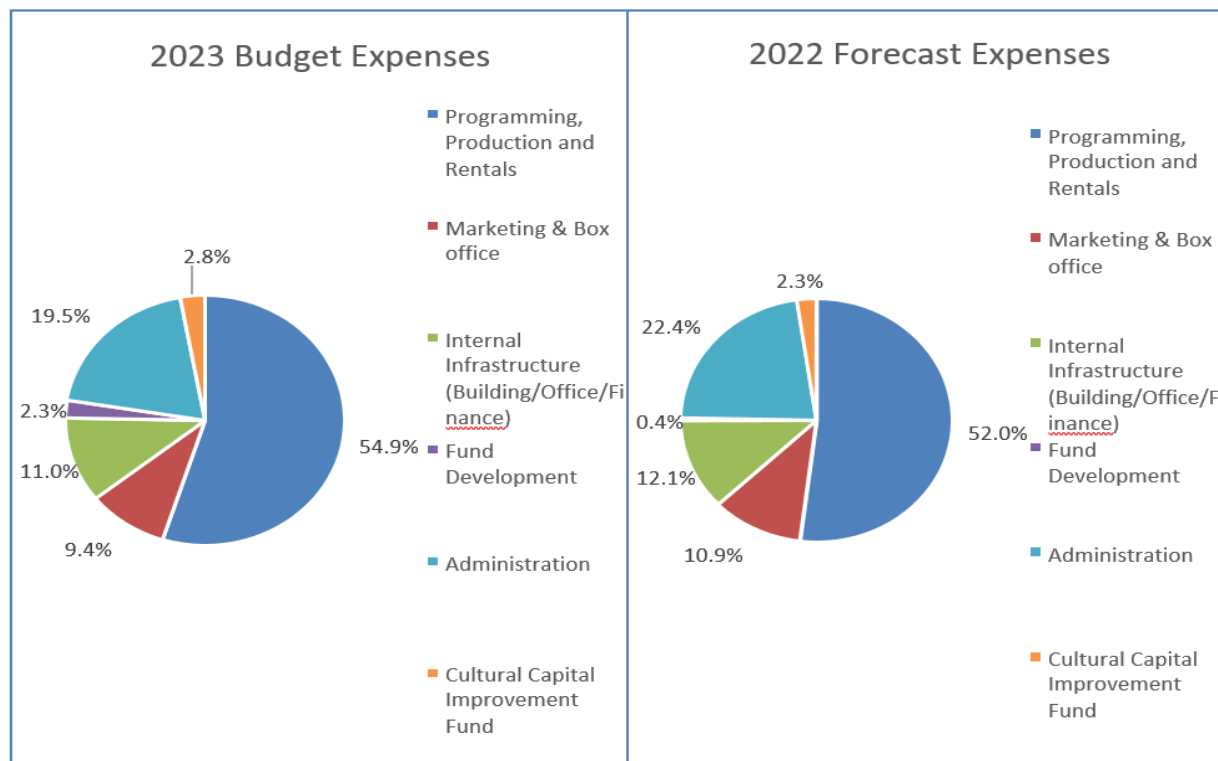
General Overview

The 2023 budget and business plan represent the 2nd year of the PAC's 3-year Strategic Recovery Plan. This plan advances the PAC's strategic direction and reflects a full year of business operations while acknowledging the pandemic recovery necessary for our community, the arts, and live performance industries. With a focus on the sustainability of the organization, we continue to support local arts activity and our academic partners while actively contributing towards the cultural identity and fabric of the community.

Business Model

The operational and business cycle of the PAC reflects a fluctuation of activity throughout the year that carefully balances the PAC's partnership with Brock University, local artists and arts community, diverse PAC programs, and touring/rental activity.





2023 Assumptions and Highlights

- Activity levels at full capacity for all venues at the PAC.
- In the second year of the PAC's Strategic Recovery Plan, The PAC projected revenue of \$5.9m includes a Municipal investment of \$1.759m.
- Expansion of fundraising strategies and capacity through the achievement of Charitable status for the organization.
- An investment towards the PAC's Strategic Recovery Plan's initiatives focusing on culturally diverse programming, increased accessibility and access to the arts, Equity Diversity and Inclusion initiatives, audience development and public engagement through learning programs.
- Significant cost increases to goods and services procured by the PAC as a result of rising inflation levels following the COVID-19 pandemic.
- A purposeful approach to revenue generation that explores diversifying revenue opportunities through investment income and earned revenue strategies.

Situational Analysis

The 2023 fiscal year poses significant challenges from a financial and logistics perspective as the supply chain and global economy respond and adjust to post-pandemic life. In addition, the impact of the pandemic on the live performance domain remains significant, with an anticipated five-year recovery on the horizon.

Live performance

As of the end of the first quarter of 2022, Real GDP for the live performance domain remains 13.6% away from full recovery, while employment in the live performance domain is 12.3% away from its pre-COVID level¹. The timeframe required to program events, coordinate touring acts, develop partnerships and sell tickets makes for a slow recovery and ability to return to full operations. The uncertainty of artists to secure contracts and earn a living from their art, coupled with increased productions and travel costs, have also impacted negatively the industry as a whole.

Consumer Price Index (CPI)

The impact of the increasing rate of inflation on the cost and supply of goods and services purchased poses as a significant financial and operational pressure for the PAC. Scotiabank is anticipating an average annual CPI of 6.5% in 2022 and 3.3% in 2023 as of their June 2022 forecast². This means that prices for goods and services in 2023 will continue to increase, albeit at a lower rate than they did in 2022.

Appendix 1 outlines a review of the inflationary increases the PAC has experienced in the past two years on goods and services procured and its impact on the proposed 2023 Budget. There are significant increases to all business areas of the PAC, including event related costs, building maintenance, administration, and marketing expense increases.

The increased price of basic goods and services also represents a decrease to household discretionary spending, thereby impacting attendance expectations for both programmed and rental events at the PAC in 2023.

Recruitment and Retention

The worldwide labour shortage has also impacted the PAC. With a highly competitive job market, the PAC's ability to remain an attractive employer is challenged due to the economic environment and budgetary pressures. Increased costs and resource requirements geared towards employee retention and recruitment are necessary in order to ensure a safe and supportive work environment and maintain the service levels required to meet the needs of the community and contribute towards the growth of the downtown area.

Revenue*Programming*

PAC outreach activities and programmed events aim to provide leadership in the development of audiences for, and participants of the performing arts. The proposed programming is influenced by and built upon our past and current programming successes and a desire to bring a wide variety of artforms and stories to the stage. These stories represent and highlight the diverse experiences of local, national and international artists and communities. The imPACt Education series will provide professional arts programs for school children and youth through performances and value-added outreach

¹ [COVID Impact Statistics](#). CAPACOA 2022

² [Canadian Economy Resilient in the Face of Global Challenges](#). June 2022

activities. With over 500 screenings planned for 2023, The Film House continues to be a tenet for growth and catalyst for activity in downtown St. Catharines.

Rental Activity

The COVID-19 pandemic's effects on the entertainment industry and local arts community have negatively impacted their ability to produce earned revenues and financial capacity to afford increased venue rental rates. In 2021, the PAC restructured its venue rental rates to allow for greater clarity and flexibility given the fluctuation in venue capacities as a result of the public health mandates. Acknowledging the need to support the recovery of our local arts community and the increased impact of inflation on organizations, the PAC decided to maintain venue rental rates for existing client bookings throughout 2023.

Grant revenue

The 2023 budget includes funding for programs that have historically been supported by both the Federal and Provincial governments such as the PAC's programmed season, Celebration of Nations and student placement programs. Further funding opportunities continue to be explored by PAC staff to support funding for programs related to the PAC's Strategic Recovery Plan surrounding the development of access and learning programs.

Fund Development

Fund development strategies for 2023 mimic the structure that was designed in Q2 2022, with specific campaign targets attributed to the areas of:

- Individual donations (often these come with ticket purchases)
- Board donations (as the PAC is a 100% giving Board)
- Fundraising campaigns (Board led campaign)
- Fundraising event (ticketed)

2023 will mark the second annual East Coast Kitchen party as the primary ticketed event of the year, with targets on sponsorship and ticket sales increased from the first annual event.

Board led fundraising campaigns will be the stretch goal for the year, supported by efforts through charitable status and the establishment of annual campaigns such as Friends of "CofN", youth film projects, holiday campaigns, naming opportunities and others. The Fund Development Committee will oversee these within the workplan in addition to assisting staff on major sponsorship requests to local contacts. Council has approved an increase to the Board's complement of up to 4 new citizen members that reside outside of the City of St. Catharines with the purpose of increasing the Board's capacity in several areas, including fundraising.

For the marketing sponsorship and advertising revenue targets, staff will continue with pre-existing programs and targets consistent with the initial 2022 budget for show sponsorship, film house support, program advertising and beer and wine sponsorship.

Cultural Capital Improvement Fee

The expected revenue allocated to the Capital/Equipment Reserve and SCCIP for 2023 is \$113,333 and \$56,666 respectively. The contribution towards the Equipment and Capital Reserves takes into consideration the long-term needs of the building and venues

and support the long-term sustainability of the plant and operations. As well, the PAC's contribution to the City's SCCIP further reinforces our commitment to promote and support the local creative industry and economy.

Expenses

Human resources

The PAC's collective agreement with IATSE, our union that supplies technical labour, expired at the end of June 2022. The results of negotiations and its effect on the PAC's 2023 Budget are unknown at this time.

On January 1 2023, OMERS will effectively change its eligibility criteria by allowing non-full-time (NFT) join the Plan at any time. As a result, The PAC has increased the overall employer matching contribution to the Plan. The full impact of this change cannot be fully forecasted at this time, including the PAC's staffing resources required to manage the Plan in compliance with the applicable guidelines and legislation.

Mitigating the Impact

In consideration of the impact of inflation and increased staffing resource requirements, the PAC is developing a variety of strategies with the purpose of maximizing revenue opportunities, and diversifying revenue channels. As this process began in June 2022, we acknowledge the importance and depth of the work that is required to develop and reimagine revenue generating models based on evidence and data driven concepts.

Investing (included in 2023 budget)

To mitigate the financial and resource pressures, the PAC proposes the establishment of an investment strategy for 2023 that capitalizes on the recent increases to interest rates for maximum returns, while maintaining a high degree of security, liquidity and compliance with all applicable legislative requirements. As a prudent approach and considering the PAC's cashflows, the 2023 budget includes investment income in the amount of \$23,000.

The PAC Board has approved an investment policy to take advantage of this opportunity. PAC staff are currently working with the Clerk's office to request an amendment to section 7.6 of the City of St Catharines's Bylaw 2018-77, the PAC's Establishing Bylaw, to allow investment income to be part of the PAC's revenue sources.

Additional Earned Revenue

Funded through the Department of Canadian Heritage, the PAC is engaging a third-party arts marketing organization in 2022 with the aim of analyzing current trends and delving into the development of engaging consumer relations and revenue optimization models that are adaptive and data-driven frameworks for sustainable growth. While not accounted for financially in the PAC's 2023 Budget, building off a strong membership base and engaged audience, these new models/strategies would be gradually implemented in the fall of 2023 with purpose of not only optimizing revenue but also developing tactics to develop, diversify, and expand audiences across the region.

Changes to Rates and Fees

The PAC is looking for opportunities to develop new revenue streams and increase existing ones. We are currently doing analysis of rental days to see if there are days that

we might be able to incentivize rentals with decreased rates. We are also considering dynamic pricing for days of the week and times of the year based on rental information gathered over the last 7 years. Additionally, we believe it would be better for our local arts organization to align rental rate increases with performance seasons so that they are able to budget for their season using the same rental rates.

