SPECIAL COUNCIL MEETING

FINANCE DIVISION

REPORT FIN-2024-27
November 11, 2024

SUBJECT: **Mayor's 2025 Proposed Budget**

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RECOMMENDATION:

THAT COUNCIL receives for information REPORT FIN-2024-27 Mayor's 2025 Proposed Budget dated November 11, 2024.

RELATIONSHIP TO STRATEGIC PLAN

This recommendation is aligned to Council's strategic priority of ensuring "**Economic Growth**" for creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment.

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with an overview of the Mayor's 2025 Proposed Budget. This report aligns with the Mayor's directive to staff to prepare a budget that maintains existing service levels and, where possible, improves service levels to the residents of Welland, aligns with the City's Strategic Plan, focuses on repair and renewal of existing assets, and includes eight converted contract staff to permanent positions as outlined in https://www.welland.ca/Council/SMP/MD2024-03A.pdf. Additionally, the report highlights challenges, key drivers, and assumptions utilized in preparing the Mayor's 2025 Proposed Budget. The report concludes with details about the Mayor's Proposed 2025 Budget, which includes the following points: The proposed 2025 Tax-Supportive Budget features a net tax levy increase of approximately 3.82%, after strong assessment growth forecasted at 2.91%, and a proposed capital budget of approximately $51 million.
For 2025, a proposed a Rate-Supported (Water/Wastewater) Operating Budget of approximately $40.2 million, which includes $15.8 million for water services

and $24.4 million for wastewater services. The proposal also includes an increase in the wastewater fixed rate component, raising it from 33% to 37%.

BACKGROUND:

On October 4, 2024, the Mayoral Direction was released (2024-03A) to direct staff to draft a 2025 budget for council to review and amend. The proposed 2025 budget is comprised of an Operating Budget, Capital Budget, and Rate Supported Budget (Water / Wastewater).

- The Tax-Supported Operating budget provides City programs and services that are funded through the Tax Levy, Fees & Charges, Grants, and other sources of revenue. It is designed to ensure the consistent delivery of a wide range of services, such as Fire and Emergency Services, Public Works, Community Services programs, and more.

  The 2025 Operating Budget has been prepared similarly to the 2024 budget year. Departments have prepared a base budget that includes all costs necessary to continue the existing operation of the department or, where possible, improve services to the residents of Welland. The development of the budget began in early spring of 2024. Since then, meetings have been held with the Corporate Leadership Team (CLT) and the Extended Management Team to complete a detailed line-by-line review of the 2025 Proposed Budget.

- The 2025 Capital budget primarily focuses on the repair and renewal of existing assets such as roadways, sidewalks, storm, wastewater, and water. In addition, the capital budget comprises of maintenance and repair projects on City facilities and Parks. In planning for future capital investments, repair, and rehabilitation of the City's infrastructure and assets, a 9-year forecast has been prepared for information and is presented by asset category.

- The Rate Supported (Water/Wastewater) Budget determines water and wastewater rates for home and business owners within Welland boundaries. The rate-supported budget funds both operating and capital expenditures that support safe drinking water in the community. As per the Mayor's direction, staff have prepared a budget that reflects staff recommendations based on analysis and moves the City toward a higher wastewater fixed percentage. This will ensure that the City moves towards a more predictable and sustainable financial model as the current model of fixed rates is well below the Provincial average, and the City has been relying on variable consumptions. Shifting fixed percentages higher will move the City towards more reliable and sustainable funding for the rate-supported operations of the City.

As in prior years, Business Cases (formally known as "Decision Units") were submitted during the budget process. Staff have submitted Business Cases for Council consideration of new FTEs, or to increase service levels over and above what is currently provided. These items have not been included in the proposed

levy; however, these business cases have been included for Council to review. Staff will present their business cases on November 18, 2024, for review and discussion. Council will then have the opportunity to bring forth amendments as related to these Business Cases. See Appendix II.

Providing Council with the operating and capital budgets allows Council to decide on the priorities for the upcoming budget years by approving funding for various programs and services. The annual budget is then utilized by staff as a planning tool to guide the operations.

DISCUSSION:

The proposed 2025 Budget has been developed to maintain existing service levels and, where possible, improve service levels for the residents of Welland, align with the City's Strategic Plan, focus on the repair and renewal of existing assets, and incorporate two new permanent full-time positions with zero impact to the tax levy and six converted contract positions to full-time permanent positions. These conversions are necessary to ensure existing service levels are maintained. The following section will highlight the key inputs into the 2025 budget including, challenges, some changes in programs/and methodologies as well as key drivers of costs and revenue. The report flows from the 'Operating Budget' to the 'Capital Budget', and then to the 'Water/Wastewater' (rate supported) budget. In addition, this report details and then follows through with key financial details including impact on the average residential home and impacts on the water/wastewater utility bill.

Assessment Growth:

Assessment growth is a key component in building the annual budget. The tax levy is calculated by using the valuations of the property assessments in Welland that are assessed through MPAC (Municipal Property Assessment Corporation) and are used to fund the annual operating costs of the City. As the City continues to experience growth and development in residential, commercial, and industrial sectors, assessment growth has averaged between 1.5% and 3.08% over the past three years. The anticipated growth for 2025 is estimated at approximately 2.91%. Staff will continue to monitor the assessment growth and report back to Council accordingly. It is important to note, that assessment growth is used to offset increased expenditures as they align with growth-related needs. Growth creates need in services but also results in additional property tax which offsets the annual tax levy.

Challenges Facing the 2025 Budgets

In preparing the 2025 budget, the following are the most notable current challenges, further explained below:

- Managing Inflation
- Forecasted Salaries & Benefits and Collective Agreements

- Ontario Municipal Partnership Fund (OMPF) allocation
- Limited Reserves / Reserve Funds with committed expenditures

Inflation:

- Inflation continues to play a significant role in shaping the budget landscape. Although the Consumer Price Index (CPI) shows that inflation is coming down from its prior high levels, municipalities are experiencing cost escalations for goods and services that exceed the CPI rate of 2% as of August 2024. This discrepancy necessitates careful financial planning to ensure that services and activities provided remain adequately funded and are not subsidized through the tax levy.

Salaries & Benefits and Collective Agreements:

- In 2024, Council approved the Non-Union Market Review compensation for full/part-time employees which has been reflected in the 2025 base budget. In addition, the base budget includes unionized and non-unionized increases for staff progressing through the established grid, (Step increases).

- For the 2025 budget year, there are a variety of increases relating to staff benefits. In 2019, the Government of Canada announced plans to enhance the Canada Pension Plan (CPP). These enhancements aim to replace one-third (33.33%) of the average worker's earnings in retirement, up from the previous benchmark of one quarter (25.00%). The gradual enhancement is being completed in two steps, with step one being completed from 2019 through 2023 and step two from 2024 through 2025. As this is the second year of step two, there has been an increase in the maximum pensionable earnings as well as contributions rates, leading to higher costs. The Employment Insurance (EI) maximum insurable earnings have also increased, as well as extended health Care and OMERS.WSIB maximum assessable earnings and rate are also projected to increase.

- Currently, the City is in negotiations with WPFFA (Welland Professional Firefighters Association) which have been ongoing since the end of the expired contract on December 31, 2023. In addition, CUPE (Canadian Union Of Public Employees) and the former UNIFOR contracts are set to expire on December 31, 2024. At the time of preparation of this report, CUPE negotiations are set to begin in November 2024. Lastly, the Non-union By-Law is set to expire on December 31, 2024.

Ontario Municipal Partnership Fund (OMPF):

- There continues to be risks associated with this funding given the significant financial challenges facing the province. This funding is heavily relied upon and assists the City in maintaining operations. For 2024, the City received funding in the amount of $3,911,400. Staff will continue to monitor updates from the province regarding any changes in OMPF funding levels for the City of Welland. Staff are estimating a similar funding amount as in 2024.

However, in 2024 the City did receive a small reduction of $37,500 over the 2023 budget, the funding allocation announcement for OMPF has not yet been made for 2025.

Reserve/Reserve Funds:

- Reserves /Reserve Funds are one of the most important tools available to municipalities for achieving financial sustainability and flexibility. Reserves not only assist municipalities in managing risks, but they also play a role in the financing of capital costs and the provision of affordable and stable services to the residents of Welland. Many reserve funds have specific restrictions and commitments associated with them. They are often utilized to plan for future needs, such as saving for a major project, where contributions are made to the reserve for that purpose. Maintaining reserve balances for future commitments is highly important given the current and future pressures the City may face.

- For the 2025 Capital Budget, $2,765,466 will be utilized to fund various capital projects. A summary of Reserve Funds and Deferred Revenue as of September 30, 2024, is attached to this report as Appendix VI.

Long-Term Pressures

Long-term pressures refer to anticipated financial obligations or challenges that extend over multiple years, into the foreseeable future. Recognizing and planning for these pressures now ensures financial stability and prepares the City to meet future needs without compromising existing service levels. Some of these long-term pressures are summarized below:

Asset Management Plan:

- The City is continuing its work on updating the Asset Management plans to provide further details on all infrastructure assets, including proposed service levels, revenue, and expenditure plans to achieve the proposed service levels. The updated plan which includes financing will be completed by July 1, 2025. This plan will impact future budgets as funding gaps are substantial.

IT Master Plan:

- The IT Master Plan is scheduled to launch in the upcoming year, and it is expected to address a variety of long-term system requirements to enhance our technological capabilities. This initiative aims to ensure that our IT infrastructure is robust, scalable, and aligned with our strategic goals.

New Facilities:

- There are plans to discuss the possibility of developing a new arena facility which is currently included in the 9-year forecast but is not yet funded, as well as other significant infrastructure projects. These projects are currently

outlined in the nine-year financial forecast and could provide substantial opportunities for community engagement and economic development. A feasibility study is underway, and recommendations will be brought forward to Council for consideration.

Hospital – Local Share Obligations:

- South Niagara Hospital will soon reach out to local municipalities to seek financial contributions. Publicly available formulas suggest that the funding needs would be substantial.

As we gather more information about these potential initiatives, it will be vital for staff to create detailed funding plans. These plans should not only outline the required financial contributions but also evaluate how these projects will impact the City's future budgets and overall resource allocation.

FTEs - Proposed in Mayors Direction (Full-Time Equivalent):

The Mayors' direction included two FTEs with zero impact on the tax levy, and six FTEs that are currently on contract to be converted to full-time positions to alleviate any impacts on existing service levels. The table below provides a listing of the positions and the impact on the proposed tax levy from each position. The proposed inclusion of the below positions adds 1.5% to the base tax levy which equates to an approximate net tax levy increase of 3.82% after growth. Departments have relied heavily on these additional contract staff to maintain current service levels. Continuing with these positions in a contracted capacity is not sustainable.

The Business Cases for these positions can be found in Appendix I of this report.

Table 1

FTE	Department	Amount (Salary/Benefits)	Tax Levy Impact (%)
Economic Development Officer	Economic Development (710)	$134,260	0.00%
Senior Plans Examiner	Planning & Development Service (510)	$132,165	0.00%
Human Resources Advisor	Human Resources (150)	$120,628	0.24%
Facilities Project Coordinator	Fac-Mtce/Labour (430)	$149,835	0.30%
Parks Project Coordinator	Parks/ Open Spaces (410)	$149,835	0.30%
Records & Information Management Coordinator	Clerks (120)	$89,419	0.18%

FTE	Department	Amount (Salary/Benefits)	Tax Levy Impact (%)
EA to the Director of Infrastructure Services	Engineering (310) and Public Works (325)	$120,628	0.24%
Communication Specialist	Communications (125)	$120,628	0.24%

2025 Budget Updates

For transparency purposes, this section refers to key changes in budget assumptions, changes to accounts / structures, and key drivers to the budget increases.

Introduced Cost Centres:

- At the August 13, 2024, Council meeting, Council approved REPORT CS-2024-22, New Welland Community Grant Program & Policy and as a result, the following cost centers have been created:
    - Library – (136)
    - Niagara Central Dorothy Rungeling Airport (137)
    - Contractual Funding Agreements (138)

- In addition, the following adjustments were made based on report CS-2024-22.
    - Cost Centre (139) – renamed from Grants to Community Grants
        - New general ledger account created – “Community Grants” to capture the budget amount that will support the three stream Community Grant Program
    - Welland Heritage Advisory Committee - moved to Planning and Development Service (510)
    - Bell Box Program – moved to cost centre (139)
    - Welland Historical Museum – moved to cost centre (449)

New Welland Community Grant Program:

Staff are currently conducting a comprehensive review and evaluation of the 44 submissions received to date, which is expected to be completed by November 15, 2024. Following this evaluation, a report outlining the outcomes will be presented to Council at the Special Council meeting scheduled for November 27, 2024. Council's role is to approve the funding envelope in accordance with the Community Grants Policy. Of the submissions, 35 applications will be assessed based on eligibility and policy criteria. The current budget allocation for this new grant program is $356,000.

Eligible submissions received:

- Arts and Culture Programming: 15 submissions totaling $99,025.00
- Events: 8 submissions totaling $155,346.75
- Social Services: 12 submissions totaling $348,570.80

This year, staff received positive feedback regarding the new program, with many expressing gratitude to all involved for the opportunity to apply. Staff noted particularly favourable responses to the information sessions and the Engage Welland webpage, which were highlighted as effective tools for facilitating community engagement. That said, the total submissions received exceeds the proposed budget allocation for 2024. Decisions by Council on this funding envelope will be included during the Special Council meeting on November 27, 2024.

Interdepartmental Chargebacks:

Interdepartmental Chargeback has been flatlined for the past few years. Department chargebacks are the result of evaluating the staff time of City departments that support the operations of the Water/Wastewater Budget. Water & Wastewater are supported through rate charges back to users and are separate from the tax levy. Legislation requires that these user rates are not subsidized from the taxpayer and are separately funded to determine the appropriate fees. Staff have completed a review of the City's interdepartmental chargeback to the water/wastewater operating budget and have updated the allocations accordingly for the 2025 budget. As a result, certain departments' allocations have decreased (Cost Centre 112 and 131), while others have increased (Cost Centre 130). Chargebacks are reviewed periodically to keep this chargeback aligned to the actual time spent on the operating area.

Capital Equipment:

For 2025, Capital equipment within Fire and Information Services that have been shown in prior years in capital budget, have been moved into the operating budget as these are operational in nature and are ongoing annually to support the day-to-day operations of these respective departments. In addition, under the Fire department, Uniforms & Clothing have been placed in the operating budget. These items are not part of the City's capital assets and do not fit the definition of capital per the Tangible Capital Asset Policy.

Tax Write-offs-Current:

Staff continually monitor and review all the Tax Incentive Agreements (TIG) that have been entered, commenced, and are ongoing to update the budget accordingly. For 2025, a budget increase of approximately 33% has been placed in the budget to account for the updates to the TIGs over the 2024 budget year (Tax-Supported).

Contract-Software Support:

Due to inflationary pressures, contractual agreements, and the need for continued support of the various programs and technology support for operations city-wide, there is an estimated budget increase of approximately 17% over 2024. (Tax-Supported)

Municipal Act Regulations 284/09 and Public Sector Accounting:

The City's annual budget is prepared based on a 'cash basis of accounting'. Key outcomes of the annual budget are the tax and water/wastewater rates. The *Municipal Act, 2001,* requires that financial statements and budgets be prepared following Generally Accepted Accounting Principles (GAAP) and these principles would require the inclusion of asset amortization and post-employment benefit expenses in the City's budget. The *Municipal Act, 2001* does not mandate that budgets be prepared on an accrual basis. Most municipalities continue to prepare cash-basis budgets.

Ontario Regulation 284/09 allows municipalities and local boards to exclude amortization expenses and post-employment benefit expenses from the budget; The Mayor's proposed budget has been prepared with the exclusion of amortization expenses and post-employment benefit expenses.

Capital Budget

New for the 2025 Budget, staff have combined both the Tax-Supported and Water/ Wastewater Capital Budget, referencing the applicable capital support sheet throughout. In addition, all multi-asset projects have been combined on one capital support sheet. This was a suggestion that came from the Council-Staff workshop in June and incorporated into this budget. For example: A project performing roadwork, sidewalks, and a watermain are now combined under one capital support sheet as opposed to three capital support sheets.

Grant Funding

Canada Community Building Fund (CCBF):

- Earlier this year, staff reported to Council on the updated agreement with AMO and the City for the extension of the Canada Community Building Fund over the next 10 years. This funding agreement provides the city with reliable and predictable funding to support the City's infrastructure in various categories.