Appendix 1. Price Index Increases

Item		Price Index
Event Related		
Hotel Accommodations		4.5%
Sound Equipment Tuning		20%
Security		13%
Snacks – food costs		25.5%
Administration		
Cash Pick Up Service		110.2%
Payroll System Costs		6.5%
Financial System Costs		13%
POS System Costs		15%
Employee Benefits		14.6%
Insurance - Crime		15.5%
Insurance – Gen. Liability		54.9%
Insurance - Umbrella		72.4%
Insurance – D&O		32.2%
Building Maintenance		
Toilet Paper		10.9%
Hand Towels		71.5%
Bleach-cleaning products		13.9%
Fire Alarm Inspection		2.5%
Elevator Licensing		25.52%
Marketing		
Poster Boards		47.9%
Banners		2.7%
Ticket Envelopes		184%

*Based on price increases in 2021 and 2022 for good and services procured by the PAC.

**The price index increases, including but not limited to those above are anticipated to negatively impact the 2023 budget by a minimum of \$45,000

Appendix 2. Proposed 2023 Budget – Summary

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
Revenue				
Total Earned Revenue	\$ 455,323.60	\$ 2,522,069.87	\$ 2,068,248.81	\$ 2,512,103.59
Total Government Investment	\$ 208,879.10	\$ 106,000.00	\$ 600,890.69	\$ 152,000.00
Total Municipal Investment	\$ 1,585,333.52	\$ 1,644,837.71	\$ 1,644,837.72	\$ 1,759,976.35
Total Fund development	\$ 71,267.06	\$ 360,000.00	\$ 245,605.00	\$ 488,800.00
Total Contributions & Other	\$ 838,182.86	\$ 824,750.68	\$ 853,565.45	\$ 883,261.11
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Revenue	\$ 3,203,075.14	\$ 5,622,658.26	\$ 5,540,147.67	\$ 5,966,141.05
Expenses				
Total Programming, Production and Rentals	\$ 1,107,086.72	\$ 3,083,430.55	\$ 2,893,771.02	\$ 3,126,789.76
Total Marketing & Box Office	\$ 236,963.33	\$ 582,985.00	\$ 607,543.67	\$ 561,805.00
Total Building Operations	\$ 358,578.17	\$ 441,004.09	\$ 455,499.68	\$ 410,438.84
Total Fund development	\$ 2,848.30	\$ 65,000.00	\$ 31,500.00	\$ 137,650.00
Total Administration	\$ 1,020,269.58	\$ 1,093,557.47	\$ 1,253,053.10	\$ 1,314,988.90
Total Office	\$ 86,290.55	\$ 94,080.00	\$ 95,603.48	\$ 107,976.75
Total Finance & Other	\$ 83,157.96	\$ 141,796.02	\$ 127,284.25	\$ 136,491.79
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Expenses	\$ 2,939,283.61	\$ 5,666,853.12	\$ 5,591,255.21	\$ 5,966,141.05
Net Surplus (Deficit)	\$ 263,791.53	\$ (44,194.86)	\$ (51,107.54)	\$ 0.00
Less Reserve Expenses:				
Encumbrances	\$ 88,152.01	\$ -	\$ 93,619.80	\$ -
Sustainability	\$ -	\$ -	\$ -	\$ -
Net Surplus (Deficit) after reserves	\$ 175,639.52	\$ (44,194.86)	\$ (144,727.34)	\$ 0.00

* The proposed 2023 PAC budget represents a 7% of City investment over the 2022 budget.

Appendix 2. Proposed 2023 Budget – Detail

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
Revenue				
Earned revenue				
770.100.800 Miscellaneous Revenue	\$ 5,740.58	\$ 14,000.00	\$ 14,170.79	\$ 15,250.00
770.100.807 Fee for Service-Box Office	\$ 22,720.06	\$ 80,320.31	\$ 85,081.25	\$ 87,800.00
770.100.808 Fee for Service-Production	\$ 69,585.29	\$ 164,023.00	\$ 210,480.30	\$ 192,527.82
770.100.809 Fee for Service-Other	\$ 1,638.75	\$ 3,000.00	\$ 3,480.70	\$ 3,000.00
770.100.810 Fee for Service - Handling	\$ 35,673.10	\$ 83,839.17	\$ 83,195.50	\$ 98,957.77
770.100.835 Ticket Sales	\$ 236,641.76	\$ 1,692,944.63	\$ 1,162,530.73	\$ 1,534,574.72
770.100.850 Advertising Revenue	\$ 2,700.00	\$ 42,000.00	\$ 40,000.00	\$ 40,000.00
770.100.857 Concession Sales	\$ 10,493.67	\$ 17,715.33	\$ 45,233.59	\$ 37,627.35
770.100.860 Vending Machines	\$ -	\$ 5,500.00	\$ -	\$ 500.00
770.100.861 Concession Liquor Sales	\$ 16,061.44	\$ 226,982.24	\$ 213,479.01	\$ 290,574.42
770.100.930 Rental Revenue	\$ 54,068.95	\$ 191,745.20	\$ 210,596.95	\$ 211,291.50
Total Earned Revenue	\$ 455,323.60	\$ 2,522,069.87	\$ 2,068,248.81	\$ 2,512,103.59
Government Investment				
770.100.801 Provincial Grant Revenue	\$ 16,905.00	\$ 36,000.00	\$ 108,240.79	\$ 40,000.00
770.100.802 Federal Grant	\$ 171,974.10	\$ 65,000.00	\$ 492,649.90	\$ 112,000.00
770.100.811 Regional Grants	\$ 20,000.00	\$ 5,000.00	\$ -	\$ -
Total Government Investment	\$ 208,879.10	\$ 106,000.00	\$ 600,890.69	\$ 152,000.00
Municipal Investment				
770.100.806 Municipal	\$ 1,607,857.00	\$ 1,644,837.71	\$ 1,644,837.72	\$ 1,759,976.35
770.100.815 Contra - Municipal Revenue	\$ (22,523.48)	\$ -	\$ -	\$ -
Total Municipal Investment	\$ 1,585,333.52	\$ 1,644,837.71	\$ 1,644,837.72	\$ 1,759,976.35
Fund Development				
770.100.805 Donations	\$ 14,267.06	\$ 10,000.00	\$ 21,605.00	\$ 23,000.00
770.100.836 Sponsorships	\$ 47,000.00	\$ 170,000.00	\$ 119,000.00	\$ 160,500.00
770.100.840 Fundraising	\$ 10,000.00	\$ 150,000.00	\$ 45,000.00	\$ 220,000.00
770.100.841 Fundraising Events	\$ -	\$ 30,000.00	\$ 60,000.00	\$ 85,300.00
Total Fund development	\$ 71,267.06	\$ 360,000.00	\$ 245,605.00	\$ 488,800.00
Contributions & Other				
770.100.803 Brock/Corp Cont/Grants	\$ 812,739.16	\$ 816,750.68	\$ 827,368.48	\$ 842,261.11
770.100.820 Other Income/Corporate Contributions	\$ 15,745.98	\$ -	\$ 5,000.00	\$ -
770.100.804 Interest Income	\$ 9,697.72	\$ 8,000.00	\$ 21,196.97	\$ 41,000.00
Total Contributions & Other	\$ 838,182.86	\$ 824,750.68	\$ 853,565.45	\$ 883,261.11
Cultural Capital Improvement Fund				
770.100.906 CCIF Revenue	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Revenue	\$ 3,203,075.14	\$ 5,622,658.26	\$ 5,540,147.67	\$ 5,966,141.05
Expenses				
Programming, Production and Rentals				
770.100.001 Salaries/Wages-Regular	\$ 520,208.49	\$ 1,132,934.30	\$ 1,012,554.79	\$ 1,062,068.86
770.100.002 Wages and Salaries - Overtime	\$ 9,569.23	\$ -	\$ 9,737.35	\$ -
770.100.003 Salaries/Wages-Ext Serv	\$ 180,049.25	\$ 641,745.88	\$ 597,660.77	\$ 742,957.93
770.100.101 General Supplies	\$ 16,715.08	\$ 40,001.00	\$ 42,688.45	\$ 43,221.20
770.100.110 Uniform Clothing	\$ 3,815.79	\$ 4,800.00	\$ 4,427.64	\$ 4,800.00
770.100.125 Alcohol Products	\$ 6,342.42	\$ 87,792.90	\$ 75,143.31	\$ 113,132.81
770.100.127 Concession Products	\$ 3,343.25	\$ 12,023.73	\$ 20,174.91	\$ 10,842.80
770.100.140 Concession Supplies	\$ 1,222.59	\$ 10,952.88	\$ 6,354.04	\$ 12,397.56
770.100.150 Cleaning Services	\$ 2,019.88	\$ 3,000.00	\$ 2,944.42	\$ 6,500.00
770.100.203 Contract-Artist/Entertainers	\$ 213,086.43	\$ 948,395.00	\$ 782,272.01	\$ 860,284.00
770.100.205 Contracts - Security	\$ 18,342.96	\$ 33,040.00	\$ 27,830.00	\$ 50,700.00
770.100.220 Production Rentals	\$ 260.00	\$ -	\$ 13,875.00	\$ 13,550.00