- The 2025 Allocation is $1,825,819.51. Staff have fully utilized the CCBF grant allocation in the City's Tax-Supported Capital Budget and are also utilizing a portion of CCBF funding from the reserve in the amount of $444,180.49. All CCBF dollars are set aside in a reserve fund and are subject to interest.

Ontario Community Infrastructure Fund (OCIF):

- Early this fall, staff received notification of the City's 2025 allocation in the amount of $3,035,395. This represents an increase of $395,921 over the 2024 grant. The 2025 allocation has been fully utilized between the Tax-Supported and Rate-Supported Capital Budgets. In addition, staff are utilizing a portion of OCIF funding carried forward from 2024 that was unallocated due to the timing of the budget being passed and the notification of the actual allocation by OCIF in 2024 in the amount of $344,279. The additional funds provided through this grant are much needed and will continue to support capital projects.

Housing- Enabling Water System Fund (HEWSF):

- Through the dedicated efforts of the Engineering department, the City has been awarded funding through the Housing Enabling Water System Fund (HWESF) to fund the Ontario Road Trunk Sanitary Sewer Project in the amount of $20.4 M. As a result, the project has been brought forward from the capital forecast to 2025 and 2026. The first phase of the project is budgeted in the 2025 and the second phase in 2026. This significant investment will support the growing population, housing, and capacity by expanding and replacing the wastewater trunk sewer and aging watermains.

Debt

Debt Position:

The use of debt is one of several capital financing tools available to municipalities to finance long-term capital needs. In addition to debt, capital financing can derive from, reserves, grants, development charges, cost-sharing agreements, etc. Debt allows a municipality to spread the capital cost of the asset over its useful life. To borrow short-term and to help maintain municipal services as debt is paid off. It smooths the impact on the tax and ratepayers by financing the cost of capital projects over a period, avoiding large short-term tax/rate increases, and matching the cost to the benefit received. Table 2 below provides a summary of the City's current debt balances, unissued debt, and the projected balance of debt as of December 31, 2025.

Table 2

THE CORPORATION OF THE CITY OF WELLAND SUMMARY OF DEBT	
Debentures as of December 31, 2023	**$70,168,723**
2024 Debt Payments	-$8,921,674
2024 Debt Issuance (July 2024)	$12,000,000
Estimated Debt Balance as of December 31, 2024	**$73,247,050**
2025-Capital Budget-Proposed Budget	$14,053,111
Unissued Debt 2023-2024(Approved by Council in prior years)	**$18,342,552**
2025 Debt Payments	-$8,536,296
Estimated Debt Balance as of December 31, 2025*	**$97,106,417**

*Principal only

- As outlined in the table above, the forecasted debt balance for December 31, 2025, is approximately $97M (Principal only) assuming that all debt is issued in 2025. The 2025 Proposed Debt Issuance will be determined later in 2025 based on the substantial completion of capital projects from prior and current years. Staff anticipates the 2025 issuance will not exceed $20M of the $32M ($14,053,111 + $18,342,552) proposed and prior approved debt as shown above. When it is time to issue debt, a report/by-law will come to Council prior to debt issuance with the Region.

Table 3 below outlines the amount of debt maturing each year for the tax and rate-supported budget for the years 2025 to 2033. Each year, the capital budget is adopted, detailing the debenture amounts needed to fund specific capital projects. A debenture issuance report is then prepared for Council approval, allowing city staff to initiate 10-year debenture financing.

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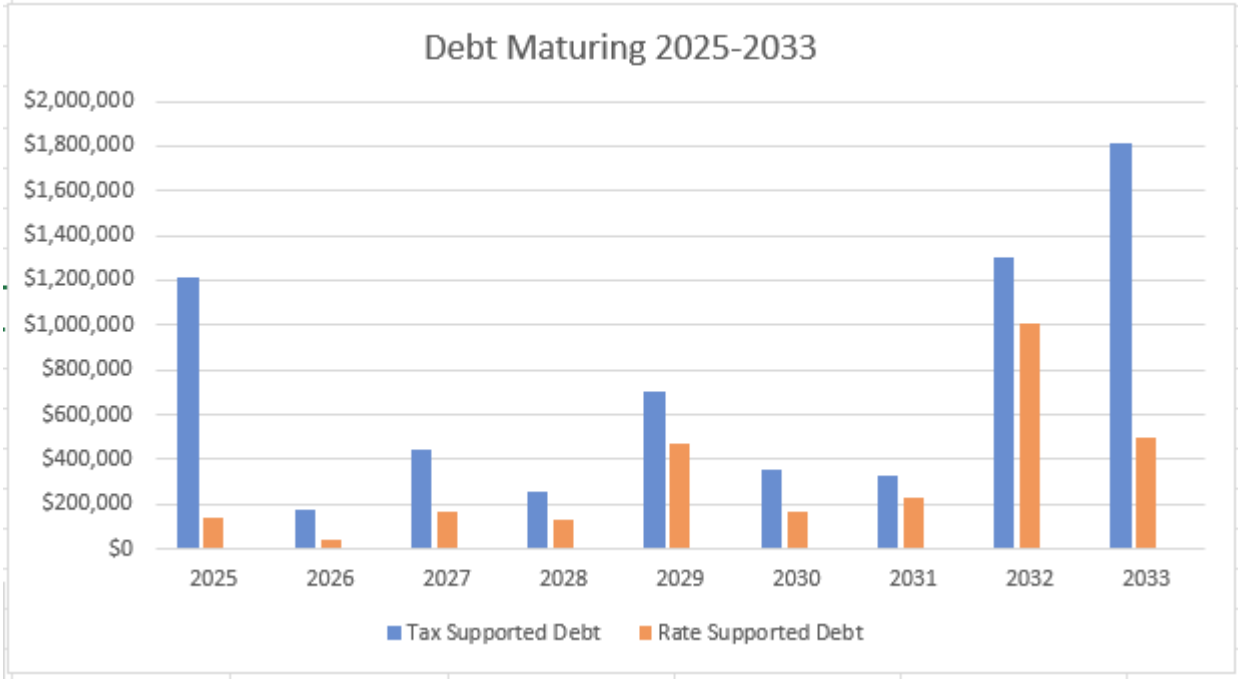
Table 3



- It is important to note that as new debt is issued, existing debt matures. Each year, when the debt matures, the funds that become available are allocated to meet the financial needs of the upcoming budget while maintaining the City's SIDL.

Self-Imposed Debt Limit (SIDL):

Council previously established a Self-Imposed Debt Management Strategy (SIDMS) setting limits on both Tax Supported (Current Rate,14.50%) and Rate Supported Budgets (Current Rate, 12%). This strategy has been utilized in preparing annual budgets to manage debt and capital financing. For the 2025 budget year, staff are reporting the self-imposed debt limits of 9% and 8.2%, for the tax-supported and rate-supported limits respectively. The City's SIDL is calculated as follows: Actual Debt Charges/Total Expenditures. The percentage calculated mentioned above does not include approved, unissued debentures.

In addition to the Council-approved SIDL, staff ensure that the City is within the prescribed Annual Repayment Limit (ARL). The province sets an (ARL) at 25% of the Municipality's Own Source Revenues. Own Source Revenues include both the Tax and Rate revenues and are based on the City's consolidated Financial Information Return (FIR). The 2024 ARL based on the 2022 FIR was calculated at 10.2%. The City is below the provincial requirement that imposes a maximum debt level not to exceed 25% of the City's net revenues. This measure is recalculated before annual debt issuance with the Region to ensure compliance; however, the City is well below the maximum level allowable.

Rate Supported (Water/Wastewater) Budget:

These budgets reflect the rates required to support the operating and capital budgets for the City's water and wastewater systems and support safe drinking water in the community. This area is highly- regulated and the service provided is essential to residents and businesses in their daily lives and operations. The Rate Supported Budget is experiencing significant financial pressures, as described below. Staff analysis suggests the movement of costs from the variable portion to the fixed portion of the water and wastewater rates to decrease the risk of deficits in future years as a larger portion of the budgets are collected through the fixed charge component of the rate and not dependent on the volume of water sold. Moving towards having the City's water/wastewater rates fixed cost percentage closer to the provincial average of 41% (per the 2022 BMA study) provides the city with more certainty regarding cash flow and maintaining water/wastewater assets.

Several factors impact the 2025 Rate Supported Budgets. These include the regional increase in water purchases, wastewater treatment costs, minimal water/wastewater reserves, inflationary pressures, and the fixed rate component.

- The rate increases from the Region have a major impact on the rates for the City. The fixed charge accounts for 25% of the Region's water bill for the City

and the remaining 75% of the bill is a variable charge dependent upon the actual water volumes flowing from the Region. The Region has announced that for 2025, a forecasted increase for water is expected at 7.20%, however, the rate increase for each lower-tier municipality differs based on the historical volume and growth within the municipality. The Region bills the City for wastewater treatment on 100% fixed charge which is based on the actual treatment volume from the 3 previous years. This amount is re-calculated by the region on a rolling basis and any difference between actual and budgeted treatment volume is charged or credited back to the City. The Region has announced that for 2025, a forecasted increase for wastewater is expected at 15.42% (A forecasted combined water/wastewater increase is 12.59%) As the Region progresses through its budget deliberation, changes may occur, and staff will provide council updates accordingly.

- As per the Mayor's directive, staff have prepared a rate-supported budget based on staff analysis and recommendations that move the city toward a higher wastewater fixed rate component. For 2025, staff is proposing an operating budget at approximately $15.8M for water and $24.4M for wastewater and proposing to increase the wastewater fixed rate component. The City has recognized significant losses over the past few years on the wastewater budget primarily due to increased Regional sewer treatment costs and the fixed rate component being below the recommended provincial average of 41%. In addition, staff has included a new FTE position (Certified Water Wastewater Operator) for 2025. The Business Cases for this position can be found in Appendix lV of this report.

FINANCIAL:

Operating Budget

The proposed 2025 budget represents a tax levy increase of 3.82% after the inclusion of a healthy assessment growth of 2.91% as of October 24, 2024.

The following Appendices outline the Tax-Supported budget:

- Appendix I - Mayor’s Business Cases (included in levy)
- Appendix ll - Summary of Business Cases (for review not included in above levy)
- Appendix lll -Tax Supported Operating Budget Summary & Departmental Cost Centers

Below are two tables that highlight the 2025 Tax Supported Operating Budget:

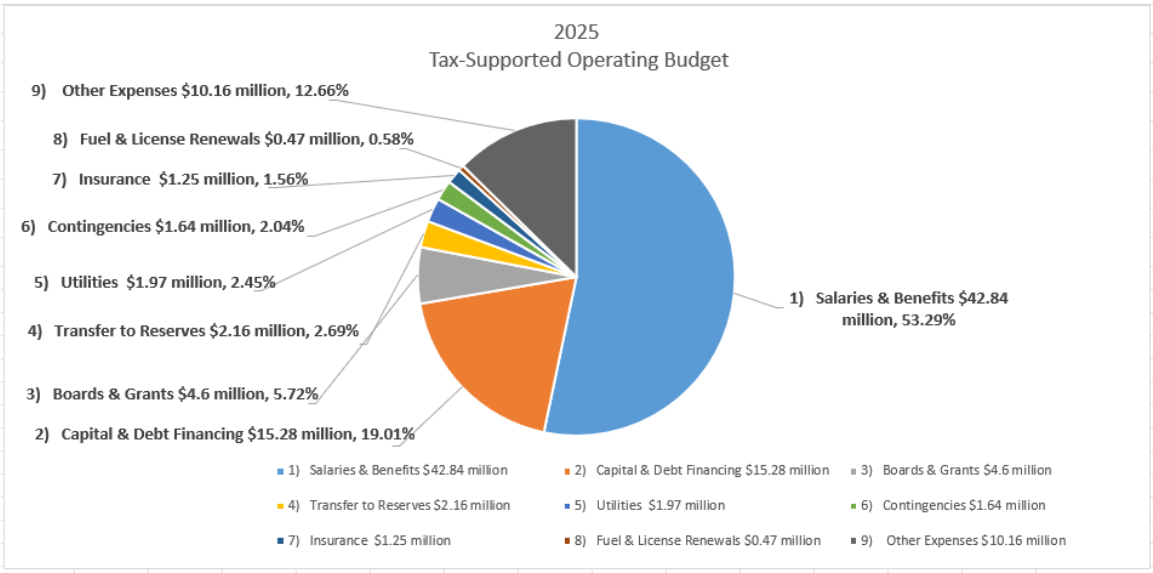
- 2025 Tax-Supported Operating Budget
- Impact on Average Residential Property

Table 4 below provides details on the 2025 Tax Supported Operating Budget. Approximately 88% of the City’s costs are relatively fixed costs, summarized below.

- Salaries and Benefits, 53.29%,
- Capital & Debt Financing, 19.01%,
- Boards & Grants, 5.72%,
- Transfer to Reserves 2.69%,
- Utilities, 2.45%,
- Continency 2.04%,
- Insurance 1.56%,
- Fuel & License Renewals 0.58%, and
- Other Expenses 12.66%.

Included in “Other Expenses” are Outside Contract, Software Support Contracts, Janitorial / Electrical/Elevator Contracts, Program expenses, Tax W/O, and Interdepartmental Recoveries.

Table 4



Estimated Tax Rate Increases:

Table 5 below provides details on the estimated increase a homeowner will see on a property assessed at $232,000 (MPAC value as of 2016).

The below table outlines the Municipal increase of $70.43 on an average residential property of $232,000. For 2025, the assessment values will be held constant to 2016 assessed values due to the impact of the pandemic (unless there is an improvement to the property which has been assessed by MPAC) which means that the property tax rate change is the primary determinant of the change in property taxes paid for 2025. Therefore, the increase that is being estimated isn’t the exact increase that every property in Welland will experience. No announcement from the Province or MPAC has been made as to when the next reassessment year will be.

Table 5

Estimated Increase On An Average Residental Property

2025 Average Assessment Value $232,000 -Last Updated 2016

		MUNICIPAL
2025	$	1,913.46
2024	$	1,843.03
$ change	$	70.43
% change		3.82%

Rate Supported (Water/Wastewater) Budget

The City's current rate structure is a combination of fixed and volumetric charges. Each customer account is charged a fixed rate for water and wastewater. In addition, the customer is billed volumetric rates for water and wastewater based on the amount of water used.

- For 2025, staff is proposing a rate-supported operating budget of approximately $40.2 M ($15.8 M Water, $24.4 M Wastewater) Staff is forecasting to purchase, approximately 7.2 million m3 of water from the Region and retail approximately 4.7 million m3 of water.

Table 6 below provides the proposed 2025 rates for both water and wastewater. As shown below, the low ratepayer (<100 cubic meters) will see an estimated annual bill of $1,080. This is an annual increase of $92 over the amount paid in 2024. This represents an approximate $1.77 increase per week or $0.25 per day.