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
770.100.219 Show Production	\$ 24,580.06	\$ 62,494.86	\$ 52,012.19	\$ 54,377.60
770.100.468 Artist/Entertainment Rider	\$ 11,876.60	\$ 56,250.00	\$ 47,346.14	\$ 86,957.00
770.100.204 CON Programming/Production	\$ 95,654.69	\$ 50,000.00	\$ 198,750.00	\$ 65,000.00
Total Programming, Production and Rentals	\$ 1,107,086.72	\$ 3,083,430.55	\$ 2,893,771.02	\$ 3,126,789.76
Marketing & Box office				
770.100.200 Contract - Advisory services	\$ 10,625.00	\$ 20,000.00	\$ 58,040.71	\$ 50,000.00
770.100.304 Postage Expense	\$ 8,666.51	\$ 26,000.00	\$ 24,291.41	\$ 20,000.00
770.100.307 Printing	\$ 884.44	\$ 5,000.00	\$ 4,350.00	\$ 2,500.00
770.100.314 Software	\$ 91,467.14	\$ 95,700.00	\$ 98,323.43	\$ 99,805.00
770.100.318 Bank/Credit Card Fees	\$ 36,618.72	\$ 97,000.00	\$ 84,370.86	\$ 90,000.00
770.100.405 Subscriptions/Memberships	\$ 4,610.54	\$ 4,285.00	\$ 5,284.30	\$ 4,500.00
770.100.439 Outreach and Audience Development	\$ 7,450.00	\$ 45,000.00	\$ 37,500.00	\$ 20,000.00
770.100.463 Marketing	\$ 76,640.98	\$ 290,000.00	\$ 295,382.96	\$ 275,000.00
Total Marketing & Box Office	\$ 236,963.33	\$ 582,985.00	\$ 607,543.67	\$ 561,805.00
Building Operations				
770.100.054 Equipment Repairs	\$ 10,364.36	\$ 15,550.00	\$ 16,195.00	\$ 16,327.50
770.100.053 Service Contracts	\$ 58,445.08	\$ 80,179.45	\$ 73,491.26	\$ 78,111.34
770.100.152 General Building Maintenance Supplies	\$ 3,781.12	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
770.100.153 Snow/Yard Maintenance	\$ 15,482.73	\$ 28,000.00	\$ 17,600.00	\$ 18,700.00
770.100.162 Building Repairs	\$ 65,372.18	\$ 46,000.00	\$ 51,220.55	\$ 40,000.00
770.100.163 Heat, Light, Power, Water	\$ 185,171.42	\$ 249,974.64	\$ 230,396.46	\$ 240,000.00
770.100.206 Contracts - Garbage Collection	\$ 580.64	\$ 2,600.00	\$ 1,552.41	\$ 2,600.00
770.100.235 Contracts - Pest Control	\$ 550.00	\$ 1,200.00	\$ 1,000.00	\$ 1,200.00
770.100.330 Furniture/Equipment NTCA	\$ 3,524.76	\$ 7,500.00	\$ 7,500.00	\$ 3,500.00
770.100.350 Furniture/Equipment	\$ 37,829.36	\$ 5,000.00	\$ 51,544.00	\$ 5,000.00
770.100.355 Contra - Furniture/Equipment	\$ (22,523.48)	\$ -	\$ -	\$ -
770.100.157 Rent	\$ -	\$ -	\$ -	\$ -
Total Building Operations	\$ 358,578.17	\$ 441,004.09	\$ 455,499.68	\$ 410,438.84
Fund Development				
770.100.447 Board Fundraising	\$ -	\$ 50,000.00	\$ 5,000.00	\$ 102,400.00
770.100.434 PAC Fundraisers	\$ 2,848.30	\$ 15,000.00	\$ 26,500.00	\$ 35,250.00
Total Fund development	\$ 2,848.30	\$ 65,000.00	\$ 31,500.00	\$ 137,650.00
Administration				
770.100.001 Salaries/Wages-Regular	\$ 391,649.92	\$ 560,201.72	\$ 503,059.09	\$ 494,415.63
770.100.006 Sick	\$ 54,440.41	\$ -	\$ 29,485.82	\$ -
770.100.007 Holiday/Vacation Pay	\$ 145,218.96	\$ -	\$ 185,462.23	\$ 226,587.37
770.100.009 Doctor's Appointments	\$ 392.51	\$ -	\$ 148.26	\$ -
770.100.030 Pensions	\$ 203,655.28	\$ 282,292.32	\$ 267,060.56	\$ 319,027.60
770.100.031 Other Benefits	\$ 129,630.56	\$ 169,218.29	\$ 181,918.86	\$ 186,230.46
770.100.032 Workers Compensation	\$ 13,520.29	\$ 23,960.82	\$ 23,728.70	\$ 25,210.75
770.100.033 Employment Insurance	\$ 19,853.61	\$ 37,884.31	\$ 39,189.59	\$ 41,717.10
770.100.050 HR Expenses	\$ 4,980.76	\$ 3,000.00	\$ 6,000.00	\$ 4,800.00
770.100.200 Contract-Advisory Service	\$ 45,079.28	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
770.100.202 Contract - Equity/Diversity & Inclusion	\$ 11,848.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Total Administration	\$ 1,020,269.58	\$ 1,093,557.47	\$ 1,253,053.10	\$ 1,314,988.90
Office				
770.100.303 Courier Services	\$ 323.17	\$ 5,000.00	\$ 4,581.72	\$ 5,000.00
770.100.305 Telephone	\$ 15,815.52	\$ 20,000.00	\$ 16,202.10	\$ 20,000.00
770.100.306 Cellular Phones	\$ 1,870.99	\$ 4,500.00	\$ 2,938.07	\$ 4,500.00
770.100.308 Copying and Prints	\$ 2,207.65	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
770.100.310 Office Supplies	\$ 5,588.67	\$ 9,000.00	\$ 9,000.00	\$ 10,000.00
770.100.323 Internet Charges	\$ 39,216.00	\$ 40,680.00	\$ 40,070.00	\$ 40,680.00
770.100.400 Travel Expenses	\$ 263.45	\$ -	\$ 314.93	\$ -
770.100.401 Conferences/Conventions	\$ 1,630.24	\$ 2,000.00	\$ 4,000.00	\$ 6,000.00
770.100.402 Training & Professional Development	\$ 5,494.17	\$ 5,500.00	\$ 8,096.66	\$ 9,800.00
770.100.417 Study/Consulting Fees	\$ 9,088.50	\$ -	\$ -	\$ -

	2021 Year End Actuals	2022 Budget	2022 June Forecast	2023 Proposed Budget
770.100.435 Staff/Volunteer Appreciation	\$ -	\$ -	\$ 5,000.00	\$ 6,596.75
770.100.451 Business Expense	\$ 4,792.19	\$ 5,000.00	\$ 3,000.00	\$ 3,000.00
Total Office	\$ 86,290.55	\$ 94,080.00	\$ 95,603.48	\$ 107,976.75
Finance & Other				
770.100.173 Insurance - Building/Contents	\$ -	\$ -	\$ -	\$ -
770.100.067 Mileage	\$ -	\$ -	\$ -	\$ -
770.100.302 Insurance - General Liability	\$ 21,983.94	\$ 22,651.65	\$ 22,815.00	\$ 25,247.25
770.100.201 Contract-Legal Service	\$ 17,793.53	\$ 30,000.00	\$ 30,000.00	\$ 20,000.00
770.100.314 Software	\$ 34,992.61	\$ 62,953.60	\$ 47,561.02	\$ 62,953.60
770.100.324 Board/Crime Insurance	\$ 8,173.44	\$ 8,790.77	\$ 9,372.24	\$ 10,890.94
770.100.418 Bad Debt Expense	\$ (18,536.11)	\$ -	\$ -	\$ -
770.100.450 Miscellaneous	\$ 1,250.56	\$ 2,400.00	\$ 2,397.74	\$ 2,400.00
770.100.425 Audit	\$ 17,499.99	\$ 15,000.00	\$ 15,138.25	\$ 15,000.00
Total Finance & Other	\$ 83,157.96	\$ 141,796.02	\$ 127,284.25	\$ 136,491.79
Cultural Capital Improvement Fund				
770.100.906 CCIF Expense	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Cultural Capital Improvement Fund	\$ 44,089.00	\$ 165,000.00	\$ 127,000.00	\$ 170,000.00
Total Expenses	\$ 2,939,283.61	\$ 5,666,853.12	\$ 5,591,255.21	\$ 5,966,141.05
Net Surplus (Deficit)	\$ 263,791.53	\$ (44,194.86)	\$ (51,107.54)	\$ 0.00
Less Reserve Expenses:				
Encumbrances	\$ 88,152.01		\$ 93,619.80	
Sustainability	\$ -			
Net Surplus (Deficit) after reserves	\$ 175,639.52	\$ (44,194.86)	\$ (144,727.34)	\$ 0.00

* The proposed 2023 PAC budget represents a 7% of City investment over the 2022 budget.

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Library Board							
Library Board	6,204,214	5,876,428	5,677,708	5,677,708	5,512,338	327,786	5.58%
Total Library Board	6,204,214	5,876,428	5,677,708	5,677,708	5,512,338	327,786	5.58%

ST. CATHARINES PUBLIC LIBRARY BOARD

2023 OPERATING BUDGET

EXPLANATORY NOTES



A community enriched by lifelong opportunities for learning and connection.

K. Smith Curtis
Business & Facilities Administrator

K. Su
Chief Executive Officer

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Executive Summary

St. Catharines Public Library is dedicated to its role in helping the City of St. Catharines achieve its vision of being “the most dynamic, innovative, sustainable and livable city in North America.” To be a dynamic, innovative, sustainable and livable City, St. Catharines needs a library that “provides spaces, resources, and experiences for all citizens to learn, grow, and connect”.

While the pandemic continued to interrupt Library operations, SCPL focused on the groundwork needed to position the Library for success in 2023 and for years to come. This groundwork will help achieve the strategic vision of “a community enriched by life- long opportunities for learning and connection.”

It is very important to note our accomplishments in 2022:

- Launched a new brand in May 2022
- Introduced two robots donated by Wind Group Inc. and SPARC Technologies
- Highlights of statistics
 - 68% increase in registrations for Summer Reading Club from 2021 (5% over pre-pandemic 2019)
 - Membership is up 50% from pre-pandemic levels
 - Digital circulation has increased 80% from 2019
- Standardized operating hours and by doing so, added 19% to service hours
- New and innovative Library of Things is in circulation that includes board games, telescopes, sports equipment and crafting tools
- Fine free initiative will be expanded for all customers effective February 1, 2023
- Successful in obtaining several grants that extend services including Canada Summer Jobs for digitization and International Dyslexia Association of Ontario for decodable books
- Phase 1 planning is complete for the renewal of the 1976 Central Library



Public libraries deliver more than services to the communities they support, they deliver value. Studies based on work completed by the Toronto Public Library and Martin Prosperity Institute have consistently shown that public libraries return on average **\$6.27** for every \$1 invested by their City or an amazing **415%** return on investment. On average public libraries deliver **\$357** of value to every resident and **\$925** to each family.

The Strategic Agenda is to explore alternate revenue streams to ensure that SCPL is well funded. In analyzing the City's Contribution, the following facts serve as a reference:

- In 2020, peer libraries received \$47.67 per citizen from their City. SCPL received \$42.65, \$5.02 less per citizen or \$668,000 less than peers*
- Niagara Falls provided \$52.99 per citizen, \$10.34 more or \$1,300,000 more funding
- In the 10 years to 2022, Niagara Falls received a 29% increase in funding while SCPL received 10%, an average of 1% each year

With the objective of closing the gap, the Draft 2023 Operating Budget includes a 3.2% increase in the City's base contribution for 2022 bringing the 5-year average increase for the Library to 2.4% or 1.3% over 10 years. In addition, SCPL is requesting an additional \$1 per citizen with the goal of closing the gap over a few years.

*Peer libraries with populations 100,000 - 250,000 include Guelph, Cambridge, Whitby and Barrie in the group of 18.

2023 Operating Budget Highlights

	% of Total Budget	2023 Budget	2022 Budget	% Change
<u>Revenue</u>				
City Contribution	93.0%	\$6,067,411	\$5,876,428	3.2%
City Contribution - Growth	0.0%	136,803	-	---
Provincial Grant	3.5%	228,600	228,600	0.0%
Miscellaneous Revenue	1.4%	93,995	95,146	-1.2%
TOTAL REVENUE	97.9%	\$6,526,809	\$6,200,174	5.3%
<u>Expenditures</u>				
Salaries and Benefits	70.7%	\$4,613,674	\$4,345,239	6.2%
Library Materials	12.3%	800,000	845,000	-5.3%
Occupancy Costs	8.6%	560,628	526,641	6.5%
Supplies & Services	6.4%	420,953	363,158	15.9%
Operating Capital	2.0%	131,554	120,136	9.5%
TOTAL EXPENDITURES	100.0%	\$6,526,809	\$6,200,174	5.3%

REVENUE \$6,526,809

- The St. Catharines Public Library Board requests a Municipal Contribution of **\$6,067,411** to fund SCPL's 2023 Operating Budget. This is an increase of 3.2% over 2022 funding.
- SCPL is also requesting an additional **\$136,803** (\$1 per resident) to narrow the funding gap in comparison to peer libraries. SCPL is funded at a lower rate than peer Library's. In 2020, in average peer libraries received \$47.67 in funding per citizen while SCPL is funded at \$42.65 per citizen. The Library is asking for an additional increase in City funding over the next few years to equalize our funding to that of our peers.
- SCPL had no increase in 2021 in support of the City during the difficult times of the pandemic. In 2017 and 2018, funding from the City was reduced 3.1%
- The Ministry has not advised the library community of any changes in the Provincial Grant for 2023 and there has been no change in the Grant for over 29 years.
- The Library is expecting to raise \$93,995 from internal sources including fines and memberships, photocopying, audio-visual equipment rentals, meeting room rentals and sundry accounts. This is a decrease of 1.2% in revenue over the previous year primarily due to expansion of Fines Free which is mostly offset by higher interest income.