Table 6

2025 WATER WASTEWATER

2025 WATER WASTEWATER BUDGET

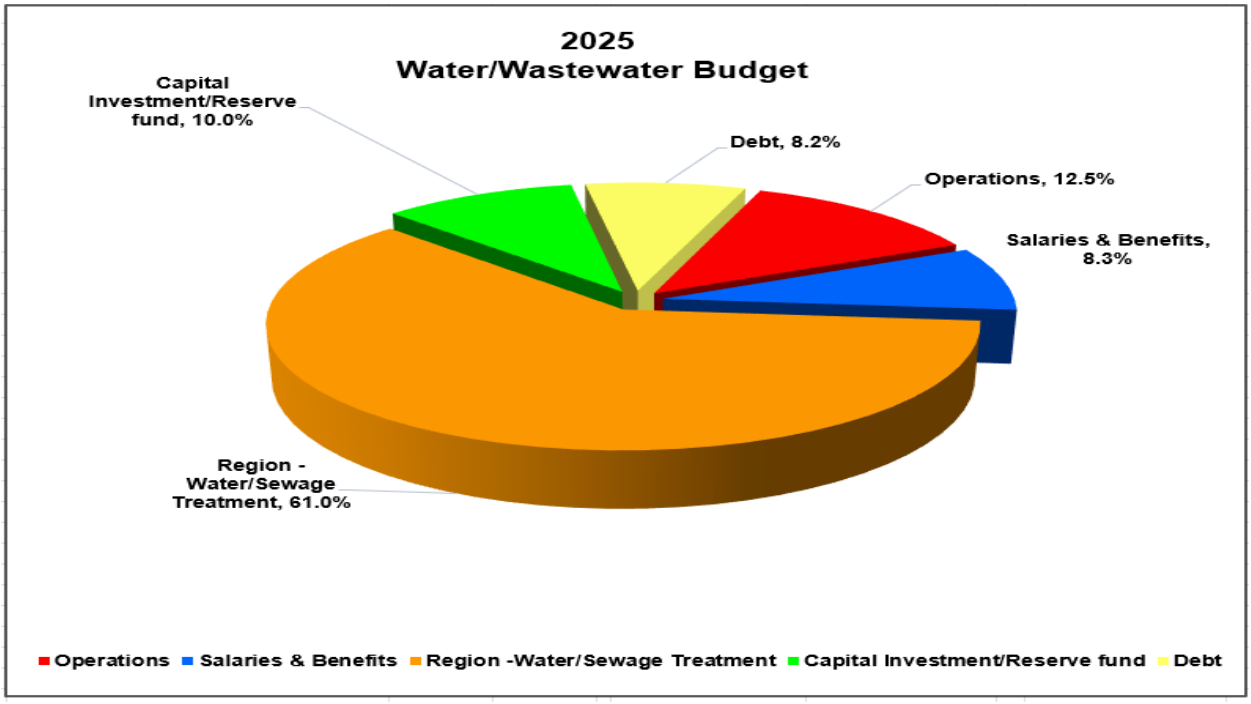
2025 PROPOSED WATER WASTEWATER RATES
INCREASE WASTEWATER FIXED COST FROM 33% TO 37%

Water Wastewater Rates		Current 2024	Proposed 2025	Difference $
Water Fixed Cost (yr)		187.33	189.44	$2.11
Water Consumption Rate (m3)		2.0828	2.1415	$0.0586
Wastewater Service Charge (yr)		277.76	344.27	$66.51
Wastewater Treatment Rate (m3)		3.1449	3.3197	$0.1748

Customer	Annual Consumption m3	2024 Annual Bil	2025 Proposed	Yearly $ Difference
Low Residential (6,455 accounts)	100	$988	$1,080	$92
Average Residential (9,579 accounts)	180	$1,406	$1,517	$111
Multi-Residential (4 units)	1,075	$7,224	$7,712	$488
Multi-Residential (100 units)	10,725	$88,914	$96,264	$7,350
Commercial	24,600	$138,368	$145,552	$7,184
Industrial	16,356	$122,572	$131,859	$9,288

* the Low-Income Senior Water/Wastewater rebate program will be increased by the same amount as the annual increase for the Low Residential customers

Below is a pie chart that summarizes the cost components of the Water/Wastewater budget. As outlined, the Regional Water/Sewer Treatment Costs represent over 61% of the budget which represents the largest component of the City's Water/Wastewater budget.



- All rate-supported budget details can be found in Appendix lV.

Capital Budget

As outlined below in Table 7, the 2025 Capital budget is presented by asset category. As mentioned throughout the discussion, the Capital budget has been combined for presentation. For 2025, there are 56 proposed capital projects. Of these projects proposed, there are 9 multi-asset projects. The total 2025 Capital budget amounts to approx. $51M. Of this amount, approximately $23.9M represents that tax-supported budget that funds facilities, fire, fleet, roadways, etc. and approximately $27M represents wastewater and water capital projects.

The 2025 Capital budget is funded as follows:

- Government Subsidy: $17,115,701
- Contribution from Operating Budget(s): $8,845,000
- Contribution from Reserve/ Reserve Funds: $2,765,466
- Debentures: $14,053,111
- Other Funding : $8,212,309
  - Development Charges: $7,937,309
  - Cost Sharing: $145,000

- Other Funding (Developer Contribution): $50,000
- Vision Zero Program: $80,000

The 2025 Capital budget, capital support sheets, and capital forecast (2026-2034) can be found in Appendix V.

The capital support sheets provide Council with detailed information about the project scope, need, asset category, and funding sources. Additionally, for 2025, all multi-asset projects have been consolidated into a single capital support sheet, providing Council with a comprehensive overview of the project. each project.

2025 Proposed Capital Budget as of October 21, 2024

FUNCTION	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVES & RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES
TAX SUPPORTED CAPITAL BUDGET									
FACILITIES	3,572,500			1,065,000	90,000	CH	50,000	OT	2,367,500
FIRE	1,425,000			10,000			90,000	DC	1,325,000
FLEET	2,553,000				160,930	FL	192,070	DC	2,200,000
GENERAL	115,000			11,500			103,500	DC	
PARKS/ OPEN SPACES	2,315,000			215,000	1,648,573	CIL	451,427	DC	
ROADWAYS	7,827,444	1,812,800	CCBF	1,326,800	862,000	INFR	88,707	DC	1,945,700
		1,551,600	OCIF						
		239,837	HEWSF						
SIDEWALKS	1,214,100	303,300	OCIF	418,500					151,700
		340,600	CCBF						
STORM SEWERS	4,583,500	116,600	CCBF	1,693,200			18,750	DC	1,928,650
		376,300	OCIF						
		450,000	HEWSF						
TRAFFIC	368,000			288,000			80,000	VZ	
TOTAL 2025 CAPITAL BUDGET	**23,973,544**	**5,191,037**		**5,028,000**	**2,761,503**		**1,074,454**		**9,918,550**
2024 CAPITAL BUDGET	24,239,876	4,025,783		5,018,000	6,302,000		3,189,200		5,704,893
RATE SUPPORTED CAPITAL BUDGET									
WASTEWATER	22,984,842	10,776,190	HEWSF	1,964,000			145,000	CS	2,951,561
		180,237	OCIF				6,967,855	DC	
WATERWORKS	4,033,200	968,237	OCIF	1,853,000	3,963	FL	25,000	DC	1,183,000
TOTAL 2025 CAPITAL BUDGET	**27,018,042**	**11,924,664**		**3,817,000**	**3,963**		**7,137,855**		**4,134,561**
2024 CAPITAL BUDGET	11,722,950			3,817,000	1,585,000		1,177,500		5,143,450

FOOTNOTE:

GOVERNMENT SUBSIDY
CCBF- CANADA COMMUNITY BENEFIT FUND
OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND
HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES
CH- COURTHOUSE RESERVE
CIL- CASH IN LIEU OF PARKLANDS
FL-FLEET RESERVE
INFR- INFRTASTRUCURE RENEWAL

OTHER FUNDING
OT-OTHER FUNDING
DC- DEVELOPMENT CHARGES
VZ-VISON ZERO PROGRAM
CS-COST SHARING

2025 Capital Budget and 9-Year Forecast (2026-2034):

The 2025 Capital Budget (Tax/Rate Supported) and the 9-year forecast for 2026-2034 totals approximately $384.7 million. A summary is provided in Table 8 below. The 9-year capital forecast gives Council a projection of future capital expenditures and investment into the City’s assets. This forecast is reviewed and adjusted annually to reflect the City's evolving capital needs.

Table 8

2025 Capital Budget and 9 Year Forecast (2026-2034)	
Tax Supported	273,704,409
Wastewater Supported	81,248,309
Water Supported	29,774,750
Total Expenditures 2025 and 9 Year Forecast (2026-2034)	**384,727,468**

CONCLUSION:

The proposed 2025 Tax-Supported Budget includes a net tax levy increase of approximately 3.82%, inclusive of an assessment growth forecast of 2.91%, which represents an increase in property taxes of approximately $70 on an average residential property of $232,000. Additionally, the proposed combined capital budget spend for 2025 is approximately $51M

For 2025, staff is proposing a Rate-Supported Operating Budget of approximately $40.2 M ($15.8 M Water, $24.4 M Wastewater), increasing the wastewater fixed rate component from 33% to 37%, including a new FTE, and raising the Low-Income Seniors' Water/Wastewater Rebate Program by the same amount as the annual increase for the Low Residential customers.

ATTACHMENT:

- Appendix I - Mayor’s Business Cases (included in proposed budget)
- Appendix ll - Summary of Business Cases (not included in proposed budget)
- Appendix lll - Tax Supported Operating Budget Summary & Departmental Cost Centres
- Appendix IV - 2025 Rate-Supported Operating Budget & Business Case
- Appendix V - 2025 Capital Budget, Capital Support Sheets & 9-Year Forecast
- Appendix Vl - Summary of Reserve Funds and Deferred Revenue as of September 30, 2024

2025 Mayor's Direction Summary

As of October 24, 2024

			Amount	Percentage Increase (Rounded to 2 decimal places)	Estimated Municipal Tax Levy Impact (Rounded to 2 decimal places)
M	**Dept**	**Mayor's Direction**			
1	710	Economic Development Officer (Net Cost)	$ -	0.00%	0.00%
2	520	Senior Plans Examiner (Net Cost)	$ -	0.00%	0.00%
3	150	Human Resources Advisor	$ 132,450	0.27%	0.27%
4	430	Facilities Project Coordinator	$ 142,835	0.29%	0.56%
5	410	Parks Project Coordinator	$ 149,835	0.30%	0.86%
6	120	Records and Information Management Coordinator	$ 89,418	0.18%	1.04%
7	310/325	Executive Assistant to the Director of Infrastructure Services	$ 120,628	0.24%	1.29%
8	125	Communications Specialist	$ 120,628	0.24%	1.53%
		TOTAL	$ 755,794		

Appendix I

Executive Summary

Department: Economic Development (710)

Immediate Supervisor: Director, Economic Development & Strategic Initiatives

New/Enhanced Service/Capital Project: New

Total Expenditures $: $135,260

FTE/PTE Union #: Enter amount

Net Levy Impact %: 0.00%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: **1**

FTE/PTE: FTE

Objective

As our community continues to grow and develop, the scope of economic development activities has expanded beyond the capacity of our current team. To sustain momentum, maximize economic opportunities and meet the increasing demands for business development, investment attraction and community engagement, it is essential to hire an Economic Development Officer.

Brief summary of details outlined below.

Description

Detailed explanations and analysis of service level change, including:

Operational issue or opportunity
The new hire will allow the department to focus on specialized areas, improve service delivery, and ensure that we are capitalizing on all available opportunities to drive economic growth and community sustainability.

Benefits
By expanding the team, we will increase our ability to respond to the needs of local businesses, attract new investments and implement economic strategies more efficiently (eg. Downtown Growth/Initiatives).

Risk
The addition of this role may not generate immediate results; however, it is crucial because economic development is a slow but rewarding process, where the long-term impact of strategic planning and sector-specific initiatives will drive sustainable growth and enhance the overall prosperity of our community.

Timeline of service level change
Hire in January 2025.

Impact on operations
- Enhanced business support
- Focus on specific sectors or economic initiatives such as downtown growth and development opportunities, expand filming opportunities and small business development

Organizational ability to deliver expected project outcomes.
To effectively manage the anticipated growth in our community, driven by an increasing number of new residents and sector-specific initiatives, it is essential to add a dedicated position to our department. This role will focus on addressing the unique challenges and opportunities that come with population and development growth. By prioritizing key sectors such as real estate, business development, and community health, this position will help streamline efforts across departments, enabling Welland to maintain its economic momentum while enhancing livability for all residents. Investing in this role now will allow us to proactively shape the city's future, ensuring sustainable growth and continued prosperity.

Justification

The growth of our community and the increasing demands for economic development services make it imperative to hire an economic development officer. This investment will expand our capacity to meet the needs of local businesses, attract new investment, and execute strategic economic growth initiatives. With this additional resource, the department will be better equipped to deliver on its goals and ensure the long-term economic success of the city/region.

The cost of hiring an Economic Development Officer will be offset by the increased economic activity, improved business satisfaction, and greater access to funding and investment opportunities. This is a proactive and essential step toward securing sustainable economic growth for our community.

This return on investment is expected to far outweigh the cost of the additional hire.

This position will be fully funded through the Economic Development Reserve.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$100,650
Benefits	$34,610
Materials, Supplies & Services	$
Total Expenditures	**$135,260**
Revenues	
Grants	$
User Fees	$
Reserve/Reserve Funds- Economic Development	$135,260
Other	$
Total Revenues	$0.00
2025 Net Levy Impact $	**$0.00**
Impact on 2025 Tax Levy (%)	0.00%
Permanent FTE's #	1
Temporary FTE's #	-

Alignment with Council's Strategic Priorities

Economic Growth: Creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment

Approval

Lina DeChellis	October 8, 2024
Prepared by:	Finance reviewed:
Rob Axiak	
Approved by:	

Executive Summary

Department: Planning and Development Services (520)

Immediate Supervisor: Supervisor of Plans Examination/Deputy Chief Building Official

New/Enhanced Service/Capital Project: New

Total Expenditures $: $132,165

FTE/PTE Union #: 1

Net Levy Impact %: 0.00%

FTE/PTE: FTE

FTE/PTE Non-Union #: Enter amount

FTE/PTE: Choose an Item

Objective

To process and review building permit applications in an efficient and effective manner while meeting legislated building permit approval processing times.

Brief summary of details outlined below.

Description

Operational issue or opportunity

To address demand for service delivery from an increase in complex construction development activity. This position will be responsible for reviewing building permit applications, conducting architectural, structural, and mechanical plans examination of all categories of building, with emphasis on Large and Complex Buildings, including approval and issuance of building permits by ensuring compliance with the Ontario Building Code (OBC) and applicable law.

Benefits

Due to the recent volume of permit applications, the plan examination of Large and Complex buildings has been outsourced to a private consulting firm to provide the expertise and resources necessary to process these types of applications. The anticipated volume of these application types is expected to

continue for the long-term as the Provincial Planning Policy has established the density targets for future development resulting in the construction of high-density complex buildings.

Impact on operations

If the FTE is not approved, there is a risk of a slowdown in review and oversight of the more complex, technical projects that could delay the issuance of building permits and the city could be at risk of not meeting the municipal housing pledge.

This position will be funded by the building permit revenue without impacting the tax levy.

Justification

This FTE position is needed by the City to ensure we can deliver building permit review and approval in accordance with the OBC. The position will allow the City to address demand for service delivery from an increase in complex construction development activity which requires a certain level of expertise to review and approved. It will also permit the City to deliver this service in an efficient and effective manner while also meeting Provincial Housing Targets and the Housing Accelerator Fund Application (if approved).

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$ 94,440
Benefits	$32,725
Materials, Supplies & Services – Computer, Software	$5,000
Total Expenditures	**$132,165**
Revenues	
Grants	$
User Fees	$
Reserve/Reserve Funds – Building Reserve Fund	$132,165
Other	$
Total Revenues	$132,165

2025 Net Levy Impact $	**$0.00**
Impact on 2025 Tax Levy (%)	0.00%
Permanent FTE's #	1
Temporary FTE's #	-

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Approval

Grant Munday
Prepared by:

October 8, 2024
Finance reviewed:

Rob Axiak
Approved by:

Executive Summary

Department: Human Resources (150)

New/Enhanced Service/Capital Project:
New

FTE/PTE Union #: 0

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Immediate Supervisor:
Chief Human
Resource Officer

Total Expenditures $:
$132,450

Net Levy Impact %:
0.27%

Objective

This position is essential to address the increasing demands on the department and ensure that current operational needs are met.

Brief summary of details outlined below.

Description

Detailed explanations and analysis of service level change, including:

- **Operational issue or opportunity**
  - As the organization grows, HR is faced with an increase in workload, both in volume and complexity, affecting our ability to provide the full scope of HR services in a timely and effective manner.
  - A review of staffing levels in other local municipalities shows an average ratio of 1 HR employee to every 115 employees, the city has 1 HR employee to every 135 employees.
  - Current staffing levels do not allow for expanded services in the areas of onboarding, engagement, performance management, training and development, employee relations, strategic planning (including policy development), and leveraging technology.

- **Benefits**
  - Maintain our ability to meet the current demands of recruitment and onboarding
  - Maintain our ability to oversee performance management including attendance support
  - Maintain our ability to manage the current demands of employee relations

- **Risk**
  - Decreased operational efficiency resulting in longer processing times for recruitment and onboarding.
  - Lack of focus on employee engagement resulting in a negative impact on organizational culture
  - Reduced capacity to manage performance (including evaluations and sick time)
  - Increased risk of non-compliance with labour laws and internal collective agreement requirements
  - The inability to support overall HR functions will negatively impact the strategic growth of the corporation and will impact our long-term success and overall competitiveness.

- **Timeline of service level change**
  - Current HR Advisor on temporary contract would transition to the permanent position to maintain current levels of service.