EXPENDITURES \$6,526,809

- SCPL will spend \$ 3,734,674 on Salaries in 2023, an increase of 6.2% over 2022. The budget includes an estimate of wage increases for professional, non-professional and maintenance staff as required by the Collective Agreement. This also covers 19% increase in service hours added by standardizing operation hours.
- Employee benefits are budgeted at \$879,010 for 2023. This includes all benefits as required by legislation and those mandated in the Collective Agreement.
- The Ontario Municipal Employees Retirement System (OMERS) has announced the elimination of minimum hours for part-time employees to join and as such, SCPL expects higher pension contributions in 2023. The cost to provide pension benefits to SCL staff in 2023 will be \$320,282, an increase of 12.5% in 2023.
- The cost to provide existing employees life, long-term disability, health and dental benefits is expected to be \$248,408. This is 8.9% lower than 2022 as experience increases were not realized and long-term employees retired.
- An expense of \$22,902 is included within Salaries in the 2023 Operating Budget to cover Salaries and Benefits for Sunday openings at the Dr. Huq Branch.
- The Materials budget will be decreased by 5.3% to \$800,000 or 12.3% of the total budget. SCPL has historically spent a higher proportion of the budget on Materials than peers. In 2020, peer libraries spent 11.0% on materials while SCPL spent 16.5%. This is being strategically lowered to ensure that the budget is being utilized effectively while ensuring our customers receive the materials they want.
- The lease for the Merritt Branch was renewed to March 31, 2025 at very competitive rates. SCPL continues to work with City staff to determine the optimal location for this branch beyond 2025.
- A modest increase of 6.5% is expected in Occupancy costs resulting from several factors including Utilities at 3.1% higher and an increase in insurance of 11.9%. SCPL is experiencing increases in many service contracts and cleaning supplies.
- A budget of \$35,600 for Furniture and Equipment has been included to replace old, obsolete or non-ergonomic furniture throughout the Library and a budget of \$5,000 has been allowed to comply with the Accessibility for Ontarians with Disabilities Act 2005.
- A budget of \$90,954 to finance the principle payment for the Dr. Huq Branch at the Kiwanis Aquatic Centre is included. As at December 31, 2023 the outstanding debt will be \$726,908. The debenture will be completely paid on November 1, 2031.
- Overall, it is expected that the Library's Operating Budget will increase by 5.3% in 2023. Given current inflation levels, this is a moderate change and at the same time, allows for some strategic improvements in Library operations including expanding hours at Port, enhanced programs and improving infrastructure such as the financial system.

RESERVES - EXPLANATORY NOTES

In October 2021, the Board approved an amended policy on Reserves. The policy allows for two reserve accounts:

1. Capital Reserve: To be used for substantial maintenance, upgrading or replacement of capital items including but not limited to HVAC, roofs, windows, IT infrastructure, interior finishes and condition assessments and feasibility studies.
2. Stabilization Reserve: To moderate the impact of unforeseen expenditures and shortfalls in revenue including but not limited to decrease or loss of provincial grants, legislative wage or benefits costs, legal costs, pay equity costs.

In 2021, the Reserves were not touched as the pandemic affected our ability to move some projects forward and underspending of operating funds which were used to pay for infrastructure replacements.

The Stabilization Reserve balance is currently \$312,250 and it is not expected that there will be any contributions until after 2025. Additionally, this reserve may need to be used if sufficient funding is not received for the 2023 Operating Budget.

The Capital Reserve is being used in 2022 to fund the HVAC replacement project of \$1,375,000. This will significantly reduce the balance of the Reserve account by the end of 2022.

In 2023, this Reserve will be used to fund Phase 2 architectural work for the Central renovations and initial demolition. In addition, the Reserve will be called upon to facilitate Merritt Branch relocation or renovation and to maintain the currency of the Dr. Huq Branch in 2027.

It is important to note that the Library's share of the Central renovations will be partially funded through the Capital Reserve (\$1,174,000) and partially through the Endowment & Trust (\$1,300,000). The Class D estimate projects that the renovations will cost \$15,100,000.

The Capital Reserve is budgeted as follows:

Capital Reserve - 10 Year Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserve balance	\$2,166,242	\$1,882,948	\$1,987,551	\$994,247	\$211,079	\$71,959	\$184,930	\$299,994	\$417,150	\$186,398
Contribution from Operating	-	104,604	106,696	108,788	110,880	112,972	115,064	117,156	119,248	121,340
Contribution from Retained Savings	-	104,604	106,696	108,788	110,880	112,972	115,064	117,156	119,248	121,340
Port Dalhousie Branch Improvements									350,000	
Dr. Huq Family Branch Improvements					250,000					
Merritt Branch Renovations/Relocation			1,100,000							
Central - Improvements										
Central - Renovations	108,044			891,956						
Central Phase 2 Architecture Plans	175,250									
Total Spending	283,294	0	1,100,000	891,956	250,000	0	0	0	350,000	0
Anticipated Year End Balance	1,882,948	1,987,551	994,247	211,079	71,959	184,930	299,994	417,150	186,398	307,738

City of St Catharines

2023 Operating Budget - Expenditures by Department, Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Transit Commission							
Transit Commission	525,000	12,312,840	11,970,876	11,304,785	11,240,038	-11,787,840	-95.74%
Paratransit	0	1,522,000	1,583,770	1,528,595	1,461,973	-1,522,000	-100.00%
Transit Capital Items	0	209,160	81,949	90,745	51,254	-209,160	-100.00%
Total Transit Commission	525,000	14,044,000	13,636,595	12,924,125	12,753,265	-13,519,000	-96.26%

City of St Catharines

2023 Operating Budget - Expenditures by Department,Board or Committee

	2023	2022	2021	2020	2019	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2023 Budget	2023 Budget
Niagara District Airport							
Niagara District Airport	463,879	447,134	441,673	430,103	245,263	16,745	3.74%
Total Niagara District Airport	463,879	447,134	441,673	430,103	245,263	16,745	3.74%

REPORT TO: Niagara District Airport Commission

SUBJECT: 2023 Budget Report - REVISED

RECOMMENDATION

- That the Niagara District Airport 2023 operating budget of \$928,992, and capital budget of \$345,000, be approved

EXECUTIVE SUMMARY

- This budget has been prepared in consideration of the budget requirements and approvals as outlined in the Municipal Operating Agreement, governing the operations of Niagara District Airport
- Upon approval of the 2023 budget by the Niagara District Airport Commission, presentation of these figures will be provided, upon request, to the three supporting municipal councils (St. Catharines, Niagara Falls, and Niagara-on-the-Lake)

BACKGROUND

- This report serves as the approval of the 2023 operating and capital budgets by the Niagara District Airport Commission. Once approved, the budget request for 2023 will be presented to the respective municipal councils
- The municipal grants are funded in accordance with a relational breakdown, based on the population figures of the most recent census data. On November 30, 2022, the 2021 Census data became available, changing the proportional breakdown of the operating and capital costs between the three municipal partners. All three municipalities have a total population of 250,306, broken down proportionately, with St. Catharines at approximately 54% of that total, Niagara Falls at 38%, and Niagara-on-the-Lake at 8%.

REPORT

Included below is a review of some of the major financial and operational impacts of our 2023 operating and capital budget. Additional detail will be provided in the presentation to the Commission on November 17.

Operating Budget

Municipal grant revenues are projected to increase by 5.7%, or \$26,962, from 2022 budget. All other revenues are projected to increase by 4.9%, or \$19,878. Expenditures are projected to increase by 5.3%, or \$46,842 from 2022 budget.

Compared to 2022 forecast, all other revenues are projected to decrease by 11.7%, or \$56,409, with expenditures projected to increase by 1.9%, or \$17,696.

- Additional staffing and personnel costs to recognize increases to engage and attract additional scheduled service in 2023, to allow for on-site operations seven days a week – inclusive of our busy summer months, from April to October

- Project management support to reduce the backlog of capital projects with significant safety impacts at the facility
- Specialized consultancies with respect to zoning and development applications, in addition to support for any potential future procurements in 2023 regarding CYSN
- IT services agreement with an external partner to support our significant IT infrastructure, both airside and groundside.
- Includes additional revenues compared to 2022, recognizing changes to our “Rates & Fees” structure in 2022, which implemented a number of new fees, leading to enhanced revenues with respect to landing fees, airport facility fees, parking fees and special events.
- Reduction in revenues from the loss of scheduled service offset by the increase in dollars brought in through an increase in charter, jet and tourism-related traffic.

The changes, with comparison to prior years, is captured in Table 1 below.

TABLE 1

Niagara District Airport
2023 Operating Budget

	2021 Actual	2022 FCT 10+2	2022 Budget	Variance To Budget B(W)	2023 Budget	Variance To 2022 FCT B(W)
Revenue						
Total 600 · Events	13,443	14,100	8,000	6,100	13,000	(1,100)
Total 610 · Fuel Operations	16,719	30,851	25,240	5,611	30,060	(791)
Total 620 · Landing and Parking Fees	71,412	83,000	51,900	31,100	76,520	(6,480)
Total 630 · Miscellaneous	48,280	2,075	1,300	775	980	(1,095)
Total 660 · Rentals	197,847	209,704	211,520	(1,816)	219,890	10,186
Total 670 · Municipal Grants	463,335	476,790	476,790	-	503,752	26,962
670-675 · Capital Cont. Transferred	89,120	82,455	90,000	(7,545)	40,000	(42,455)
680-680 · Interest Income	11,886	59,464	17,400	42,064	44,790	(14,674)
Total Revenue	912,042	958,439	882,150	76,289	928,992	(29,447)
Expenses						
Total 700 · Maintenance - B & P	71,518	119,178	82,000	(37,178)	86,580	32,598
Total 710 · Maintenance - V & E	43,848	82,212	51,000	(31,212)	48,500	33,712
Total 740 · Operations	205,656	169,113	215,380	46,267	169,732	(619)
Total 770 · Personnel	548,156	540,793	533,770	(7,023)	624,180	(83,387)
Total Expenses	869,178	911,296	882,150	(29,146)	928,992	(17,696)
Operating Income	42,864	47,143	-	47,143	-	(47,143)
Other Income/Expense						
800-810 · DCC Amortization	(557,604)	508,329	514,291	(5,962)	744,000	235,671
800-820 · Capital Asset Amortization	506,787	(556,805)	(565,108)	8,303	(792,480)	(235,675)
920-920 · Gain on Disposal of Cap Assets	2,200			-	-	-
Total Other Income/Expense	(48,617)	(48,476)	(50,817)	2,341	(48,480)	(4)
Excess (Deficiency) of Revenue over Expenses	(5,753)	(1,333)	(50,817)	49,484	(48,480)	(47,147)

Capital Budget

The capital request for 2023 is \$345,000, representing a 6.2% increase in the capital request. The items are included in Table 2 below, with further details in the presentation. They are identified as items supporting the sustainability of our operations, or investments to ensure that we meet our regulatory and compliance requirements.

TABLE 2

Capital Budget 2023		
Item	Notes	Estimate
Regulatory / Safety		
Paint Lines	Paint for entire airside/groundside; including de-icing area	\$ 90,000
Cracksealing	Taxiway Charlie, 06/24	\$ 40,000
PAPI Replacement	One set	\$ 50,000
Pavement Condition Assessment	Deficient - identified through past audits	\$ 25,000
	TOTAL	\$ 205,000
Sustainability		
Airport Terminal Building	Office space in terminal; enhancements to front entrance	\$ 75,000
Maintenance Garage	Furnace, doors, lighting	\$ 30,000
Asset Condition Assessments	Condition of existing building assets and future	\$ 35,000
	TOTAL	\$ 140,000
GRAND TOTAL (Safety/Regulatory & Sustainability)		\$ 345,000

BUSINESS IMPLICATIONS

- This budget does not allow for significant capital investments that are necessary in the medium to long term to allow for growth or replacement of significant assets (runways, buildings, etc.).
- This budget allows for investments in our potential growth that are transitory in nature, and will need to be revisited in future years.

RELATIONSHIP TO STRATEGIC PLAN

Key Priorities

- Build our reputation for organizational excellence and strive for financial self-sufficiency in the operations of the airport

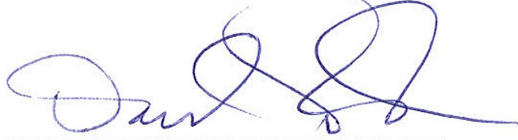
Objectives

- Pursue Organizational Excellence

COMMUNICATIONS

- Information contained in this report will be communicated to the respective municipalities (St. Catharines, Niagara-on-the-Lake, Niagara Falls) who fund the operations of Niagara District Airport.

PREPARED AND SUBMITTED BY



Daniel Pilon, Chief Executive Officer

City of St Catharines
2023 Parking Budget

		2023 Budget	2022 Budget	2022 Forecast	2021 Actual	2020 Actual	\$ Change 2023 Budget	% Change 2023 Budget
RESERVE OPEN BALANCE		601,838	981,781	981,781	1,048,576	1,252,990		
EXPENDITURE								
320.105	Meters	246,255	165,327	(34,974)	231,133	258,069	80,928	48.95%
320.110	Parking Violations	1,153,596	825,659	777,083	689,367	575,029	327,937	39.72%
320.115	Off Street Parking	357,352	302,288	363,741	233,601	215,657	55,064	18.22%
320.120	Ontario Street Garage	509,686	493,296	463,776	478,297	432,940	16,390	3.32%
320.125	Carlisle St Garage	628,591	582,913	526,670	507,438	558,157	45,678	7.84%
320.130	Beaches	36,000	-	32,949	-	-	36,000	0.00%
320.140	Contribution to Capital	53,000	-	-	-	-	53,000	0.00%
	Parking Debt Repayment	1,135,628	1,109,158	1,109,158	1,109,465	1,078,486	26,470	2.39%
TOTAL EXPENDITURE		4,120,108	3,478,641	3,238,404	3,249,300	3,118,338	641,467	18.44%
REVENUE								
320.105	Meters	450,120	678,734	627,988	420,124	422,935	(228,614)	-33.68%
320.110	Parking Violations	775,000	780,000	573,881	461,443	473,054	(5,000)	-0.64%
320.115	Off Street Parking	431,675	457,100	628,999	461,338	315,164	(25,425)	-5.56%
320.120	Ontario Street Garage	347,200	276,650	329,288	198,304	257,332	70,550	25.50%
320.125	Carlisle St Garage	872,975	599,000	605,754	272,942	459,618	273,975	45.74%
320.130	Beaches	175,620	-	74,934	-	-	175,620	0.00%
	Interest earned	2,700	19,600	17,617	8,948	12,611	(16,900)	-86.22%
TOTAL REVENUE		3,055,290	2,811,084	2,858,461	1,823,100	1,940,715	244,206	8.69%
NET REVENUE/(EXPENDITURE) before TAX LEVY & GRANT SUPPORT		(1,064,818)	(667,557)	(379,943)	(1,426,200)	(1,177,623)	(397,261)	59.51%
TRANSFER FROM/(TO) OTHER BUDGETS		513,100	(180,000)	-	750,000	-	693,100	-385.06%
PROVINCIAL GRANT FUNDING		-	-	-	609,404	973,210	-	0.00%
NET REVENUE/(EXPENDITURE) after TAX LEVY & GRANT SUPPORT		(551,718)	(847,557)	(379,943)	(66,796)	(204,414)	295,839	-34.90%
RESERVE CLOSING BALANCE		50,120	134,224	601,838	981,781	1,048,576		

ESTIMATE 2023

PARKING

		2023 ESTIMATE	2022 APPROVED
320.105	<u>053 Service Contracts</u>		
	Brinks-coin pickup	1,630	
	GPS - unit 324	625	
	New Meters - monthly communication fee	18,500	
	Existing Meters - monthly communication fee	35,800	
	Cummin Allison - Jet sort	2,000	
	Cummin Allison - Jet wrap	3,100	
	Other	4,520	10,000
		<u>\$66,175</u>	<u>\$10,000</u>
320.125	<u>CARLISLE STREET GARAGE</u>		
	<u>180 IMPROVEMENTS - NON TCA</u>		
	Gate Arm Improvement	40,000	0
		<u>\$40,000</u>	<u>\$0</u>

* Projects listed below were approved with the 2023 Capital Budget:

<u>Project No.</u>	<u>Project Name:</u>	<u>Gross Cost:</u>	<u>Funding Source</u>
P23-135	Carlisle Street Parking Garage Structural crack repairs (basement & stair D), and associated membrane repairs on garden park entrance ramp.	100,000	COOR & Debt
PC123-05	Ontario Street Parking Garage Upgrade - Parking system, cameras, servers.	600,000	COOR & Debt
		<u>700,000</u>	

RESERVE AND RESERVE FUNDS:

Name	Purpose	Dec 31/21	Dec 31/20
Capital Related:			
Fire	Equipment Replacement	2,265,205	1,991,426
Motor Vehicle Replacement	Replacement of Major Equipment / Equipment Replacement Reserve (Municipal Works & Fire)	4,796,467	4,645,476
Building Improvement Reserve	Provide for commitments to building improvement projects TCA	2,604,029	1,934,892
Cemetery Reserve	Net cemetery activity-to be used for Capital items	19,437	19,437
Infrastructure Levy Reserve	Reserve to provide funds to address the infrastructure deficit	3,428,249	2,508,990
First Ont Pac CIF Reserve	Capital Improvement Fund Reserve funded through portion of ticket sales	260,849	367,081
First Ont Pac Equipment Reserve	To ensure that the equipment remains modern without tax support or debt financing.	106,935	0
Port Dalhousie Piers Reserve	To assist for future maintenance and capital rehabilitation or improvements at piers and harbour	0	0
Meridian Capital	Net Meridian Centre activity - provide funds for capital expenditures	195,338	195,338
Future Mausoleum	Provide funds for debt repayment and future mausoleum construction.	613,320	505,280
Green Initiatives Reserve	provide partial funding to capital projects that incorporate enhanced energy efficiency attributes	371,553	220,117
Total Capital Related		\$14,661,381	\$12,388,036
Contingency:			
Accumulated Sick Leave	For certain employees unused sick leave can accumulate and could be taken as cash on termination.	\$1,362,152	\$1,362,152
Encumbrances	Provide for unliquidated encumbrances or commitments.	9,745,147	8,469,359
Community Improvement Plan Reserve	Provide for ongoing commitments to the CIP program	7,225,277	6,764,518
Winter Control Reserve	Reserve to help stabilize winter control fluctuations	1,443,437	1,102,580
Election Reserve	To fund the cost of the municipal election	649,573	99,573
Litigation/Insurance Reserve	To fund "unknown matters" and to provide additional amounts to pay legal expenses and damages below City's deductible	739,481	658,361
Meridian - Special Events	Net Meridian Centre activity - provide funds for self-promoted/co-promoted special events	229,997	229,997
Actifest Surplus	Legacy fund from senior games for programmes for Seniors 55+ promoting healthy lifestyles	5,658	5,658
Parking	Net revenue derived from Parking Operations	981,782	1,048,579
Water & Wastewater Surplus Reserve	To support water and wastewater capital needs	9,753,919	6,128,181
Welland Canal Fallen Workers Memorial Reserve	To provide supplementary dedicated funding for capital maintenance and preservation of the Memorial approved through annual budgeting processes.	235,000	
Total Contingency		\$32,371,423	\$25,868,958

RESERVE AND RESERVE FUNDS:

Name	Purpose	Dec 31/21	Dec 31/20
<u>Discretionary:</u>			
Civic Project Fund	Interest earned used for Municipal Capital or other capital projects	9,732,698	9,365,902
<u>Non-Discretionary:</u>			
Building Code	Net Building Permit fees - Provincial legislation	3,242,537	2,732,527
Gas Tax Reserve - Provincial	Public Transportation	3,088,166	4,750,577
Canada Community-Building Fund (formerly Gas Tax Reserve - Federal)	Incremental Infrastructure Roads,Sewers,Watermains	18,803,012	13,061,953
Payment in Lieu of Parkland	5% cash-in-lieu of parkland dedication (Sec 542 (15) Planning Act).	3,562,412	3,057,329
Future Sidewalks	When sidewalk requirements are waived by Council the funds are placed in a reserve for a period of 20 years.	\$1,372,497	\$1,289,866
Subdivider Deposits	Funds can only be used to meet expenditures for the specific subdivision	900,032	900,032
Residential Development Charges	Funds to be used only to meet growth-related net capital costs for which the development charge was imposed (Sec 16 (1) Development Charge Act).	4,069,799	4,035,592
Total Non-Discretionary		\$35,038,454	\$29,827,877
<u>Working Capital:</u>			
Hydro Funds	One time hydro funding source	1,836,202	1,837,217
<u>Tax Rate Stabilization Reserve:</u>			
Tax Rate Stabilization Reserve	Minimize the fluctuation of tax rate increases due to extraordinary of unforeseen events	4,283,848	3,471,027
TOTAL RESERVE AND RESERVE FUNDS		\$97,924,006	\$82,759,018

Definitions:

Reserve: A reserve is an allocation of accumulated net revenue. It has no reference to any specific asset and does not require segregated funds.

Reserve Fund: A reserve fund differs from a reserve in that reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. In addition reserve funds earn interest.