- **Impact on operations**
  - Ability to maintain current service levels.
  - Not filling the position will result in overburdened staff and reduced capacity for expanded services outlined in the issues/opportunities above.

Justification

The addition of a new HR position is essential to address critical operational needs within the department. As the city's growth continues, the workload and complexity of tasks have significantly increased, leading to delays in key areas such as recruitment, onboarding, and performance management.

The new position will help the department maintain its current level of service, with a particular focus on improving onboarding processes, enhancing employee engagement, managing performance more effectively, and advancing technological initiatives, such as upgrades to the training site. However, it is important to note that this position alone may not substantially improve efficiencies in recruitment, training and development, policy development, and labor relations.

By approving this position, the department will be better equipped to handle the growing demands of the city's workforce, ensuring that essential HR functions are carried out effectively and timely. This proactive approach will support the city's overall growth and operational efficiency.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$100,650
Benefits		$31,800
Materials, Supplies & Services		$
	Total Expenditures	**$132,450**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$132,450**
Impact on 2025 Tax Levy (%)		0.27%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Economic Growth: Creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment.

Approval

Andrea Daisley
Prepared by:

October 8, 2024
Finance reviewed:

Stephanie Nagel
Approved by:

Executive Summary

Department: Facilities – MTCE/Labour (430)

Immediate Supervisor: Manager of Facilities

New/Enhanced Service/Capital Project: New

Total Expenditures $: $142,835

FTE/PTE Union #: Enter amount

Net Levy Impact %: 0.29%

FTE/PTE: FTE

FTE/PTE Non-Union #: **1**

FTE/PTE: FTE

Objective

The Facilities Project Coordinator will be a highly organized and detail-oriented individual who will be able to develop scopes of work, and efficiently manage and coordinate facility-related projects, ensuring timely completion, adherence to budget, and compliance with safety and regulatory standards. The project coordinator will possess strong communication and problem-solving skills, enabling seamless collaboration between internal teams, vendors, and contractors to enhance operational efficiency and support the organization's growth.

A brief summary of position details is outlined below.

Description

Reporting to the Manager of Facilities Operations and Development, the Project Coordinator is responsible for assisting in various day-to-day activities associated with managing capital projects. This role coordinates with various stakeholders (internal and/or external), as directed, to facilitate planning, execution, monitoring, and reporting. In addition, the role is responsible for financial, project and administrative support, and for project-specific communication and collaboration.

The duties listed are not meant to provide a description of each job performed but only those which represent the core functions of the job.

- Co-ordinates contractors and provides supervision on facility projects, as well as negotiates with suppliers and contractors for the purchase of materials, supplies, equipment and services to maintain and repair City facilities.
- Lead and co-ordinate inter-department project teams and capital projects related to facilities, parks, recreation, and infrastructure.
- Consults with operations, maintenance and administration staff to define project scope, standards, and regulations, and prepare requests for proposals, tender calls, and contracts.
- Engages, administers, and manages contracts with staff and contractors.
- Liaises with the Purchasing Agent in the development, preparation, and execution of documents concerning contracts for capital projects and maintenance purchases.
- Ensures projects adhere to framework, schedules, milestone deliverables, work hours, and documentation is maintained appropriately throughout the duration of the project.
- Coordination of project schedule, scheduling workshops, inviting attendees, coordinating facilities, and managing resources needed to execute project deliverables.
- Assists with preparing RFP, RFT, RFQ, and RFPQ documents.
- Identifies opportunities for continuous improvement in project processes, reporting and resourcing.
- Ensures project management logs and action items are up to date and accurate, per the project requirements.
- Performs financial administrative support including preparation of expense reports, purchasing card processing, and initiating purchase requisitions.
- Comply with all relevant health and safety legislation, regulations, and company policies, recognizing that ensuring a safe workplace is a shared responsibility among all team members.

Justification

The Facilities Division looks after all City Facilities including locations such as Fire Halls, Recreational Facilities, Museum, City Hall and operational facilities like the Maintenance Service Centre. Presently, the team of three (1 Manager and 2 supervisors) manage 58 buildings/facilities across the city. Currently, the Facilities Team processes more than 2500 work orders annually and it is anticipated that 8-15 new capital projects are introduced each year for this Division.
As this position currently does not exist in the Department, the typical time frame when a project will start, to completion is approximately 2-4 years from the time budgets are approved. Currently, the Facilities Team (Manager of Facilities and Facilities Supervisors (2)) who are mainly focused on daily operations and maintenance must also try to plan, procure, implement, and close capital projects. The overcapacity of this operational unit has resulted in a significant backlog of projects (35+) dating back to 2017.

The ability to attend to the approved Capital Projects and Operating Programs and provide the needed attention will allow the projects and programs to be completed in a more efficient manner, avoiding potential delays and inconveniences experienced by City of Welland Employees and/or residents.

A project coordinator will be assigned to Project Manage each capital project. Additional professional and consulting services will still be needed and budgeted for in the capital program based on the project type and the complexity/expertise required. This position will help alleviate this buildup and work towards effectively and efficiently completing the capital projects.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$107,135
Benefits		$35,700
Materials, Supplies & Services		$
	Total Expenditures	**$142,835**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$142,835**
Impact on 2025 Tax Levy (%)		0.29%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Frank Pearson	October 8, 2024
Prepared by:	Finance reviewed:
Jessica Ruddell	
Approved by:	

Executive Summary

Department: Parks and Forestry (410)

Immediate Supervisor: Manager of Parks, Forestry and Cemeteries

New/Enhanced Service/Capital Project: New

Total Expenditures $: $149,835

FTE/PTE Union #: Enter amount

Net Levy Impact %: 0.30%

FTE/PTE: FTE

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

This position will be responsible to address the current backlog of Capital Projects in the parks portfolio as the typical time frame when a project will be started and completed has been roughly 3-5 years from the time the budget is approved. This means that many projects like the approved playground renewals, sport field lighting replacements, Memorial Park Revitalization Project, Vista Park Masterplan, Woodlawn Cemetery Paving Design, just to name a few, are not being replaced at the time of renewal. During the 2024 operational year, the backlog of projects is approximately sixty-four (64) in the Parks & Forestry Division dating back to 2017. Though thirty-six (36) of them are currently underway, they will still require much coordination and oversight to bring them to the finish line in the next year or so. This still leaves twenty-eight (28) projects that are not started currently. It would be anticipated that with the introduction of this position, the backlog would be greatly reduced and that our turnover of projects would be closer to a 1–2-year cycle.

A brief summary of position details is outlined below.

Description

Operational issue

Currently all design, conceptual work, and some project management costs are contracted out in the Parks & Forestry Division. Also, until September of this year a temporary Park Project Coordinator position did not exist within this division and the Manager of Parks was running these projects from his

desk along with overseeing the Parks, Forestry, Cemeteries Operations. In 2023/2024 parks allocated approximately $271,000 of capital dollars towards consulting services. With the creation of this permanent position, there will be better oversight of projects and a reduction in the requirement to contract out some of the work, which will create cost savings to offset the creation of this permanent position. This will also expedite work on projects such as playground renewals, lighting projects, general park repairs & renewal projects, recreational corridor improvements, to name a few. To note, the approval of hiring a permanent Parks Project Coordinator will not eliminate the need for all professional and consulting fees for which specific expertise will still be required.

Benefits

Hiring a Parks Project Coordinator will provide numerous benefits to municipal parks operations, including improved efficiency, proactive management of more than $40 million in assets before they escalate, preventing costly repairs and minimizing downtime from closures. This will result in well-kept and attractive parks that provide a positive experience for all.

With the introduction of this position, many of the smaller capital projects will be overseen by this position to minimize the need for a consultant. Also, for the smaller scale projects the benefits of a staff person performing this role will have a more intimate and direct connection with the broader community. The more complex or larger scale projects would still require a consultant, allowing this position to act as a coordinator to facilitate the best interests of the City and residents.

Risk

Not funding this position will leave the City and municipal parks exposed to several risks, including project delays and inefficiencies, potential cost overruns on the projects from lack of expertise, compliance and legal risks. Additionally, there is a negative economic impact that could reduce tourism or local economic activity, especially if park facilities like sports fields, pavilions, and parks remain undeveloped or in disrepair. It will also contribute to declining park quality that will lead to safety issues from the deteriorating park conditions, and the effects will be felt through service disruptions if assets need to be closed or removed prior to the planned replacement (ie. Memorial Park Playground). The backlog of capital projects overwhelms existing staff who do not have the capacity to take on additional coordination responsibilities, leading to burnout, decreased morale, and higher turnover amongst employees.

Impact on Operation

Hiring a Hiring a Park Project Coordinator to oversee the backlog of municipal park projects can bring numerous benefits to the community and local government. This role will address key challenges, optimize resource allocation, enhance project outcomes, and align with broader municipal goals. Here is a comprehensive justification:

- Expertise and Specialization: Park Project Coordinators can bring specialized knowledge in park design, urban planning, and project management. Their expertise ensures that projects are planned, designed, and executed with the highest standards, enhancing the overall aesthetics, functionality, and sustainability of municipal parks. This will help with knowledge of neighbourhoods, resident needs and community engagement initiatives requiring direct access to residents

- Project Prioritization and Management: The backlog of park capital projects can be overwhelming, leading to delayed timelines and missed opportunities. A dedicated project manager can assess the projects and prioritize them based on factors like community needs, environmental considerations, and available resources. This strategic approach ensures efficient utilization of resources and reduces project bottleneck.

- Community Engagement: They understand the importance of community input in park design. Their involvement ensures that residents' preferences, needs, and concerns are considered. This fosters community ownership, leading to park spaces that truly reflect the desires of the people they serve.

- Quality control and design expertise: They have a keen eye for design aesthetics and functionality. Their involvement guarantees that a park project is not only visually appealing but also well-planned and suitable for various recreational activities. This contributes to the city's overall livability and quality of life.

- Efficient resource allocation: Backlogs often lead to inefficient use of resources. A park project coordinator can streamline resource allocation, preventing resource wastage and reducing the financial burden on the municipality.

- Timely project completion: With a dedicated coordinator overseeing the park projects, timelines can be adhered to more rigorously. This ensures that parks are completed in a timely manner, allowing the community to enjoy the benefits sooner.

- Long-term cost savings: Properly designed and managed parks are less likely to require costly renovations and repairs in the future. The expertise of a parks project coordinator can result in parks that are durable, easy to maintain, and cost-effective in the long run.

- Showcasing Municipal Commitment: Hiring a park project coordinator demonstrates the municipality' commitment to create high-quality public spaces. It signals that the local government is investing in improving residents' quality of life and responsive to their needs

- Grant acquisition and funding opportunities: A coordinator can enhance the municipality's ability to secure grants and funding for park projects. Their expertise in the designing and

managing projects can lead to more successful grant applications and partnerships with organizations interested in supporting public spaces

- Risk management: With a professional overseeing project, the municipality can minimize potential risks, ensuring that projects adhere to legal and regulatory requirements, as well as safety standards

Justification

Not funding this permanent position will leave the City and municipal parks exposed to several risks, including not being able to complete the extensive list of approved capital projects in a timely manner. Also, safety hazards may go unnoticed and may lead to higher risk of accidents and injuries and will be very costly to the municipality in the long run. Plus, once the temporary contract position ends the list of capital project will once again continue to grow as the parks management team does not have the capacity to take on more than a few projects each year with current responsibilities of running the parks, forestry and cemetery operations.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$107,135
Benefits	$35,700
Materials, Supplies & Services Office Space Construction costs/Office Equipment	$7,000
Total Expenditures	**$149,835**
Revenues	
Grants	$
User Fees	$
Reserve/Reserve Funds	$
Other	$
Total Revenues	$0.00

2025 Net Levy Impact $	**$149,835**
Impact on 2025 Tax Levy (%)	0.30%
Permanent FTE's #	1
Temporary FTE's #	-

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Approval

Dave Steven
Prepared by:

October 8, 2024
Finance reviewed:

Jessica Ruddell
Approved by:

Executive Summary

Department: Clerks Division (120)

Immediate Supervisor: Deputy City Clerk

New/Enhanced Service/Capital Project: New

Total Expenditures $: $89,418

FTE/PTE Union #: 1

Net Levy Impact %: 0.18%

FTE/PTE: FTE

FTE/PTE Non-Union #: Enter amount

FTE/PTE: Choose an Item

Objective

This position is required to continue the development and implementation of a new Records Information Management program for the City. Council approved the provincial grant application for an electronic records management system which was granted in 2022. The grant funds have enabled the City to begin the extensive work that must be done for such a program, but being a multi-year initiative, a Coordinator is required to continue the demands that this large change will entail.

This position would also assist with Freedom of Information (FOI) requests which have significantly increased in recent years.

Brief summary of details outlined below.

Description

Record management responsibilities fall under the City Clerk as per provincial legislation and the subsequent designation by Council. The Deputy City Clerk was given the additional responsibility in 2022 of being the project manager for a new Records Management system. This has impacted the Deputy City Clerk's ability to meet service level targets within the day-to-day responsibilities of the direct reports of the Clerks Division positions along with the legislated deadlines for FOI requests.

The increase in the City's development and growth demands additional resources for providing corporate records in other departments as necessary (ie: planning appeals). Administrative assistance in record management is imperative to ensure the corporation is meeting their legislative requirements

relative to policies and procedures that apply to physical and electronic records. For example, ensuring an efficient and effective system for contracts, agreements and by-laws requires coordination across all departments and sufficient resources to safeguard all corporate records.

Justification

This position would continue the records management initiative by improving the City's current Records Retention by-law which is ambiguous and ensuring adherence to legislated retention time periods to respond more efficiently and effectively to requests for City records, both internally and externally. Among other new processes, this position would create a Routine Disclosure Policy which would greatly improve the service of providing records while protecting personal information that the public requests and has a right to access.

This corporate wide system requires a record inventory, a new classification system, a new electronic records database, an overhaul of the retention by-law and significant training of current and future staff. All are necessary to safeguard the immeasurable number of records constantly being created, including the protection of confidential and personal information. This corporate initiative involves close collaboration with all departments to maintain a records management system for physical and electronic records and includes development of policies and procedures and training for staff in the classification and management of corporate records.

Having a position dedicated to records management is a necessary resource to liaise with all departments and assist them with their record keeping practices to ensure consistency across the corporation. This resource is essential for the success of the records management project, including the new electronic records management system, for which council received a provincial grant last year.

There are legislative requirements to be met regarding records management, requiring the effective and efficient organization of the City's corporate records. The current retention by-law requires significant updating to ensure it is properly capturing the wide expanse of records in the care, custody, and control of the municipality, which also needs to include electronic records.

Another goal of a new records management system is to improve services to the City's stakeholders (residents, business owners, taxpayers) in providing streamlined services. The electronic records database, Laserfiche, which will be implemented, holds the ability to automate some services through a forms portal and provide information in a more accessible way through the public portal. In order to maximize the benefits of the electronic records system, this coordinator position will help provide the resources to develop and implement continuous service improvements for the public, staff, and council.

If council does not approve this FTE the municipality will need to hire a consultant to assist with completing the initiative. Hiring a consultant could be very costly for the municipality.

This position would also assist with Freedom of Information (FOI) requests which have significantly increased in recent years. See below for the number of FOI requests received annually:

2023: 99
2022: 53
2021: 48
2020: 27
2019: 51
2018: 35

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$63,318
Benefits		$26,100
Materials, Supplies & Services		$
	Total Expenditures	**$89,418**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$89,418**
Impact on 2025 Tax Levy (%)		0.18%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Environmental Stewardship: Protecting the ecosystem through a responsible approach to minimize the impact on the environment through supportive decision-making, professional processes, incentives, policies, and operational practices.

Approval

J Stephens

Prepared by:

October 8, 2024
Finance reviewed:

Rob Axiak
Approved by:

Executive Summary

Department: Engineering-Administration (310), Public Works (325)

Immediate Supervisor: Director of Infrastructure Services

New/Enhanced Service/Capital Project: New

Total Expenditures $: $120,628

FTE/PTE Union #: 0

Net Levy Impact %: 0.24%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

The Executive Assistant will provide the Director of Infrastructure Services with essential support that will serve to enhance the Director's efficiency and productivity and allow them to focus on more strategic and high-priority tasks.

Brief summary of details outlined below.

Description

Problem Identification:
The Director of Infrastructure Services is the only remaining department head in the corporation without an Executive Assistant. The absence of an Executive Assistant can hinder a Director's ability to perform their role effectively, leading to inefficiencies, poor time management, increased stress, and a potential decline in overall organizational performance.