Note:

The 2022 actuals will be provided with the 4th quarter variance report

A number of these reserves have their amount committed to specific purposes

Account No.		2023	2022	2022
		Budget & YE Forecast	Budget	Yr. End Forecast
Transfer from CPF				
	Opening Balance - January 1	\$ 6,220,696	\$ 6,978,346	\$ 6,978,346
	Revenues:			
	Fundraising revenues - Culture	5,000	17,500	-
	Interest Income - Seymour Hannah	143,023	176,630	176,630
	Interest Income	50,000	50,000	50,000
	Art Award funds for SCCIP (Cultural Investment Program)	-	-	-
	Land Sales Revenue	50,000	50,000	-
		248,023	326,007	226,630
	Operating Expenditures:			
783.101.900	City Grant Program	12,000	15,000	15,000
703.117.900	Civic Celebrations	11,200	14,000	14,000
750.511.900	Cultural Investment Program (SCCIP)	118,000	98,500	98,500
750.511.900	Cultural Investment Program (SCCIP) - additional funding	-	72,000	72,000
761.100.951	Physician Recruitment Program	20,000	25,000	25,000
760.141.900	Heritage Grant Program - additional funds, 2023	16,000		
760.141.900	Heritage Grant Program - additional funds, 2022	20,000	20,000	
760.141.900	Heritage Grant Program - carried over from 2019	1,045	1,045	-
760.141.900	Heritage Grant Program - additional funds, 2018	40,000	40,000	-
760.XXX.900	Habitat for Humanity - Servicing Costs and Grant	17,500	17,500	
703.115.000	Civic Receptions - Canada Day Festival	24,000	30,000	5,209
703.115.000	Civic Receptions - Santa Claus Parade	16,000	20,000	20,000
750.512.900	Culture - Art Awards	13,262	16,577	-
761.129.135/900	Festivals - Fork Arts Council	36,511	45,639	-
761.128.130/135/900	Festivals - Grape & Wine Festival	56,368	70,461	-
601.100.255	EthnoCultural Organizations charitable grant	38,785	38,785	-
761.100.900	Planning Study - GM Secondary Plan (Carried fwd from 2019)	32,848	32,848	-
760.xxx.900	Civic Square - design	120,000	120,000	-
783.101.900	Out of the Cold Program -Sept 24,2018 Council approval	13,348	13,348	-
	Facer Street revitalization - matching funds (2018)	10,000	10,000	-
	Facer Street Streetscape Masterplan (Jan 28,2019 Council)	70,000	70,000	-
711.100.900	YWCA - Oakdale Ave - building permit (Feb 10,2019 council)	39,779	39,779	-
783.100.000	YWCA sexual trafficking	5,000	5,000	-
	101 South Drive (approved on July 15, 2019 Council)	130,000	130,000	
702.300.900	Labyrinth Project (Nov 4 2019 Council)			35,000
	6-8 Academy Street property sale (Nov 18 2019 Council)	TBD	TBD	-
	(Other fees, including demolition fees, environmental fees, and permit fees be reimbursed upon successful completion through the civic project fund - Amount to be determined)			
	Rodman Hall sculptures - Council motion passed August 11, 2021, Remove, store and eventually relocate six sculptures from grounds of Rodman Hall (due to sale of property by Brock University)	133,905	133,905	
701.125.100/900	Fallen Firefighters Memorial artist allocation fees (Council Apr 12, 2021)			10,000
615.105.000;				
615.110.000	Building permit refund for Henley Rowing Course (Council Jun 14, 2021)			28,302
750.512.900	Culture Plan Development		150,000	150,000
615.140.000	Business Licence Fee Waiving Revenue loss		86,000	86,000
701.130.426	Hospice Niagara Funding (Year 2 of 5)		129,270	129,270
750.625.900	Meridian Centre - Support for Canada Summer Games Events		206,000	206,000
703.117.900	One time contribution towards Merritton Lion Club for civic celebrations		15,000	15,000
750.512.900	Rodman Arts Institute of Niagara Grant Funding		75,000	75,000
	Total	995,551	1,740,657	984,281
	Closing Balance - December 31	5,473,167	5,101,293	6,220,696

Distribution:

Capital	3,827,706	3,455,832	4,625,235
Capital - Land Sales	1,645,461	1,645,461	1,595,461
Interest	-	-	-
	<u>5,473,167</u>	<u>5,101,293</u>	<u>6,220,696</u>

Capital Unencumbered:

Capital Available	5,473,167	5,101,293	6,220,696
Outstanding Internal Loan to Seymour Hannah Complex	(3,173,766)	(3,980,179)	(3,980,179)
Capital Project Contributions	-	-	-
Performing Arts Centre	-	-	-
Spectator Facility	-	-	-
Internal Loan re OBRP changes	-	-	-
Unencumbered Capital	<u>2,299,401</u>	<u>1,121,114</u>	<u>2,240,516</u>

Reserve for Community Development

Unencumbered Capital	2,299,401	1,121,114	2,240,516
Interest	-	-	-
Closing Balance - December 31	<u>2,299,401</u>	<u>1,121,114</u>	<u>2,240,516</u>

Notes:

The Civic Project Fund can fund existing community projects which grant funding to external cultural and community improvement initiatives. It will also be used to fund significant and new facility construction and/or purchases.

The Ad Hoc Budget Committee also recommends that any revenues received from land sales (excluding Parking related items) be used as a source of revenue for the Civic Project Fund. These revenues were previously considered in the Operating Budget.

At its meeting on June 21, 2021, BSC approved the following motion through report FMS-B018-2021 "Civic Project Fund and Excess Hydro Dividends Policies":

That annual usage of the Civic Project Fund for Operating Budget support be reduced by 20% of the 2021 level each year **2023 to 2026** targeting zero Operating Budget support from the Civic Project Fund starting in 2026: and

That the annual usage limit on special projects be set at 10% of the prior year ending balance of the Civic Project Fund starting in **2023**; and

That the target balance of the Civic Project Fund be revised to 2% of the City's net assets; and

That excess hydro dividends first be prioritized to replenish the Civic Project Fund in an amount not to exceed the amount used to offset COVID-related costs in the 2021 operating budget, equalling **\$2,674,257****; and further

That excess hydro dividend payments received after replenishment of the Civic Project Fund be allocated to the following reserves:

- 25% to the Green Initiatives Reserve
- 50% to the Building Improvement Reserve
- 25% to the Tax Rate Stabilization Reserve

At the same meeting, BSC also approved the following motion through report CRCS-B020-2021 "SCCIP Funding Sources":

That funding for the St. Catharines Cultural Funding Investment Program (SCCIP) from the Civic Project Fund (CPF) be reduced by 25% of the 2021 funding level each year for four consecutive years commencing **2023-2026** and transferred to the tax levy by the same amount each year to reach 100% funding from the tax levy by 2026.

City of St Catharines
Tax Stabilization reserve

Account 310.126.000

	2023 Budget & Forecast	2022 Budget	2022 Forecast
Opening Reserve Balance	\$2,159,029	\$4,283,848	\$4,283,848
Add:			
Excess Hydro Fund Contribution (Q4 2021 Report FMS-B004-2022)			\$105,500
Less:			
Support required to achieve inclusion of 1% of prior year surplus		\$612,000	\$612,000
Canada Summer Games Parks - Capital Reserve contribution		215,000	215,000
Flailbot for Port Dalhousie Piers		120,000	120,000
Roads Improvement Program		90,000	90,000
PCB Trackdown Activities at Garden City Golf Course		50,000	
Replacement of failing survey equipment		37,634	
HR Audiometric testing		20,000	
Civic ceremonies revenue loss		10,000	
Seymour Hannah Energy Study		6,000	
Seymour Hannah water bottle filling station		5,000	
Downtown Road Closure		214,500	214,500
GCA Extended Operations		65,558	65,558
Welland canal centre gift shop merchandise sales Loss		10,000	
Enterprise Centre Seminar fees revenue loss		3,000	
Tourism promotion Visitors Guide Revenue Loss		31,000	31,000
Tourism promotion Advertising Revenue Revenue Loss		20,000	
SMH rent Revenue Loss		40,000	
SMH Practice rentals Revenue Loss		300,000	300,000
SMH public skating revenue Revenue Loss		5,000	
SMH special fees surcharge Revenue Loss		20,000	
Cemetery care/mntce fund earnings Revenue Loss		21,000	
POA Fines Revenue Loss		50,000	
Additional Transfer for COVID-19 Impacts (Amendment at 12-13-2021 Council)		500,000	500,000
2018 - GM Tax Assessment Appeal Assistance			44,454
Consulting Services for municipal land development corporation (\$50k Committed 2022) RFP 21-38 LCS-099-2021	\$12,193		37,807
Strategic investment in our People - Address workforce planning gap through core service review (funded with TRSR)	350,000		
Exented Paid Sick Leave Program (Jan-Mar. 2023)	216,000		
MW - Lancaster Park lower fence panels at main bleachers & addition of fencing to steel bleachers	75,000		
CRCS - KAC study on reduction of energy consumption	50,000		
Cemetery - Facility Improvements - Paint/recaulk facility & replace carpet	50,000		
EFES - Increase for Arena structural roof inspections (5 year cycle)	50,000		
MW - barcode scanning software as part of work manager implementation	32,000		
MW - Burgoyne Woods washroom painting	30,000		
CRCS - Sports Field Strategy (reserve funded portion)	25,000		
EFES - BBA repairs to concrete floors in zamboni room & new waste / recycling containers	25,000		
EFES - Seymour Hannah Arena installation of Rink 3 garage room heater & new waste / recycling containers	20,000		
MW - Cemetery maintenance building overhead doors painting	15,000		
CRCS - Facility Improvements - Kiwanis Aquatic Centre window tinting	10,000		
Total estimated commitments:	\$960,193	\$2,445,692	\$2,230,319
Closing Reserve Balance	\$1,198,836	\$1,838,156	\$2,159,029

City of St Catharines
Hydro Fund reserve

Account 310.116.000

Estimated Balance December 31, 2022	\$262,202
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2023 Commitments:

MW - Small Tools / Equipment - switch to electric handtools	\$59,260
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Total estimated commitments:	<u>\$59,260</u>
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Estimated closing balance December 31, 2023	<u><u>\$202,942</u></u>
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City of St. Catharines**Staff Complement**

Department	Budget 2023	Budget 2022	2023 Changes
Mayor's Office	2	2	0
Chief Administrator's Office	14	13	1
Legal and Clerks Services	16	15	1
Planning and Building Services	65	57	8
Fire Services	168	166	2
Economic Development and Tourism	10	9	1
Engineering, Facilities and Environmental Services	106	104	2
Municipal Works	169	159	10
Community, Recreation and Culture Services	43	42	1
Financial Management Services	50	45	5
Corporate Support Services	32	30	2
Flexible Staffing Module	13	10	3
Total City Departments (incl. Flexible Staffing Model)	688	652	36

Notes:

2023 MW - Eliminate Arborist II position (CUPE 150) [\(Dept Internal Re-org\)](#)

2023 MW - Create Urban Forestry Technician (CUPE 157) [\(Dept Internal Re-org\)](#)

2023 MW - Eliminate Arborist I position [\(Dept Internal Re-org\)](#)

2023 MW - Create additional 1 Arborist II [\(Dept Internal Re-org\)](#)

2023 MW - Create one (1) full-time Park Operator I for OPG Trail Agreement (May 30 2022 Council close session report) [\(Council approval\)](#)

2023 MW - Eliminate one (1) Municipal Operator [\(Dept Internal Re-org\)](#)

2023 MW - Create one (1) new Hydraulic Backhoe Operator [\(Dept Internal Re-org\)](#)

2023 CAO's - Elimination of Project Manager in CAO's Office [\(Dept Internal Re-org\)](#)

2023 EFES - Elimination of five (5) Facility Maintenance (CUPE 150) due to GCA permanent closure [\(Flexible Staffing Module\)](#)

2023 EFES - Create one (1) new Recreation Facilities Supervisor [\(Flexible Staffing Module\)](#)

2023 EFES - Elimination of File Clerk (EFES) [\(Dept Internal Re-org\)](#)

2023 Water (FMS) - Water Meter Reading Coordinator eliminated (CUPE 157) [\(Dept Internal Re-org\)](#)

2023 Parking (FMS) - New Parking Supervisor 1 FTE (Council approved on Apr 11, 2022 to be added in 2023 parking budget) [\(Council approval\)](#)

2023 FMS - Elimination of Process Review Analyst (FMS) [\(Dept Internal Re-org\)](#)

2023 FMS - Creation of Accounting Supervisor [\(Dept Internal Re-org\)](#)

2023 FMS - Creation of 3 additional Budget Specialists (FMS) [\(Dept Internal Re-org\)](#)

2023 EFES - Eliminate Arena Manager [\(Dept Internal Re-org\)](#)

2023 EFES - Create one (1) Ontario Land Surveyor [\(Dept Internal Re-org\)](#)

2023 EFES - Eliminate one (1) Manager of Geomatics [\(Dept Internal Re-org\)](#)

2023 EFES - Create one (1) GIS Solutions Architect [\(Dept Internal Re-org\)](#)

2023 FMS - Creation of one (1) ERP Finance Support [\(Council approval\)](#)

2023 PBS - Create one (1) new Enforcement Building Inspector [\(Council approval\)](#)

2023 PBS - Create one (1) new Senior Building Inspector/Plans Examiner [\(Council approval\)](#)

2023 PBS - Eliminate one (1) Bylaw Enforcement Officer [\(Dept Internal Re-org\)](#)

2023 PBS - Create one (1) Senior Bylaw Enforcement Officer [\(Dept Internal Re-org\)](#)

2023 CSS - Convert one (1) part-time Customer Service Representatives to full-time [\(Flexible Staffing Module\)](#)

2023 PBS - Convert one (1) Planner from Contract to permanent [\(Budget Request - Bill 109 Impact\)](#)

2023 PBS - Create two (2) new Planner positions [\(Budget Request - Bill 109 Impact\)](#)

2023 PBS - Convert one (1) Development Agreement Coordinator from contract to permanent [\(Budget Request - Bill 109 Impact\)](#)

2023 PBS - Create two (2) new Planner positions [\(Budget Request - Comprehensive Fees Review\)](#)

2023 EFES - Create one (1) Senior Project Manager [\(Budget Request\)](#)

2023 EFES - Create one (1) Asset Management Analyst [\(Budget Request\)](#)

2023 CRCS - Create one (1) Landscape Architect Planner [\(Budget Request\)](#)

2023 CSS - Create one (1) Human Resources Consultant (Recruiter) [\(Budget Request\)](#)

2023 CSS - One (1) new full-time Customer Service Representatives [\(Budget Request\)](#)

2023 LCS - Convert one (1) Assistant Solicitor 1 from contract to permanent [\(Budget Request\)](#)

2023 MW - Create one (1) Client Services Coordinator (Cemetery) [\(Budget Request\)](#)

2023 MW - Create one (1) Parks Operator 1 (Cemetery) [\(Budget Request\)](#)

2023 MW - Convert contract Operations Technologist to permanent Compliance Planner/Trainer [\(Budget Request\)](#)

2023 EDTS - Convert Business Information Officer from contract to permanent [\(Budget Request\)](#)

2023 FS - Create one (1) Fire Training Officer [\(Budget Request\)](#)

2023 MW - Create one (1) Wastewater Technologist [\(Budget Request\)](#)

2023 MW - Create one (1) Homelessness Cleanup Coordinator [\(Budget Request\)](#)

2023 EFES - Create one (1) Wastewater/Stormwater Compliance Coordinator [\(Budget Request\)](#)

2023 EFES - Create one (1) GIS Technologist (Stormwater/Wastewater) [\(Budget Request\)](#)

2023 MW - Create one (1) Operations Technician [\(Budget Request\)](#)

2023 CAO's - Convert Communications Officer from contract to permanent [\(Budget Request\)](#)

2023 FMS/LCS - Create one (1) Co-ordinator Risk Management & Insurance [\(Budget Request\)](#)

2023 FS - Create one (1) Fire Public Educator [\(Budget Request\)](#)

2023 MW - Create one (1) Senior Operations Clerk [\(Budget Request\)](#)

2023 EFES - Create one (1) Climate Change Technician [\(Budget Request\)](#)

2023 EFES - Create one (1) Supervisor of Inspectors [\(Budget Request\)](#)

2023 MW - Create one (1) Public Tree By-Law Inspector [\(Budget Request\)](#)

2023 MW - Convert Administrative Support (Cemetery) from contract to permanent [\(Budget Request\)](#)

2023 EFES - Create one (1) Community Waste Officer [\(Budget Request\)](#)

City of St. Catharines

2023 Staff Complement

Department	CUPE					Total	2022
	Exempt	157	150	1287	Fire Ass'n		
Mayor's Office	2					2	2
Chief Administrator's Office	9	5				14	14
Legal and Clerks Services	11	5				16	15
Planning and Building Services	9	56				65	57
Fire Services	6				162	168	166
Economic Development and Tourism	9	1				10	9
Engineering, Facilities and Environmental Services	21	36	49			106	104
Municipal Works	26	24	119			169	159
Community, Recreation and Culture Services	20	8	6	9		43	42
Financial Management Services	17	33				50	45
Corporate Support Services	18	14				32	29
Flexible Staffing Module *	13					13	10
Total	161	182	174	9	162	688	652

* Employee Group to be determined as SLT with departments identify staffing needs and available wage dollars.

To: Mayor Siscoe
Members of Council

Cc: CAO Oakes
Deputy CAO O'Hoski
Senior Leadership Team

From: Paul Chudoba, Manager of By-law Enforcement and Licensing

Date: October 11, 2022

Subject: Residential Rat Control Rebate Program 5-Year Review

Background

At the March 19, 2018, Council passed a motion that the Budget Standing Committee (BSC) approve a Residential Rat Control Rebate pilot program for 2019. The motion set out a maximum eligible rebate for the services of a licensed pest control expert of \$200 per residential property on a one-time basis with a 2019 budget allocation of \$20,000.

The pilot program has since been renewed annually with budgeted amounts varying from \$10,000 to \$20,000, for a total of \$60,000 being budgeted for rebates to successful applicants of the program since its inception. The administration of the pilot program has been solely supported by existing staffing resources, and no additional resources have been added to support the administration of the program.

The program is directly administered by 3 staff: a By-law Enforcement Officer, the By-law Enforcement Coordinator, and the Manager of By-law Enforcement and Licensing. There is also indirect interaction with other Planning and Building Services (PBS) staff, and other administration staff such as Citizens First and Financial Management Services (FMS) staff, as the situation requires.

The following is the typical process followed in the administration of the Residential Rat Control Rebate pilot program:

- Upon receiving an inquiry/complaint of a rat problem from a resident, PBS clerical staff will generate a file, and provide guidance on the available rat rebate program, including the process, application forms, and submission process.
- Upon receiving a formal application from a resident, a By-law Enforcement Officer is scheduled to visit the property and attends for an assessment. Once the Officer determines that the application is acceptable and the property meets the eligibility criteria of the program (i.e., there are no bird feeders, waste, or accessible compost on the property), the property owner is advised to procure rat

extermination services. If the property does not meet the necessary requirements, the application is denied.

- The property owner then submits the necessary documentation for receiving the rebate including proof of payment, which is then processed by PBS clerical staff.
- PBS clerical staff then process the application and ensure that all the necessary documentation has been received. If there is information or supporting documentation missing, clerical staff then instigate a follow-up to complete the application.
- Once an application is complete, it is submitted to the Manager of By-law Enforcement and Licensing for approval.
- Approved applications are then sent to FMS staff for payment.
- PBS Clerical staff then close the application as resolved.

Report

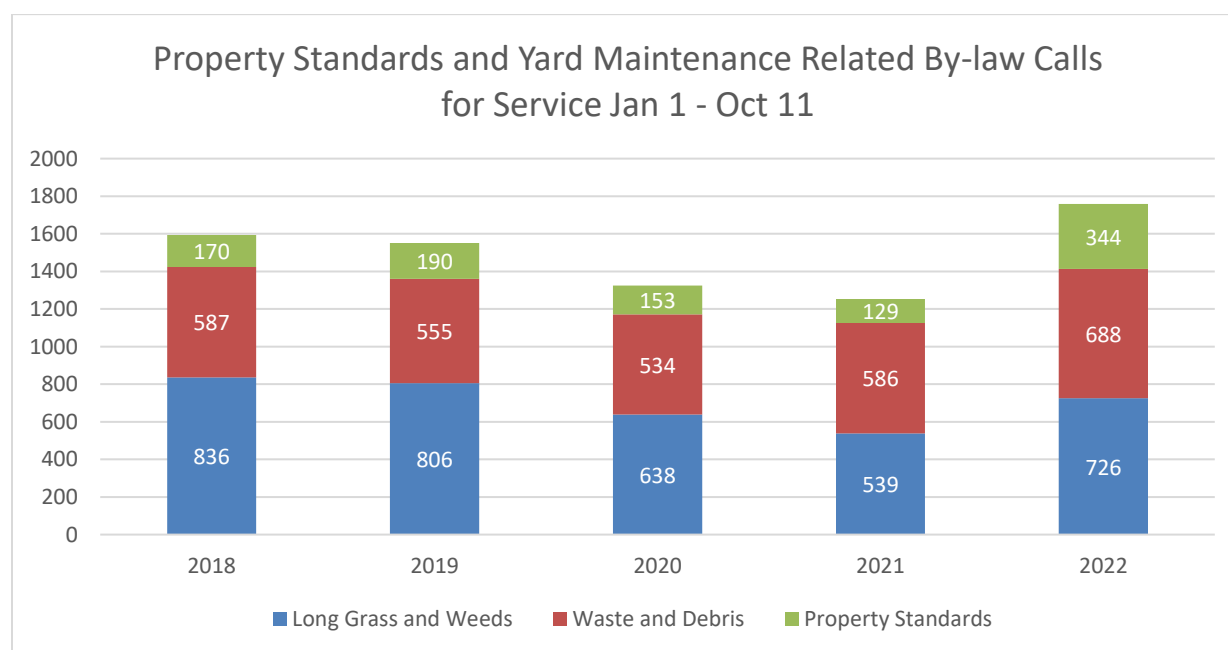
Since the start of the pilot program, there have been 702 applications for the Residential Rat Control Rebate program. Approximately 72% of those applications were approved, leaving about 200 that were denied for various reasons including but not limited to: waste on property, animal/bird feeders, and providing a food source or habitat. There are approximately 74 applications that are still pending for a rebate, 29 of which are over a year old (2021). The delay in rebates can be attributed to lack of supporting documentation submitted by applicants for approval, lack of clerical resources to support the program, and workload prioritization within the By-law Enforcement Division.

	2018	2019	2020	2021	2022 (As of October 11)	5-Year Total
Number of Rebate Applications Received	273	141	77	132	79	702
Number of Rebates Approved	174	87	61	108	72	502
Number of Approved - Not Processed	0	0	0	29	45	74
Estimated Payable - Not Processed	\$0	\$0	\$0	\$5,800	\$9,000	\$14,800
Total Rebates Issued	\$16,300	\$16,773	\$9,558	\$11,333	\$6,192	\$60,156
Annual Program Budget	\$0	\$20,000	\$10,000	\$20,000	\$10,000	\$60,000