Risk:
If additional assistance is not provided the current level of service may diminish. It is anticipated that response to stakeholder questions and comments may be delayed beyond a reasonable response time; delay or oversight may occur with respect to decision-making, review of significant developments, capital and maintenance project timelines, or expenditures ; and policy development may fail to appropriately address changes in legislation and best practices beyond a reasonable time frame.

Solution:

The Executive Assistant position is intended to mitigate the risk of decreased service levels by performing the following key tasks under the direct supervision of the Director of Infrastructure Services:

- Assist with the creation and maintenance of policies and procedures undertaken by both Engineering and Public Works staff.
- Maintain tracking tables and spreadsheets with updated information related to operating and capital budget expenditures or initiatives.
- Assist with budget management by monitoring expenses and processing invoices.
- Assist with the coordination of special events such as employee appreciation events, public meetings, and community outreach activities.
- Conduct research and compile data for various projects, reports, and presentations, including review of comparable information from other departments or municipalities.
- Ensure that staff adhere to the policies developed by other departments within the City, e.g., compliance with the City's document retention bylaw through proper filing and archiving of documentation.
- Serve as backup for the sole Engineering Clerk to ensure that there are no staffing related delays with the distribution and payment of invoices, preparation and submission of payroll, execution of contracts and agreements, or release of tender calls.
- Assist with calendar and commitment organization to ensure the Director's attendance is managed at all required meetings and functions.
- Prepare and distribute meeting agendas and minutes for meetings hosted by the Director.
- Assist with correspondence including both email and phone messages by ensuring timely and documented responses to all enquiries from Council, the mayor's office, other City departments, the public, government agencies, and all other stakeholder groups. And, where enquiries are less technical or complex, provide direct responses.
- Communicate with senior Engineering and Public Works staff to obtain additional information when coordinated responses to enquiries are required, or where input is required for reporting.

Justification

The additional position, Executive Assistant to the Director of Infrastructure Services, will assist with the maintenance of existing service levels by providing assistance with everyday tasks that will serve to enhance the Director's efficiency and productivity and allow them to focus on more strategic and high-priority tasks.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$88,828
Benefits		$31,800
Materials, Supplies & Services		$
	Total Expenditures	**$120,628**
Revenues		
Grants		$0.00
User Fees		$0.00
Reserve/Reserve Funds		$0.00
Other		$0.00
	Total Revenues	**$0.00**
2025 Net Levy Impact $		**$120,628**
Impact on 2025 Tax Levy (%)		0.24%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Livia McEachern, P.Eng.
Manager of Capital Engineering
Prepared by:

October 8, 2024
Finance reviewed:

Sherri-Marie Millar, P.Eng.
Director of Infrastructure Services/City Engineer
Approved by:

Executive Summary

Department: Communications (125)

New/Enhanced Service/Capital Project:
New

FTE/PTE Union #: Enter amount

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Immediate Supervisor:
Chief Communications & Public Engagement Officer

Total Expenditures $:
$120,628

Net Levy Impact %:
0.24%

Objective

To enhance the organization's ability to efficiently disseminate information and engage with the community, aligning communication strategies with strategic goals and improving public relations. This role is crucial for managing crisis communication, maintaining a positive public image, and ensuring consistent, clear messaging across all channels.

Brief summary of details outlined below.

Description

Operational Issue or Opportunity: The operational issue is the current gap in effective communication, leading to delayed information dissemination and inadequate community engagement. Currently, communications is not ale to operate proactively, but rather almost exclusive reactively based on the workload and requirements from the corporation's departments. The opportunity lies in adding a communications specialist to address these gaps and enhance the overall communication strategy.

Benefits:

- **Improved Information Dissemination**: Timely and accurate distribution of information to both internal and external audiences.
- **Enhanced Community Engagement**: Strengthened relationships with the community through proactive and responsive communication.

- **Crisis Management**: Swift and effective handling of crisis communication, maintaining public trust and organizational reputation.
- **Positive Public Relations**: Building and maintaining a positive public image through consistent and clear messaging.
- **Proactive not Reactive**: Building internal and external communications plans to guide the corporation and its departments.
- **Back up to the Chief Communications & Engagement Officer**: Creating a connected transition when the CCEO is unavailable, whether it is in everyday work or emergency situations, ensuring communications is always at the table.

Risk:

- **Continued Communication Gaps**: Without this position, delays and inaccuracies in information dissemination will persist, impacting public trust and organizational reputation.
- **Poor Crisis Management:** Inadequate handling of crisis situations, potentially leading to escalated issues and loss of credibility.
- **Decreased Community Engagement:** Ongoing challenges in engaging the community effectively, resulting in weaker relationships and less community support.
- **Inconsistent Messaging:** Risk of inconsistent and unclear messaging across various channels, leading to confusion and miscommunication.

Timeline of Service Level Change:

- **Short-term (0-3 months)**: Recruitment and onboarding of the communications specialist; initial assessment of current communication strategies and gaps.
- **Medium-term (3-6 months)**: Development and implementation of new communication strategies; initial improvements in information dissemination and community engagement.
- **Long-term (6-12 months and beyond)**: Full integration of the role into the organization; sustained improvements in public relations and crisis management capabilities.

Impact on Operations:

- **Immediate Impact**: Initial focus on understanding current communication challenges and beginning to address them, which might cause temporary operational adjustments.
- **Long-term Impact**: Enhanced operational efficiency through improved communication processes, leading to better coordination and overall organizational performance.

Organizational Ability to Deliver Expected Project Outcomes:

- **Existing Infrastructure**: The organization has a foundation in place for communication but requires dedicated expertise to optimize it.
- **Support from Leadership**: Strong support from leadership, indicating a commitment to improving communication strategies.

- **Collaborative Culture**: A collaborative organizational culture that is likely to support the integration of a new role and leverage its benefits for overall success.

Justification

With the City's comprehensive Strategic Plan in place, it is important for the communications department to realign all communications strategies to complement and reinforce the Plan. In doing so, considerable big-picture thinking will be required from the chief communications and engagement officer, and the Communications Specialist will be a resourceful asset to conduct the research, development, and execution of the corresponding communications plan focused on economic growth, environmental stewardship, health and well-being, and livability.

Currently, per capita, Welland ranks 13 out of Niagara's 13 municipalities (including the Region) in communications staffing levels at one staff person per 28,281 residents.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$88,828
Benefits	$31,800
Materials, Supplies & Services	$
Total Expenditures	**$120,628**
Revenues	
Grants	$
User Fees	$
Reserve/Reserve Funds	$
Other	$
Total Revenues	$0.00
2025 Net Levy Impact $	**$120,628**
Impact on 2025 Tax Levy (%)	0.24%

Permanent FTE's #	1
Temporary FTE's #	-

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Environmental Stewardship: Protecting the ecosystem through a responsible approach to minimize the impact on the environment through supportive decision-making, professional processes, incentives, policies, and operational practices.

Approval

Marc MacDonald
Prepared by:

October 8, 2024
Finance reviewed:

Rob Axiak
Approved by:

Business Case Summary
As of November 4, 2024

		Proposed Tax Levy Increase (Includes forecasted Assessment Growth of 2.91%)	$ 1,746,161	3.54%	
			$ 1,746,161	3.54%	
			Amount	**Percentage Increase (Rounded to 2 decimal places)**	**Estimated Municipal Tax Levy Impact (Rounded to 2 decimal places)**
		2025 Business Cases Tax Supported			
A	**Dept**	**New FTEs (Required for service levels)**			
1	405	Part-time Social Services Advisor	$ 62,039	0.13%	**3.67%**
2	525	Supervisor of By-law Enforcement	$ 142,835	0.29%	**3.96%**
3	510	Climate Change & Environmental Coordinator	$ 105,260	0.21%	**4.17%**
4	131	IT Project Manager	$ 162,163	0.33%	**4.50%**
5	410	Parks Working Foreperson	$ 135,260	0.27%	**4.78%**
6	430	Facilities Working Foreperson	$ 135,260	0.27%	**5.05%**
7	320	Labourer (Roads)	$ 82,820	0.17%	**5.22%**
8	210	Fire Prevention Officer	$ 162,964	0.33%	**5.55%**
		New FTE's Grand Total	$ 988,601		
B	**Dept**	**Capital/Other**			
1	136	2026 Pre-approval- New FTE Request (Welland Public Library Bookmobile)	$ 120,765		
2	449	Museum Operating Grant Increase	$ 25,572	0.05%	**5.60%**
3	449	Welland Museum Program Staff	$ 51,655	0.10%	**5.71%**
		Capital/Other Grand Total	$ 197,992		
C	**Dept**	**New Initiatives**			
1	320	Pavement Rejuvenation Program	$ 1,112,400	2.26%	**7.97%**
2	210	Emergency Management Funding	$ 23,000	0.05%	**8.01%**
		New Initiatives Grand Total	$ 1,135,400		

Appendix II

Executive Summary

Department: Community Services (405)

Immediate Supervisor: Director, Community Services

New/Enhanced Service/Capital Project: New

Total Expenditures $: $62,039

FTE/PTE Union #: -

Net Levy Impact %: 0.13%

FTE/PTE: Choose an Item
FTE/PTE Non-Union #: 1

FTE/PTE: PTE

Objective

Post-pandemic, the City has faced increasing needs to support and coordinate the City's approach to homeless encampments. The City is not resourced to manage homeless encampments and the Encampment Task Force takes staff away from the roles they were hired to perform. Other work is not being addressed to support the needs of encampment support. This Part Time Social Services Advisor will act as the City's Liaison on the Encampment Task Force to support these needs. This Part Time Social Services Advisor will have the necessary expertise to coordinate requirements for the City including clean-up, notices, public communication, establishing procedures and gathering and analyzing performance metrics for the encampment taskforce.

A brief summary of position details is outlined below.

Description

Operational Issue:

Since the emergence of this issue, all activities and coordination relating to homelessness and encampments are led by existing City staff who were hired to complete tasks related to a different role. This focus, out of necessity, on homelessness, has taken staff away from the roles they were hired to do resulting in other required work not being completed. With the creation of this part-time position, 20 hours per week, staff can focus on the jobs they were hired to do and the social services advisor will have the necessary expertise, skills and training to address and deliver on requirements.

Benefits:
Hiring a PT Social Services Advisor will provide a number of benefits including increasing in-house expertise, efficiency, and processes to address the complex issue of homelessness and encampments. This position will liaise with other levels of government to ensure that the City is supporting the City's must vulnerable and balancing the needs of the community, within the confines of the law.

Risk:
Not funding this PT Social Services Advisor position will expose the City to risk as we existing staff will continue to be allocated to these needs, resulting in the work they were hired to do, not being completed. Additionally, there are inefficiencies given a lack of training and expertise.

Timeline for service level change:
Once this position is hired for 20 hours per week of work, onboarding and training will occur. Following training requirements, a warm hand-off will follow for leadership with the encampment task force over a three-to-four-week period. Communications will be sent out internally and externally to centralize all needs related to homeless encampments to the Social Services advisor. At this time, current staff who are impacted can change focus back to their roles.

Impact on Operations:
Additional focus and expertise from a dedicated advisor on all matters relating to homelessness. The intent is that matters can be addressed promptly as requirements come up

Justification

The City is not resourced to manage homeless encampments and the Encampment Task Force takes staff away from the roles they were hired to perform. Staff strive to maintain a healthy public environment for all within the City's legal rights. It is imperative that individuals are moved out of homeless encampments, and to accomplish this, City staff work together with stakeholders to ensure adequate supports are provided quickly, and that there is collaboration to move individuals into housing as it becomes available. Internal and external coordination is critical to ensure successful outcomes for impacted individuals in our city.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$50,759
Benefits		$11,280
Materials, Supplies & Services		$
	Total Expenditures	**$62,039**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$62,039**
Impact on 2025 Tax Levy (%)		0.13%
Permanent PTE's #		1
Temporary PTE's #		-

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Jessica Ruddell

Prepared by:

October 8, 2024

Finance reviewed:

Rob Axiak

Approved by:

Executive Summary

Department: By-laws (525)

Immediate Supervisor: Director of Planning & Development Services

New/Enhanced Service/Capital Project: New

Total Expenditures $: $142,835

FTE/PTE Union #: Enter amount

Net Levy Impact %: 0.29%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

Over the last few years, the City of Welland has experienced significant growth and is currently expecting 25,000 new residents in the next 10 years. With this unprecedented growth year after year the demands on the department continue to grow as well.

Brief summary of details outlined below.

Description

Operational Issue

Currently the Traffic, Parking and By-law Enforcement Division consists of one (1) non-union staff member. One (1) Director and one (1) Acting Supervisor and thirty seven (37) union staff members consisting of one (1) Senior By-law Enforcement Officer, three (3) By-law Enforcement Officers, and three (3) Parking Enforcement Officers. With the current population and housing growth that the City is experiencing, there will be an increase in demand for By-law enforcement and as the department grows, there is an increased need for more supervision within the department. The By-law Enforcement team continues to see an increase in call volumes as more residents call Welland home. This role will oversee all inspections, providing technical oversight to ensure the team is meeting service delivery targets. This role will recommend prosecutions when necessary and ensure consistent and proactive enforcement throughout the City.

Benefits

The Supervisor of By-law Enforcement will also be responsible for the review and implementation of new and existing By-laws, policies and procedures ensuring we maintain or exceed our current level of service and have the tools necessary to complete the task at hand and will make improvements when necessary. It is the primary goal of the department to operate efficiently and effectively while ensuring public safety and maintaining community standards. The supervisor position is fundamental in providing staff the immediate resources to address daily operational issues and also provide the manager the ability to focus on strategic/policy directives.

Risk

If the FTE is not approved, there is a risk of a slowdown within the department and the current level of service may no longer be reasonable. It may also result in operational inefficiencies, inconsistent enforcement and missed opportunities for improvement within the department.

Justification

Adding a Supervisor of By-law Enforcement would have a positive impact by improving overall operations within the department. With proper oversight and strategic planning, the enforcement team can continue to grow, and improve overall effectiveness.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$ 107,135
Benefits		$35,700
Materials, Supplies & Services		$
	Total Expenditures	**$142,835**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$

Other		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$142,835**
Impact on 2025 Tax Levy (%)		0.29%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Ali Khan
Prepared by:

October 8, 2024
Finance reviewed:

Grant Munday
Approved by:

Executive Summary

Department: Planning and Development Service (510)

Immediate Supervisor: Manager of Policy Planning

New/Enhanced Service/Capital Project: New

Total Expenditures $: $105,260

FTE/PTE Union #: -

Net Levy Impact %: 0.21%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

The City needs to have a dedicated position who will contribute to the development, delivery and promotion of Welland climate action and environmental goals, objectives, policies and programs. This includes undertaking the Environmental Planning responsibilities of the Region of Niagara as a result of Bill 23 (More Homes Faster Act). This new position would undertake and manage environmental planning projects, conduct independent data collection, research, analysis, recommendations, public and stakeholder outreach and consultation a on a range of climate change and environmental matters. The position will ensure conformity with applicable planning policy and City goals and objectives; project manage climate change/environmental planning studies, and assist external consultants retained by the City to conduct climate change/environmental planning studies.

Brief summary of details outlined below.

Description

Operational Issues and Opportunities

The City does not currently have a dedicated position related to climate change, environmental issues and sustainable development. This work is done in part by multiple staff but there is no coordinated response with specific goals and objectives. This position allows the City to undertake a coordinated

response to these issues and ensure we provide responsible and sustainable implementation for the community.

In addition, Bill 23 has established that the Region of Niagara will soon become an upper-tier municipality without planning responsibilities under the *Planning Act*. As a consequence, the City will need to take over these responsibilities. Since the City does not currently have an environmental planning position, this new municipal responsibility will need qualified expertise on staff.

Benefits

If the FTE is approved, it will allow the City to prioritize and deliver a comprehensive Climate Change Plan for today and the future. This will enable the development of a coordinated approach to goals, objectives, policies and initiatives for climate change mitigation and adaptation; environmental issues and sustainable development. This would support the implementation of Council's Strategic Objective concerning Environmental Stewardship. It will allow for the following additional benefits:

- completion of the City's Climate Adaptation Plan;
- developing policies, goals, objectives and targets;
- promote education and awareness programs;
- ensure the City pursues the adoption of environmentally friendly and energy efficient technologies which lead to financial savings and environmental improvement for the City; and
- work as a staff liaison with the City's Green Committee.