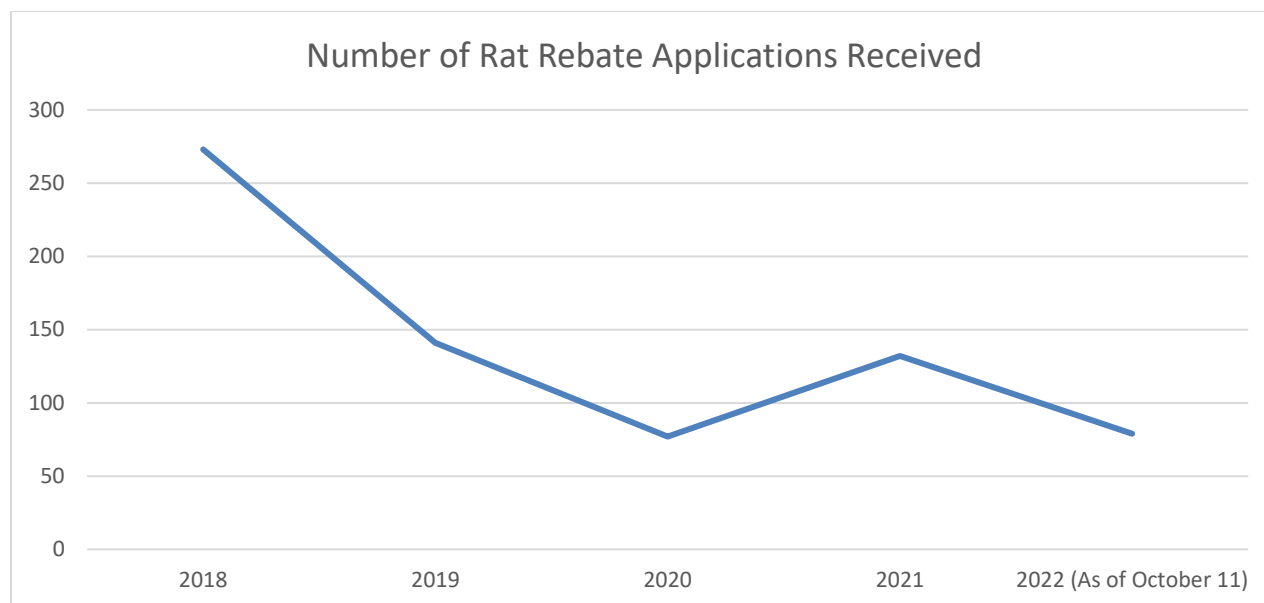
It is estimated that each rat rebate application requires approximately one hour of PBS clerical time, and half an hour of a By-law Enforcement Officer's time, to follow an application through regardless of receiving approval. Based on the number of

applications received, this would attribute to approximately one hundred (100) full working days of PBS clerical work which was required over the past 5 years to administer the program. Additionally, approximately forty-eight and a half (48 ½) full working days of By-law Enforcement Officer time have been recorded as being associated with rat rebate inspections. The resources needed to run the program has created pressure on the delivery of the City's core by-law enforcement services such as property standards, waste and debris, and long grass and weeds. There have been several staff recommendations, including up to the 2021 Operating Budget deliberations, that there is no empirical proof to substantiate that the program has a direct correlation with a reduction in the rat population within the City.

Starting in 2022, there have been additional enforcement tools provided to the City's By-law Enforcement Division to address problematic properties which have ties to matters which may attract and harbour rodents such as waste and debris, long grass and weeds and property standards concerns. Truncated timelines for compliance by expediting the service of Orders to Comply, coupled with Administrative Monetary Penalties for non-compliance, are being utilized to increase compliance from historically problematic properties.



The increase in demand for By-law Enforcement services for matters which could be correlated with instigating rat problems, is not being similarly reflected in the Residential Rat Control Rebate program. There has been an overall decrease in interest for the program, with the highest level being when it was first installed in 2018. As the demand for by-law enforcement services from the community increases, it is becoming increasingly challenging to administer the Residential Rat Control Rebate program utilizing existing clerical and enforcement staffing resources.



Outside of an increased demand for by-law enforcement services for property maintenance complaints, there have been additional enforcement responsibilities added to the By-law Enforcement Division such as: illegal short-term rentals, vacant buildings, vital services, noise complaints, boulevard encroachment, and business licensing. Overall, it is not sustainable to continue to administer the Residential Rat Control Rebate program based on existing staffing resources.

Other Considerations

The City also undertakes other rat mitigation measures independent of the status of the rat rebate program:

Building Demolition Permits

The demolition of buildings typically requires a building permit under the *Building Code Act, 1992, S.O. 1992, c. 23*. The Building Services Division must issue demolition permits that meet the requirements of the Building Code and all other applicable laws. Since 2015, as part of the approval process, Building Division staff have been requesting a rat abatement plan be submitted along with every demolition permit application. Division A – Sentence 1.4.1.3.(1) of the Building Code lists all other “applicable law” statutory requirements that must be met in order for the Chief Building Official to issue permits. This list of “applicable law” does not list a rat abatement program as a mandatory requirement for permit issuance. Although the policy ensures that the applicant undertaking demolition of buildings considers the presence of rats on the property/building and applies mitigation measures to prevent rat migration towards neighbouring properties, these measures have been taken on a voluntary basis only.

Baiting of Sewers

Municipal Works oversees a complaint-based response process for baiting of public sewers through approved contractors. The typical conditions under which a complaint may be investigated by Municipal Works staff is when:

- Rats are seen entering/exiting a sewer/catch basin/manhole;
- Rats are coming up through a public toilet; and/or
- Requested by Public Health.

Baiting of sewers is done on a case-by-case basis as determined by Municipal Works staff, to ensure that resources are optimally used.

Resident Responsibility

Rats and other rodents are attracted to sources of food and habitat. The removal of one or both attributes can prevent rodent activity on residential properties. These issues can also be addressed under the City's Waste By-law, which requires that yards be maintained free and clear of waste and that includes potential food sources. The City's Weeds and Tall Grasses By-law and Property Standards By-law address habitats for rodents, by having grass heights reduced (with some exceptions such as conservation), and ensuring buildings are protected from rodent intrusion.

Financial Implications

Outside of the amount allocated for reimbursement which has historically been between \$10,000 and \$20,000, to administer the Residential Rat Control Rebate program effectively, there must be an ability to process approximately 140 rat rebate requests annually (based on a five (5) year average). This would require an estimated one hundred and forty (140) PBS clerical hours, seventy (70) by-law enforcement hours, and approximately seventeen (17) hours of FMS clerical and management time for processing payments annually. Based on current operational needs and staffing resources within the By-law Enforcement Division, there would be a need to either increase staffing levels from clerical and enforcement, or supplement from the current compliment with overtime to administer the program. As the number of hours required to perform the work are relatively low in comparison to a common part-time position being twenty-four (24) hours a week, there may be significant challenges with filling a position for an average of less than three (3) hours a week on a permanent part-time basis. As such, a position that offers a higher number of hours per week than necessary to administer the program may be required. Another alternative would be to operate the program outside normal operating hours on an overtime basis. Based on the required hours from PBS clerical staff and by-law enforcement, approximately \$15,800 would be required in salary to support this annually. The By-law Enforcement Division is already incurring over ten (10) hours a week in overtime to support core operating clerical functions, limiting the ability to add the additional function, and potentially not being a feasible alternative considering limits on permitted cumulative hours of work and being voluntary.

Conclusion

Rats are part of any urban area and are simply impossible to expunge. Existing measures such as a rat abatement plan for buildings undergoing demolition, rat baiting through Municipal Works, and increased accountability for property owners to maintain their property in accordance with prescribed minimum standards, are all established

mitigating factors to reducing rat populations. The most effective method of managing rats is for residents to ensure that the property is free of potential food sources and habitat. The By-law Enforcement Division recommends the termination of the Residential Rat Control Rebate program as there are alternative ways to combat rodent issues. A combination of enhanced by-law enforcement practices, efficient service methods of Orders to Comply resulting in expedited compliance, and enforcement tools such as administrative monetary penalties, can all contribute to the removal of rodent habitats and food sources. Should it be desirable to continue to support the program, additional staffing resources in addition to the amounts required for reimbursement are needed to ensure the program can be administered successfully.

Disclosure Requirements – Public Sector Accounting Board

Effective January 1, 2009, the Municipality adopted section 1200 and Section 3150 of the Public Sector Accounting Board (PSAB) Handbook. Section 1200 refers to general reporting principles and standards related to government financial statements. Section 3150 provide guidance on the recognition and disclosure of tangible capital assets in government financial statements.

As a result of the changes to accounting standards, the calculation of the City's surplus for budgeting purposes now differs from the surplus on the City's Financial Statements. The differences are primarily with respect to capital items, debt repayment, post-employment benefits, and solid waste landfill closure and post-closure expenses. The financial statements are prepared using accrual accounting methods. The annual budgets continue to be prepared on a modified cash basis.

Ontario Regulation 284/09 made under the Municipal Act, 2001 allows the municipalities or local boards to exclude amortization, post-employment benefits, and solid waste landfill closure and post closure from its budget provided the municipality prepares a report about the excluded expenses prior to Council adopting the budget for the year, and that the report is adopted by resolution of Council.

The report is required to contain at least the following:

1. An estimate of the change in accumulated surplus of the municipality to the end of the year resulting from the exclusion of these expenses; and
2. An analysis of the estimated impact of the exclusion of any of the expenses on the future tangible capital asset funding requirements of the municipality.

The following is intended to provide Council with the required information under Ontario Regulation 284/09 regarding excluded expenses for the 2023 budget year and the estimated effect these accounting changes will have on the Accumulated Surplus for 2023.

Estimated Effect on Accumulated Surplus

As explained above, the result of changes to accounting standards is that the City's surplus for budgeting purposes differs from the surplus on the City's financial statements. The estimated effect on the 2023 ending surplus due to the excluded expenses and change in reporting is anticipated to be a net decrease of \$1,002,440. This difference is one of financial presentation only.

The details of the change in surplus are outlined in Table 6 on the next page.

Table 6 – Estimated Effect on Accumulated Surplus

Increases:	
Capital items provided for in operations	\$ 10,827,866
Debt repayment – principal portion	\$ 13,546,363
Decreases:	
Estimate change in post-employment benefits expense	(\$ 24,500)
Estimated change in solid waste landfill closure and post closure expenses	(\$ 146,550)
Estimated amortization expense	(\$ 25,205,619)
Net Increase/(Decrease) in accumulated Surplus	(\$ 1,002,440)

Operational requirements will need to continue to be funded on a cash flow basis. As such, excluded expenses do not affect the operating surplus or budget of the City.

PSAB is recommending some more changes related to the Statement of Operations. These changes are currently being reviewed for implementation requirements which will be effective for fiscal year 2023 or after. Staff will keep Council up to date as these changes are made.



By-laws to be considered Monday, January 16, 2023

- (a) A By-law to appoint Sandor Csanyi as Director of Legal and Clerks Services/City Solicitor and to repeal By-law No. 2022-63. (One reading - with respect to appointment.)
- (b) A By-law to amend By-law No. 89-2000 entitled "A By-law regulating traffic and parking on City Roads." (One reading - with respect to parking prohibitions on Montcalm Avenue. Delegation of Powers and Duties By-law No. 2020-156.)
- (c) A By-law to authorize the acceptance of a conveyance of certain lands from AK PROPERTY HOLDINGS INC. for road widening along Louisa Street. (One reading - with respect to 90 Louisa Street. Delegation of Powers and Duties By-law No. 2020-156.)
- (d) A By-law to authorize the acceptance of a conveyance of certain lands from TSL - CUSHMAN INC. for road widening along Cushman Road. (One reading - with respect to 122 Cushman Road. Delegation of Powers and Duties By-law No. 2020-156.)
- (e) A By-law to assume and declare certain lands to be highway and to be known as Corbin Street. (One reading - with respect to 41 Moffatt Street. Delegation of Powers and Duties By-law No. 2020-156.)
- (f) A By-law to amend By-law No. 2022-209 entitled "A By-law to authorize a Transfer Payment Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Transportation for the Province of Ontario." (One reading - with respect to correcting an administrative error. To be considered by Council, January 16, 2023, Item 6.3.)
- (g) A By-law to establish the position of Hearing Officer and to appoint persons as Hearing Officers pursuant to the City's By-law No. 95-302, as amended, entitled: "A By-law to provide for the licensing and regulating the keeping of dogs." (One reading - with respect to appointment of Hearing Officer for appeals under By-law No. 95-302, being a by-law for the licensing and regulating of the keeping of dogs. To be considered by Council, January 16, 2023, Item 6.3.)
- (h) A By-law to confirm the proceedings of council at its meeting held on the 16th day of January 2023. (One reading - with respect to confirming the proceedings of the meeting held on January 16, 2023.)