The position will allow the City to deliver projects in a timely manner while providing appropriate protections for our shared environment, to the benefit of residents and other stakeholders. This supports the Provincial goal of streamlining the planning approval process by allowing for a removal of a unnecessary layer of approval. Applicants (residents and other stakeholders) will see an overall reduction in Planning Application costs with the elimination of the Regional Planning fees.

Timeline of service level change

It is anticipated that the final legislation ratifying the change from a two-tier planning system to one-tier one, will come in late 2024 or 2025.

Risk

If the FTE is not approved, there is a risk that the City does not provide an effective response to the challenges of climate change or provide a comprehensive approach to environmental initiatives or sustainable development. It will be difficult to fully undertake the environmental planning functions that are involved with being a single tier planning approval authority. The City must assume the Regional Official Plan policies and the environmental components are very complex and require dedicated expertise. There is also the risk that City is perceived as not fulfilling these responsibilities as

outlined in the Niagara Region Official Plan. The City's image may be negatively impacted with the City's inadequate response to climate change and other environmental issues/problems.

Impact on Operations

The impact on operations would be positive and will only improve operations with all internal and external stakeholders. The FTE will help ensure that climate change and sustainable development are incorporated into day to day decision-making. The City will also be able to deliver reliable, efficient and effective one-window planning services to residents and other stakeholders. This will contribute to the City's high quality service delivery by incorporating improvements to environmental planning decisions.

Organizational ability to deliver expected project outcomes.
With this FTE, staff will be able to deliver comprehensive climate change and environmental management and undertake the Regional planning functions being assumed by Bill 23. It will allow the City to deliver a comprehensive one-window planning function which will be easier for the public and stakeholders to access and reduce overlap and duplication.

Justification

By adding a Climate Change/Environmental Coordinator to Planning and Development Services it will allow the City to deliver a comprehensive plan for today and the future. The City needs to have a dedicated position who will contribute to the development, delivery and promotion of Welland climate action and environmental goals, objectives, policies and programs. This new role would lead supporting policies and programs that will guide the City's response to land use planning; climate change; green building research and implementation; urban forestry; and other environmental issues. As well there will be a focus on raising awareness about sustainability through effective collaboration and communication. This position provides leadership, direction and support to Departments by assisting team members in their duties, as required, to meet service expectations, goals and objectives. The Climate Change and Environmental Coordinator will enhance the social well-being of residents of the City. It will help ensure the City make better decisions when it comes to climate change adaptation, mitigation and prevention and sustainable development.

The will also enable the City to undertake the additional environmental planning responsibilities that are created by Bill 23 and pending legislative changes. These responsibilities include the following:

- Undertake and manage environmental planning projects, conduct environmental reviews of all types of development applications, undertake research and analysis and prepare/ present environmental reports on behalf of the Planning Division.

- Conduct independent data collection, research, and analysis on a range of environmental planning matters to ensure conformity with the Planning Act, the Provincial Policy Statement, applicable provincial plans, as well as the City and Region Official Plans.

If this FTE is approved, it would be partially funding from user fee introduced for 2025 in the amount of $30,000.00.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$100,650
Benefits		$34,610
Materials, Supplies & Services		
Etc.		$
	Total Expenditures	**$135,260**
Revenues		
Grants		$0
User Fees – EIS Review Fee		$30,000
Reserve/Reserve Funds		$0
Other		$0
	Total Revenues	$30,000
2025 Net Levy Impact $		**$105,260**
Impact on 2025 Tax Levy (%)		0.21%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Environmental Stewardship: Protecting the ecosystem through a responsible approach to minimize the impact on the environment through supportive decision-making, professional processes, incentives, policies, and operational practices.

Approval

Grant Munday	October 8, 2024
Prepared by:	Finance reviewed:
Rob Axiak	
Approved by:	

Executive Summary

Department: Information Services (131)

Immediate Supervisor:
IS Manager

New/Enhanced Service/Capital Project:
New

Total Expenditures $:
$162,163

FTE/PTE Union #: -

Net Levy Impact %:
0.33%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

The IS Project Manager position was recommended by consultants performing the IT Strategic Masterplan analysis. This position will oversee the management of many technological initiatives including the implementation of the IT Strategic Masterplan. They will assist with the planning, organizing, and allocating resources for effectively executing the City's technology goals including specific IT Masterplan goals. They will assist with project implementation by ensuring accountability to deadlines, budgets, and scope of various projects.

Brief summary of details outlined below.

Description

Detailed explanations and analysis of service level change, including:

The City is developing an IT strategic plan that will set the priorities and direction for IT for the coming three to five years. This plan will identify a range of projects to be implemented to move the City towards the vision for IT described in the strategic plan.

Operational Issue

The IT division has the responsibility for both delivering on projects similar to those that will come from the new strategic plan and maintaining the day-to-day IT operations. These two responsibilities often

generate conflicting priorities with the urgent needs of the day-to-day operations delaying the delivery of IT projects.

These projects involve increasingly complex system implementations making them even more difficult to manage staff resources, project timelines, and vendors. This has led to the responsibility of managing some technology projects being delegated to the department that will use the software – who are often not skilled or knowledgeable on managing these sorts of projects.

Benefits

While the IT strategic plan has not yet been finalized, it aims to optimize the availability and use of technology at the City. We anticipate the outcome of delivering on the IT strategic plan will be:

- More digital services for residents
- Greater automation of process-free staff to focus on enhanced service standards
- Better access to data and information for decision-making

Risks

Without additional IT staff who are dedicated to executing the priorities of the strategic plan, it is unlikely the City will be able to deliver the expected benefits of the plan within reasonable timeframes.

Justification

We are in a period of rapid technological change that the City of Welland is not immune to. The pace, growth, and evolution of our technology systems have accelerated since COVID. Examples such as the rapid move to a hybrid and mobile workforce, and toward citizen self-service will drive our systems for years to come.

The development of our IT Strategic Plan will create a framework and a set of priorities to guide these changes for the next three to five years. At this current time, our IT organization and staff are almost fully occupied with the day-to-day operation of our IT systems. Without acquiring a position focused on the agenda of the IT strategy, we will find it nearly impossible to make the required changes for how we work and deliver services to residents.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$121,363
Benefits		$40,800
Materials, Supplies & Services		$
	Total Expenditures	**$162,163**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$162,163**
Impact on 2025 Tax Levy (%)		0.33%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Economic Growth: Creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment.

Approval

Scott Barnes
Prepared by:

October 8, 2024
Finance reviewed:

Stephanie Nagel
Approved by:

Executive Summary

Department: Parks and Forestry (410)

Immediate Supervisor: Supervisor of Parks and Forestry

New/Enhanced Service/Capital Project: New

Total Expenditures $: $135,260

FTE/PTE Union #: Enter amount

Net Levy Impact %: 0.27%

FTE/PTE: FTE

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

Proactively maintain City of Welland parks and playgrounds (42) to CSA standards, as well as our sport courts (33) to ensure they are safe and available for all residents and visitors use. This position is required to oversee and conduct regular park and playground inspections to ensure safety, maintenance and quality of open spaces, which will create efficiency and mitigate liability for the City of Welland. The foreperson will help ensure that all maintenance activities, including inspection and repair for more than $20 million worth of assets, are coordinated and carried out to minimize service disruptions and enhance the visitor experience. They will also assist to provide necessary oversight of staff and resources outside of regular daytime operating hours, including on afternoons and weekends.

A brief summary of position details is outlined below.

Description

Operational issue

To address the needs of the community, the Parks Division oversees and maintains approximately 413.8 hectares of parkland, which includes 42 playgrounds that require a variety of ongoing maintenance activities to ensure a safe and enjoyable experience for users of these spaces. Also, in 2025, an additional 5.2 hectares of parkland will be added to the city's inventory through two (2) new parks located in Dain City, The Cove (Rob Fulbrook Park) and The Anchor (Amanda Peat Park). Both parks will

include a new playground that will need to be inspected regularly along with the rest of the parkland areas and amenities to insure they are safe for public use.

CSA recommends that monthly playground inspections and one larger annual inspection are completed annually for each playground throughout the year. In 2023, staff were only able to perform two (2) sets of the required twelve (12) sets of monthly playground inspections due to capacity constraints. Previous to 2023, these playground inspections were not being completed at all. On average, one set of monthly playground inspections and repairs for 42 playgrounds were taking 30 hours per week for four weeks to complete. Currently, the Parks division does not have the staff capacity available to meet the needs of inspections and oversight of the parks and playgrounds spaces on a consistent basis. A dedicated position that can focus on inspections and repairs would help resolve maintenance issues before they escalate into larger issues that could cause service disruptions for users of our parks and playgrounds areas. Downtime for playgrounds has increased costs to the City of Welland due to lost staff productivity, increased repair costs, customer dissatisfaction, reputational impact, litigation and employee dissatisfaction. This position will also take on the inspection, maintenance and repair for 13 basketball courts, 6 beach volleyball courts, 6 pickleball courts, 7 tennis courts and 1 skatepark.

Due to staff capacity and service level requirements, the Parks division contracted out playground inspection services in 2024, to meet the CSA requirements. Current costs are $14,000 for one full annual inspection – which includes surface evaluation and energy absorbency surface testing for forty (40) playgrounds, and an additional monthly cost of $5,000 per month for the remaining eleven (11) monthly playground inspections for all locations. Contracting out the annual inspection with energy absorbency surface testing will still be required for liability, but the remaining eleven inspections could be completed in-house. The total cost for the eleven monthly inspections is $55,000 annually.

Benefits

Hiring a Parks Working Foreperson will provide numerous benefits to municipal parks operations, including improved efficiency, proactive management of more than $20 million in assets before they escalate, preventing costly repairs and minimizing downtime from closures, and enhanced safety and oversight that will help reduce the risk of accidents and injuries in parks and playgrounds. This position will assist with optimizing work schedules, assign tasks, and ensure that staff are working efficiently, resulting in better use of labour resources. They can implement regular inspection processes and documentation and create effective maintenance plans for park playgrounds and sport courts, that will reduce liability, complaints and risk for the City of Welland. This will result in well-kept and attractive parks that provide a positive experience for all.

Risk

Not funding this position will leave the City and municipal parks exposed to several risks, including increased safety hazards as issues may go unnoticed, leading to higher risk of accidents and injuries. It will also contribute to declining maintenance quality that will result in deteriorating park conditions, and service disruptions, which will negatively impact resident satisfaction. Also, a lack of oversight of parks staff on evening and weekends results in decreased staff accountability and performance during these critical days/hours for service delivery.

Impact on Operation

This position will allow the Parks division to enhance the safety of our sport courts and playgrounds, improve maintenance quality and oversight, and reduce service disruptions from closures of the park amenities. It will also allow for better oversight of staff during evenings and weekends, along with improved operational efficiencies, team dynamics, communication, accountability, and resident satisfaction. While there are initial costs to funding this position, the long-term benefits of enhanced park maintenance and resource optimization make it a worthwhile investment for the City.

Justification

Hiring a Park Working Foreperson to address the lack of inspections of our parks and playgrounds, along with oversight of staff, will bring several safety and service level improvements to the City's parks and recreational areas. With increasing community use and the demand for high-quality greenspaces, the current maintenance approach is no longer sufficient. This position will provide the necessary leadership and coordination to ensure our parks remain safe, well maintained, and enjoyable for all residents. Investing in this role will lead to long-term savings by preventing costly repairs and enhancing the overall user experience.

Not funding this position will leave the City and municipal parks exposed to several risks, including increased safety hazards as issues may go unnoticed, leading to higher risk of accidents and injuries.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$100,650
Benefits		$34,610
Materials, Supplies & Services		$
	Total Expenditures	**$135,260**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other – Outside Contract Savings		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$135,260**
Impact on 2025 Tax Levy (%)		0.27%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Approval

Dave Steven	October 8, 2024
Prepared by:	Finance reviewed:

Jessica Ruddell
Approved by:

Executive Summary

Department: Facilities-Mtce/Labour (430)

Immediate Supervisor: Manager of Facilities

New/Enhanced Service/Capital Project: New

Total Expenditures $: $135,260

FTE/PTE Union #: Enter amount

Net Levy Impact %: 0.27%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

Maintain City of Welland facilities as per legislative requirements and asset management principles for preventative inspection and maintenance to achieve expected facility life cycles and extend where possible. This focus will reduce the cost of downtime to in City of Welland facilities due to unscheduled repair, replacement and shutdown. Downtime has increased costs to the City of Welland due to lost revenue, lost staff productivity, increased repair costs, customer dissatisfaction, reputational impact, litigation and employee dissatisfaction.

A brief summary of position details is outlined below.

Description

Operational Issue

To address the needs of the community, the City of Welland owns and operates 55 municipal facilities. Based on the results of the City's 2024 Asset Management Plan, 41.26% of City owned facilities are in poor or very poor condition. Based on recommendations from the 2024 Asset Management Plan, the facilities division has worked with a consultant to develop a Maintenance Management Plan based on the needs/age of our existing facility assets. The facilities division currently does not have staff capacity available to implement the Maintenance Management Plan and complete all the required inspections. The facilities working foreperson would be responsible for completing the necessary inspections and completing or coordinating all the necessary repairs or improvements. A dedicated position that can

focus on preventative maintenance and maintenance strategies, preventing potential issues before they escalate into larger problems, will seemingly reduce operating costs and ensure that City facilities and equipment reach their expected life cycle while reducing the potential for catastrophic failure. Based on the Maintenance Management Plan, the projected number of hours required to complete the necessary inspections and preventative maintenance is approximately 1,600 hours/year.
As regulatory requirements and customer expectations increase for facilities, we will require additional inspections and administrative time to address these needs.

Due to staff capacity, the Facilities division is currently contracting out services to manage the regulatory & legislative requirements to operate the facilities, such as Annual Asbestos Reassessment and Fire Safety Inspections. The working foreperson would be available to complete these inspections and complete or coordinate basic repairs found because of deficiencies. Annual costs to contract the basic inspection for Fire Safety & Asbestos Management is approximately $25,000.00/year.

Benefits

Adding a Facilities Working Foreperson will allow the facilities division to reduce facility downtime and costs by implementing the Maintenance Management Plan. This position will be responsible for inspecting, assessing, planning and coordinating the required work (in-house or contract), and coordinating and communicating for any impacts of preventative maintenance.

Today facilities staff are constantly reacting to demand repair needs in our aging facilities. This causes increased stain on supervisory and trades staff. This position will allow staff to move from reactive to preventative maintenance programs.

Risk

Not funding this position will result in decreased facility asset condition. As previously noted, more than 41% of City owned facilities are already in poor or very poor condition. Additional risks could include increased downtime, increased costs to repairs and catastrophic failure. With ageing facility assets, a proactive inspection and maintenance approach is necessary to avoid the risk of unscheduled shutdowns.

Impact on Operations

This position will allow the facilities division to implement the maintenance management plan as per recommendations from the 2024 Asset Management Plan. This position will move asbestos and fire safety inspections in-house to offset some costs for the position. We expect further decreases in facility maintenance costs due to preventative maintenance however these savings can not be estimated at this time given the age of facilities and previous lack of preventative maintenance. The role will keep the facilities current with legislative requirements, assessing, planning and completing preventive

maintenance work will significantly improve the Facilities division's ability to service the growing internal and of city operations and growing external needs of the public.

Justification

By adding a Facilities Working Foreperson to address inspections, preventative maintenance and legislative requirements of the facilities, it will help to ensure the City achieves expected life cycles for facilities and major building components and extend the lifecycle of buildings where possible.

Not funding this position will result in decreased facility asset condition. As previously noted, more than 41% of City owned facilities are already in poor or very poor condition. Additional risks could include increased downtime, increased costs to repairs and catastrophic failure. With ageing facility assets, a proactive inspection and maintenance approach is necessary to avoid the risk of unscheduled shutdowns.

Downtime has increased costs to the City of Welland due to lost revenue, lost staff productivity, increased repair costs, customer dissatisfaction, reputational impact, litigation and employee dissatisfaction.

Additional Capital equipment to be covered through reserve funding (Capital Surplus) $80K

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$100,650
Benefits	$34,610
Other, -Truck	$80,000
Total Expenditures	**$215,260**
Revenues	
Grants	$
User Fees	$

Reserve/Reserve Funds – Capital Surplus		$80,000
Other		$
	Total Revenues	$80,000
2025 Net Levy Impact $		**$135,260**
Impact on 2025 Tax Levy (%)		0.27%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Frank Pearson
Prepared by:

October 8, 2024
Finance reviewed:

Jessica Ruddell
Approved by:

Executive Summary

Department: Roadways (320)

Immediate Supervisor:
Roads Supervisor

New/Enhanced Service/Capital Project:
New

Total Expenditures $:
$82,820

FTE/PTE Union #: 1

Net Levy Impact %:
0.17%

FTE/PTE: FTE

FTE/PTE Non-Union #: 0

FTE/PTE: Choose an Item

Objective

An additional Labourer is required to assist Public Works staff with expanding infrastructure operation and maintenance responsibilities in the City.

Brief summary of details outlined below.

Description

Problem Identification:
Due to the increase in development activity within the municipality, as well as an increase in capital budget expenditures, the volume of work within the Public Works Division has increased. In order to maintain current levels of service, additional staff is required.

Risk:
If additional assistance is not provided the current level of service may diminish and corrective action for emergency issues may be delayed beyond a reasonable response time.

Solution:
The Labourer position is intended to mitigate the risk of decreased service levels by performing the following tasks:

- Road Maintenance – Assist with pothole repair and asphalt patching on City roads to ensure safe driving conditions.
- Sidewalk Maintenance – Assist with concrete grinding on City roads to ensure safe pedestrian walking conditions.
- Winter Maintenance – Assist with snow and ice removal by plowing snow, spreading salt or sand, or clearing ice in response to winter weather.
- Cleaning and Sweeping – Remove debris, leaves, and litter from City roads and sidewalks.
- Traffic Control – Set up, maintain and dismantle traffic control devices, signage and barriers during maintenance activities or special events.
- Equipment Operation – Maintain and operate small equipment, power tools, and hand tools as required in the maintenance of City roads and sidewalks.
- Road Inspections – Conduct routine inspections of roads and sidewalks to identify areas in need of replacement, repair or maintenance, and report the condition to supervisors for further action.
- Emergency Response – Respond to emergency calls affecting road and sidewalk safety and accessibility.

Justification

As the community grows, so does the demand for road and sidewalk maintenance. By performing the recommended best practices for regular maintenance on City infrastructure, the life-cycle of the City's infrastructure can be extended, thus reducing reactive repairs and replacements.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$57,970
Benefits	$24,850
Materials, Supplies & Services	$
Total Expenditures	**$82,820**
Revenues	
Grants	$0.00
User Fees	$0.00

Reserve/Reserve Funds		$0.00
Other		$0.00
	Total Revenues	**$0.00**
2025 Net Levy Impact $		**$82,820**
Impact on 2025 Tax Levy (%)		0.17%
Permanent FTE's #		1
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Approval

Livia McEachern, P.Eng.
Manager of Capital Engineering
Prepared by:

October 8, 2024
Finance reviewed:

Sherri-Marie Millar, P.Eng.
Director of Infrastructure Services/City Engineer
Approved by:

Executive Summary

Department: Fire (210)

Immediate Supervisor: Deputy Fire Chief

New/Enhanced Service/Capital Project: New

Total Expenditures $: $162,964 (2023 rate)

FTE/PTE Union #: 1

Net Levy Impact %: 0.33%

FTE/PTE: FTE

FTE/PTE Non-Union #: Enter amount

FTE/PTE: Choose an Item

Objective

To ensure compliance with council staffing standards and provincial inspection requirements, improve service efficiency, and proactively address rising fire prevention demands by hiring an additional Fire Prevention Officer.

Brief summary of details outlined below.

Description

Summary

Hiring an additional Fire Prevention Officer is essential to meet the council's staffing matrix, comply with increased provincial inspection requirements, and adapt to changes in Fire and Building Codes. This will help maintain current service levels, manage the rising demand for inspections and complaints, and enhance overall safety and efficiency. The benefits include improved compliance, better service quality, and proactive fire prevention, while the risks of not hiring include non-compliance, decreased service quality, increased fire risk, and negative public perception.

Rationale

1. *Adherence to Council's Staffing Matrix*: Council has previously established a staffing matrix, which recommends one Fire Prevention Officer for every 10,000 residents. This standard ensures adequate fire safety coverage and compliance with established service levels.

2. *Increased Provincial Inspection Requirements*: Recent changes in provincial inspection requirements necessitate more frequent and thorough inspections. This places additional workload on the current staff, making it challenging to maintain compliance without added personnel.
3. *Changes to Fire and Building Codes*: The Fire Code and Building Codes are constantly evolving to enhance safety standards. Keeping up with these changes requires dedicated personnel who can focus on understanding and implementing new regulations effectively.
4. *Rising Demand for Services*: There is a growing demand for fire prevention services, including an increase in complaints and requested inspections. This rise in demand further strains the current workforce, jeopardizing the quality and timeliness of services provided.

Benefits

1. *Improved Compliance and Safety*: An additional officer will ensure compliance with provincial inspection requirements and the latest Fire and Building Codes. This will enhance overall safety for residents and reduce the risk of fire-related incidents.
2. *Maintained Service Levels*: The new hire will help maintain the current level of service as the population grows. This aligns with the council's staffing matrix and ensures that residents receive the attention and services they need.
3. *Increased Efficiency*: With another officer, the department can distribute the workload more evenly, allowing for quicker response times to complaints and inspection requests. This will improve overall efficiency and resident satisfaction.
4. *Proactive Fire Prevention*: An additional officer will enable the department to be more proactive in fire prevention efforts. This includes community education, regular inspections, and early identification of potential fire hazards, ultimately reducing the likelihood of fire incidents.

Operational Issues and Risks

1. *Non-Compliance and Legal Liabilities*: Failure to meet provincial inspection requirements and adhere to updated codes can result in non-compliance, leading to potential legal liabilities and fines.
2. *Decreased Service Quality*: The existing staff may become overburdened, leading to decreased service quality and longer response times for inspections and complaint resolutions.
3. *Increased Fire Risk:* Without adequate staffing, the ability to conduct thorough inspections and implement preventive measures diminishes, increasing the risk of fire incidents and compromising resident safety.
4. *Negative Public Perception***:** Residents expect a certain level of service, and failing to meet these expectations can lead to negative public perception and reduced trust in the fire department and local government.

Justification

Implementing the initiative to hire an additional Fire Prevention Officer is crucial for maintaining compliance with council's staffing matrix, meeting provincial inspection requirements, adhering to updated Fire and Building Codes, and addressing the rising demand for fire prevention services. The benefits of improved compliance, maintained service levels, increased efficiency, and proactive fire prevention far outweigh the risks of non-compliance, decreased service quality, increased fire risk, and negative public perception. Therefore, it is recommended that the council approve the hiring of an additional Fire Prevention Officer to ensure the continued safety and well-being of the community.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$125,664
Benefits	$37,300
Materials, Supplies & Services	$
Total Expenditures	**$162,964**
Revenues	
Grants	0.00$
User Fees	0.00$
Reserve/Reserve Funds	0.00$
Other	$
Total Revenues	0.00 **$**
2025 Net Levy Impact $	**$162,964**
Impact on 2025 Tax Levy (%)	0.33%
Permanent FTE's #	1
Temporary FTE's #	–

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Adam Eckhart
Prepared by:

October 8, 2024
Finance reviewed:

Rob Axiak
Approved by:

Executive Summary

Department: Welland Public Library (136)

Immediate Supervisor: Manager of Programming & Outreach

New/Enhanced Service/Capital Project: Enhanced Service

Total Expenditures $: $120,765

FTE/PTE Union #: Union

Net Levy Impact %:

FTE/PTE: FTE

FTE/PTE Non-Union #: Union

FTE/PT: PT

Objective

To expand library services to the Welland community through the purchase of a gas or electric powered bookmobile (extended cab/height van) that will meet the growing and evolving needs of residents by bringing materials (books, audiovisual materials, instruments), programming (e.g.: technology and craft activities), and services (e.g.: 3d printing) to convenient locations and events throughout the City such as parks, schools, retirement residences, and community events. The Library plans to fund the purchase and retrofitting of the vehicle using reserves and development charge revenue, but requires ongoing municipal support for staffing. In 2026, the Library proposes to hire a permanent Full-Time Bookmobile Coordinator to drive and operate the mobile branch, facilitate circulation, and deliver programs as well as a Part-Time Programmer to support service and deliver activities. Municipal procurement for the vehicle and maintenance of the vehicle by the municipality as part of their fleet are also requested.

Brief summary of details outlined below.

Description

Operational Issue or Opportunity:
The City of Welland is expected to reach a population of over 80,000 residents by 2041. According to a recent development charges study, 97% of new development is residential, which places increasing demands on existing social infrastructure. The City and Library are aligned in their commitment to

promoting personal health and wellbeing to the residents of Welland. The Library recognizes that the municipality's social infrastructure will need to expand to accommodate increasing demands for service. The Welland Public Library offers an abundance of activities that meet the diverse needs and interests of residents and is well-positioned meet the evolving informational, recreational, and educational needs of our growing community.

Post-pandemic, demand for key services such as physical materials, access to technology, and desire for programming and outreach activities has increased significantly. However, over the past decade, despite significant service level increases, staffing numbers have remained stagnant with decreases to Full-time positions and increases in Part-Time positions.

The Welland Public Library operates in three mixed-use facilities and has limited expansion opportunities for materials, programs, and services. Past public library planning guidelines have recommended 0.5 – 1 square foot of library space per capita, with recent studies/builds aiming for a target of 0.6 square feet per resident.

The Welland Public Library Board has reviewed service delivery models and recommends a Bookmobile as to help maintain service levels and bring library materials, programs, and services to underserved areas of the City. A bookmobile provides flexible and convenient options for residents to use the library and allows for the expansion of off-site programming to residents, groups, and other stakeholders.

Benefits

A bookmobile has the potentially to provide the following benefits to the community:

- Expand service to underserved areas (e.g.: Dain City, new residential developments)
- Should a branch expansion or renovation be required to accommodate growth in the future, Staff could be redeployed to the Bookmobile, avoiding unnecessary service disruption and staff displacement/layoff
- Establish frequent, consistent visits to schools, retirement facilities, and community events. Over 140 potential stops were identified in a recent feasibility study
- Increase program offerings, variety, and participation

Risks

- Fluctuating fuel/charging, maintenance, parking and insurance costs
- Ongoing commitment to staffing costs
- 10-15 year lifespan

Timeline of Service Level Change

The Library would like to purchase and retrofit the bookmobile in 2025 and plans to implement service in 2026. The purchase of the vehicle is contingent upon municipal commitment to fund the requested positions. Positional support through the operating budget is not required until 2026.

Impact on Operations
This proposal would expand operations and service levels to accommodate residential growth in Welland through the acquisition and maintenance of a fleet vehicle. Current operations will not be negatively impacted.

Organizational Ability to Deliver Expected Project Outcomes
The Welland Public Library Team has installed 2 new branches since 2013 (Diamond Trail and Seaway Mall) and renovated its Main Branch location (2019). The Library currently has 35 permanent positions and operates an average of 143 hours weekly (including Sunday service).

By adding a bookmobile, the Library hopes to increase physical materials, circulation, program attendance, and library memberships.

The Library requests Municipal in-kind support for the vehicle by way of parking, procurement, maintenance, and the provision of low-cost fuel/charging, if possible. A memorandum of understanding is recommended.

Justification

A bookmobile will not only expand services in the short-term, but it will help identify longer-term service needs in both the present and the future and may inform the placement of a new branch or the expansion of an existing location. The bookmobile also serves as a community landmark and promotional tool that may encourage and increase visits to Welland's brick-and-mortar locations, where full-services are offered.

The bookmobile will also offer a service point to help minimize the displacement or layoff of front-line workers during any temporary closure(s).

Demand for Library programming has been increasing year over year, post-pandemic, as illustrated in the chart below. Library programs often have wait lists and there is little room or staffing availability to host additional on-site programs. The addition of 1.5 FTE and an additional venue has the potential to increase programs and outreach offerings and participation, as well as providing safe opportunities for outdoor events and activities.

Program Category		Library Programs					
		2021		2022		2023	
		# of Programs	*Attendance*	*# of Programs*	*Attendance*	*# of Programs*	*Attendance*
WPL Programs	Adult	202	6,066	428	4,548	669 (+56.31%)	5,576 (+22.60%)
	Pre-School	97	3,235	579	11,274	699 (20.73%)	13,441 (+19.22%)
	Children	346	9,532				
	Young Adult	26	230	8	252	31 (+287.50%)	181 (-28.17%)
Class Visits	Adult	1	7	8	85	27 (+237.50%)	175 (+105.88%)
	Children & Youth	4	81	18	729	48 (+166.67%)	1,346 (+84.64%)
Other / Off-site Programs	Adult	0	0	0	0	1 (+100%)	160 (+160%
	Children & Youth	13	1,361	6	46	18 (+200%)	426 (+826.09%)
Outreach	Adult	77	3,162	99	5,978	82 (-17.17%)	9,164 (+53.30%)
	Children & Youth	23	507	47	2,831	62 (+31.91%)	3,290 (+16.21%)
Total		**789**	**24,181**	**1,219**	**25,743**	**1,637 (+34.29%)**	**33,759 (+31.14%)**

With the exception of a few metrics which can be explained by mitigating factors, WPL's Q2 performance metrics (table below) clearly demonstrate increased demands for library service ranging from reference transactions, program attendance, access to technology and program attendance.

The Library recognizes that it must adapt to changing conditions and is actively preparing to meet community needs in both the present and the future.

The Welland Public Library has a strong tradition of providing mobile services to the residents of Welland and Welland County. The last bookmobile was decommissioned nearly 30 years ago in 1995, but residents continue to fondly remember and advocate for the return of mobile services.

In-Person Visits	96,882	76,313	93,257	-3.74%	+22.20%
Online Visits (Catalogue & Website)	345,115	579,196	866,027	+150.94%	+49.52%
Social Media Engagement	34,809	37,251	47,418	+36.22%	+27.29%
In-House Use	12,260	8,511	10,375	-15.38%	+21.90%
Reference Transactions	16,383	10,662	19,152	+16.90%	+79.63%
Wi-Fi & Use of Public Access Terminals	26,516	22,726	53,186	+100.58%	+134.03%
Physical Materials Circulation	96,396	101,457	105,351	+9.29%	+3.84%
Electronic Circulation	35,096	265,107	378,018	+977.10%	+42.59%
Total Circulation	132,492	366,564	483,369	+264.83%	+32.87%
Number of Programs	502	855	821	+63.54%	-3.98%
Program Attendance	7,640	15,464	23,074	+202.02%	+49.21%

Financial Plan

The Library plans to fund the capital costs of the Bookmobile using reserves and development charges, but is looking for ongoing positional support of 1 full-time Bookmobile Coordinator and 1 part-time programmer, beginning in 2026. The costs of these positions have been budgeted at the anticipated max rate, and costs would increase annually by the negotiated cost-of-living adjustment, which is not yet known or factored in 2026 costs. Furthermore, as both positions are new classifications, the final rates of pay are subject to a pay equity review.

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$90,838 (2025 rates)
Benefits	$29,927 (2025 rates)
Materials, Supplies & Services	
Capital Equipment/ Vehicles	$278,000

	Total Expenditures	**$398,765**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$258,000
Other * Development Charges		$20,000
	Total Revenues	$278,000
2025 Net Levy Impact $		$120,765
Impact on 2025 Tax Levy (%)		
Permanent FTE's #		1.0
PT/Temporary FTE's #		.5

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Economic Growth: Creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment

Environmental Stewardship: Protecting the ecosystem through a responsible approach to minimize the impact on the environment through supportive decision-making, professional processes, incentives, policies, and operational practices.

Approval

Julianne Brunet
Chief Executive Officer
Welland Public Library
Prepared by:

October 8, 2024
Finance reviewed:

Julianne Brunet
Chief Executive Officer
Welland Public Library
Approved by:

Executive Summary

Department: Welland Museum (449)

Immediate Supervisor:
n/a

New/Enhanced Service/Capital Project:
Enhanced Service

Total Expenditures $:
$25,572

FTE/PTE Union #: Enter amount

Net Levy Impact %:
0.05%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: Enter amount

FTE/PTE: FTE

Objective

The Welland Museum is requesting additional funding to its operating grant due to budget shortfalls over several years. The Welland Museum has previously asked for and received special ask funding which was applied to budget shortfalls. In efforts to increase transparency and accountability, the Museum is requesting additional funding.

Description

Operational Issue or Opportunity:
For several years, the Museum has been operating with a deficit budget. The average budget shortfall for 2024, 2023, and 2022 is estimated at approximately $14,000. We are also asking for an increase of 4% for inflation.

Benefits:
There are numerous benefits to this additional budget funding.

1. The Museum will not need to request special funding for the foreseeable future.
    a. The average special funding awarded to the Museum for the same three-year period is $25,000.
2. Services and Programs have increased at the Museum but cannot continue to function without additional support.
3. Accountability and transparency will increase for the funding allocations.

Risks:
The rate of inflation continues to affect our programs and offerings. Inflation will remain a significant concern for the Museum.

Grants have also been used to cover shortfalls in budget lines. Grants are unreliable sources of income.

Impact on Operations:
-operations at the Museum will continue at the same level.

Organizational Ability to Deliver Expected Project Outcomes:
The Museum will be able to deliver on expected outcomes.

Justification

To maintain the current level of operations and to reduce staff turnover, the Museum requires additional funds.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	
Benefits	
Materials, Supplies & Operating Services	$25,572
Total Expenditures	**$25,572**
Revenues	
Grants	
User Fees	
Reserve/Reserve Funds	
Other	
Total Revenues	$0.00
2025 Net Levy Impact $	**$25,572**
Impact on 2025 Tax Levy (%)	0.05%

Permanent FTE's #	–
Temporary FTE's #	–

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Approval

Lisa Mooney
Prepared by:

October 8, 2024
Finance reviewed:

Jessica Ruddell
Approved by:

Executive Summary

Department: Welland Museum (449)

Immediate Supervisor:
n/a

New/Enhanced Service/Capital Project:
Enhanced Service

Total Expenditures $:
$51,655

FTE/PTE Union #: Enter amount

Net Levy Impact %:
0.10%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 1

FTE/PTE: FTE

Objective

The Welland Museum is requesting additional funding to increase full-time staff positions and budget lines to ensure all Welland Museum responsibilities, goals, and the strategic plan are carried out in an effective, safe, and financially responsible manner. This position would increase the staff level at the Museum from 4 people to 5.

Description

Operational Issue or Opportunity:
The Welland Museum has a small staff of four employees. With such a small staff the Museum provides minimal operating hours (10:00 am – 4:00 pm Monday -Friday). While programming has successfully increased at the Museum in recent years, current programming is being provided by the Executive Director, which increases the workload for the ED substantially.

The Welland Museum sees an opportunity to increase the services it provides for Welland with an additional staff person. The Museum will increase operational hours (Saturday 10:00 - 4:00 and Wednesday 10:00 – 8:00). The Program Coordinator will also develop and deliver a myriad of programs both at the Museum and in the community.

Benefits:

The benefits and outcomes of an increase in staffing:

1. Increased hours of operation for the Museum, enabling community members a wider variety of community members the opportunity to visit the Museum.
2. Programs:
    a. School Programs: With a dedicated Programmer, the Museum will have the ability to provided additional school programing to schools in Welland. These programs will showcase the unique and exciting history of Welland, increasing civic pride in our community.
    b. Community Programs: The Programmer Coordinator will connect with community agencies, including the City, retirement residents, FNMI centers, and so forth to provide Welland focused programming. We hope to increase civic engagement and pride through these programs.
    c. Museum Programs: The Museum will be able to increase its program offerings, include birthday parties, summer camps, and historical workshops.
3. The additional program revenue benefits other Museum offerings, including marketing and exhibits (funding to enhance interactive components). These enhancements will draw more, and hopefully new, patrons to the Museum.
4. With a dedicated program staff, the Executive Director will be able to spend more time on grant writing, fundraising, sponsorships, and community partnerships.
5. With a dedicated program staff, the Executive Director will be able to spend more time working with other local Museums to promote museums in Niagara and work on cost reducing measures (joint programs, shared gift shop inventory, shared grant proposals, etc).
6. With a dedicated program staff, the Executive Director will be able to spend more time on Canadian Museum Associations guidelines stemming from the *Truth and Reconciliation Report* for museums, thereby ensuring the Welland Museum adheres to the Calls of Action for museums.
7. Increased hours of operation and program offerings will provide newcomers to Welland an opportunity to know more about the community they moved to. Additionally, as the community continues to grow, people will be looking for more program opportunities. The Museum will provide programming for all ages fitting the needs of our growing community.
8. A new staff position will help to ensure adherence to Museum Bylaws, the Museum Strategic Plan, the Ontario Not-for-Profit Act, 2010, the Employment Standards Act.
9. Decrease overtime (hours banked in lieu) for current staff providing programming. Currently, this lieu time is a liability for the Museum.
10. A dedicated program staff will be connecting with community members frequently, providing feedback to other Museum staff as to the desires of the community (potential exhibits, artifact acquisition, programming needs, etc).

Risks:

The risks associated with this position are minimal. The key concern would be with additional people in the Museum, the likelihood of artifacts being handled or going missing increases. There is a small risk that current staff will be displeased with shift changes to accommodate the additional hours. The addition of any new staff can pose some risks including personalities adjustment to new work environment, underperformance, skills gaps, and turnover.

Timeline for Service Change:

1. January 2025- Budget approval
2. February 2025- Hiring process begins
3. March 2025- New staff is onboarded
4. March 2025- Hours of operation increase
5. April 2025- Connections made with community agencies
6. April 2025- In house programming increases
7. May 2025- Community programs begin increasing
8. July 2025- Three-month evaluation of employee
9. July – August 2025- Additional summer camps provided
10. September 2025- Increased school programs operating
11. October 2025- Six-month evaluation, end of probationary period
12. February 2026- Evaluation of year, including successful programming and opportunities for other programming not previously conceived

Impact on Operations:
-operating hours increase, staff working
-workload to current staff distributed more evenly, providing for a better work-life balance
-increased revenue
-increased patronage to Museum, which increases our attractiveness in a variety of grants
-potential for less staff attrition (better workload, increased salary)

Organizational Ability to Deliver Expected Project Outcomes:
The Museum will be able to deliver on expected outcomes.

Justification

This initiative should be implemented as it will benefit the Museum but also the community. An assessment of comparable local museums has validated the inadequacy of the Museum's operating budget and staffing model.

See attached risk/benefit analysis.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$ 48,400 (includes MERCs)
Benefits	$3,255
Materials, Supplies & Services	
Total Expenditures	**$51,655**
Revenues	
Grants	$
User Fees	$
Reserve/Reserve Funds	$
Other	$
Total Revenues	$
2025 Net Levy Impact $	**$51,655**
Impact on 2025 Tax Levy (%)	0.10%
Permanent FTE's #	1
Temporary FTE's #	-

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Approval

Lisa Mooney	October 8, 2024
Prepared by:	Finance reviewed:
Jessica Ruddell	
Approved by:	

Executive Summary

Department: Roads (320)

Immediate Supervisor: 0

New/Enhanced Service/Capital Project: Capital Project

Total Expenditures $: Year 1 (2025) $1,112,400.00

FTE/PTE Union #: N/A

Net Levy Impact %: 2.26%

FTE/PTE: N/A

FTE/PTE Non-Union #: N/A

FTE/PTE: N/A

Objective

The Pavement Rejuvenation Program will reduce surface roughness and improve both pavement and ride condition on various street sections throughout the City as a mid-term improvement.

Brief summary of details outlined below.

Description

Opportunity:

The Pavement Rejuvenation Program is a new initiative put forward by City Staff as an alternative road rehabilitation method to be carried out over 2 years. Selected streets have been separated into Year 1 (2025) and Year 2 (2026) based on Pavement Condition Index (PCI) scores, with roads having lower recorded PCI scores being addressed in 2025.

Year 1 (2025)

STREET	STREET FROM	STREET TO	LENGTH (m)
Golden Boulevard East	East Main Street	Hagar Street	600
Maple Avenue	Prince Charles Drive North	Wilton Avenue	125
McAlpine Avenue	Major Street	Lincoln Street	1365
Norway Avenue	Niagara Street	First Avenue	575
Scholfield Avenue	East Main Street	Major Street	330

STREET	STREET FROM	STREET TO	LENGTH (m)
White Avenue	East Main Street	Major Street	330
Lillias Street	Parkway	Price Avenue	215
		TOTAL	3540

Year 2 (2026)

STREET	STREET FROM	STREET TO	LENGTH (m)
Crowland Avenue	York Street	Lincoln Street	885
Golden Boulevard West	Susan Street	Lincoln Street	940
Ross Street	East Main Street	Downs Drive	1250
Scholfield Avenue	Welland Street	Lincoln Street	640
Welland Street	West Limit	Crowland Avenue	390
		TOTAL	4105

Year 2 (2026) roads will be reviewed and confirmed prior to submission for consideration during 2026 budget deliberations.

Problem Identification:

In recent years a focus on full infrastructure renewals has been adopted as a strategy to replace linear infrastructure that has surpassed its service life including both underground utilities and roadways. Economies of scale savings have been realized and the impact to residents has been minimized as it pertains to construction of these full renewals ('get in', reconstruct everything and 'get out'). Projects are prioritized based on service life, conditional data and ongoing maintenance requirements/costs.

These multi-asset projects can be a challenge to fund across both the tax supported (roads, sidewalks, storm sewer and curb and gutter) and rate supported (water and sanitary sewer) budgets. In many cases, road works have been delayed to coordinate the underground servicing replacements. Where underground infrastructure has sufficient service life to outlast a new road surface, road reconstruction projects are proposed in lieu of a full infrastructure renewal project.

However, there are a growing number of roadways in need of a full infrastructure renewal with the road surface having poor PCI condition ratings. In the absence of sufficient funding to address all infrastructure needs, the road surfaces continue to degrade.

Solution:

The Pavement Rejuvenation Program is a new initiative proposed to improve both pavement and ride conditions by replacing the top layer of distressed pavement. This will be achieved by milling approximately 30mm to 50mm of the existing asphalt and replacing it with new top surface coarse hot mix asphalt.

The goal of this Pavement Rejuvenation strategy is to improve drivability of the roadway in the short term until the full linear infrastructure renewal project can be funded, thereby minimizing 'throw away' infrastructure Therefore, to keep costs justifiable, no concrete (curb and gutter or sidewalk), boulevard, or apron work is proposed under the program.

Operational Impact:

The replacement of the distressed asphalt will result in less operational and capital maintenance by reducing the requirement for pothole repairs and asphalt patching.

The improvement of both pavement and ride conditions will increase the service level on the rejuvenated streets resulting in less frequent complaints and claims.

Justification

Much of the underground infrastructure that has exceeded its expected service life is aligned underneath the City's worst roads. These road surfaces continue to degrade at a rate that out-paces the City's ability to fund the full infrastructure renewals.

The Pavement Rejuvenation Program is a new initiative that will improve both pavement and ride condition in areas of significant pavement distress for a short-term duration at the lowest cost and with the least wasted infrastructure. This program will differ from the City's Road Resurfacing in that it will not include concrete works (curb & gutter or sidewalks) nor will it include driveway aprons or boulevard works.

In comparison, 2024 Road Reconstruction and Road Resurfacing contracts were budgeted with anticipated costs of $2,685/m and $860/m, respectively. The anticipated cost for the 2025 Pavement Rejuvenation Program is approximately $320/m.

Financial Plan

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$0.00
Benefits	$0.00
Materials, Supplies & Services Etc.	$1,112,400.00
Total Expenditures	**$1,112,400.00**

Revenues		
Grants		$0.00
User Fees		$0.00
Reserve Funds –		$0.00
Other		$0.00
	Total Revenues	**$0.00**
2025 Net Levy Impact $		**$1,112,400.00**
Impact on 2025 Tax Levy (%)		2.26%
Permanent FTE's #		-
Temporary FTE's #		-

The Year 2 (2026) expenditure is estimated at $1,335,600.00.

Alignment with Council's Strategic Priorities

Livability: Creating a sense of belonging while enhancing mobility by improving access to recreation and community events, ensuring adequate housing options, encouraging job growth, and improving ways to efficiently move people throughout the City.

Approval

Livia McEachern, P.Eng.
Manager of Capital Engineering
Prepared by:

October 29, 2024
Finance reviewed:

Sherri-Marie Millar, P.Eng.
Director of Infrastructure Services/City Engineer
Approved by:

Executive Summary

Department: Fire (210)

Immediate Supervisor:
Fire Chief

New/Enhanced Service/Capital Project:
Enhanced Service

Total Expenditures $:
$23,000

FTE/PTE Union #: 0

Net Levy Impact %:
0.05%

FTE/PTE: Choose an Item

FTE/PTE Non-Union #: 0

FTE/PTE: Choose an Item

Objective

To establish funding in support of emergency preparedness, readiness, continuity, and compliance. This funding will help to advance the City's required Emergency Management program and support existing staff who will coordinate the response for the best interest of the community.

Brief summary of details outlined below.

Description

Operational Issue or Opportunity

Our emergency management operations currently lack dedicated resources, limiting preparedness and response capabilities. Establishing funding in support of a formal emergency management division offers an opportunity to centralize and enhance disaster response, coordination, and mitigation efforts, significantly improving operational readiness.

Benefits

- **Enhanced Preparedness**: Increased disaster readiness through focused resources and trained staff.
- **Faster Response**: Quicker mobilization during emergencies, reducing damages and continuing services where possible.
- **Stronger Recovery**: Improved coordination leading to faster community restoration.

- **Risk Reduction**: Proactive risk management minimizes future disaster impacts.
- **Community Confidence**: Public trust in the organization's ability to handle crises will increase.

Risk

- **Budget Constraints**: Funding for staffing and resources could strain program and preparedness levels.
- **Operational Disruption**: Lack of preparation, including exercises, formal and informal training could cause additional or unnecessary delays in responding to and recovery from an emergency.

Impact on Operations

The new funding for the division will improve coordination across departments, prioritize resources more effectively, and enhance operational efficiency during crises. Procedures will be streamlined, ensuring better service delivery and a more prepared workforce. Goals include increased staff training, external exercise and evaluation assistance, increased community education.

Organizational Ability to Deliver Expected Project Outcomes

Our organization has the leadership and project management expertise to increase the level of service successfully. Existing relationships with partnerships will support smooth integration, ensuring effective operations and delivery of the prioritized goals.

Justification

Increasing funding for the Corporation's Emergency Management Division is essential to effectively address the increasing frequency and complexity of disasters, whether natural, technological, or human-made. Although staff do an incredible job responding and recovering from emergencies, the community will benefit from a focus to manage emergencies proactively and efficiently. Increasing resources to the division would support our current strategies, and increase resiliency ensuring that the community is better prepared, faster to respond, and more resilient in the aftermath of disasters. This initiative directly aligns with our commitment to public safety, risk mitigation, and community well-being, delivering long-term benefits to both the organization and the citizens.

Benefit Analysis

- **Enhanced Preparedness**: additional resources will help to ensure the continuous development and refinement of emergency response plans, increasing the organization's ability to manage crises effectively. This leads to better resource distribution, and improved communication during emergencies, significantly reducing casualties and property damage.
- **Improved Coordination**: partnerships and joint training will support staff more cohesive communication and collaboration between departments and external agencies, resulting in better resource allocation and clearer operational protocols

- **Risk Mitigation**: Implementing preventative measures and strengthening infrastructure through targeted mitigation efforts reduce the overall impact of disasters, protecting both financial assets and human lives.
- **Community Confidence**: Public education will improve citizens' understanding and help them to take tangible steps to protect themselves and respond to unforeseen events, enhancing community resiliency and wellness.

Risk Analysis

- **Financial Investment**: The additional cost will help to promote prevention and preparedness, resulting in an expected long-term savings from reduced disaster recovery costs that outweigh the initial financial burden. An ounce of prevention.
- **Operational Disruptions**: Implementing new training and preparedness exercises may place further demands on staff, however, careful planning and phased implementation can minimize these disruptions.

Conclusion
The risks of inaction—prolonged recovery times, inadequate emergency responses, and increased community vulnerability—far outweigh the temporary challenges of implementation. The benefits of improved preparedness, faster response, better coordination, and enhanced public trust strongly support the rationale for increasing the funding for the Emergency Management Division. This initiative will help to protect people, reduce recovery costs and timelines, and ultimately make the community safer and more resilient.

Financial Plan

The following Budget for Emergency Management measures is proposed:
Staff Training: $3,500
Promotions and Public Ed: $5,000
General supplies: $3,000
Part time/contract salary: $10,000
Meetings/conferences: $1,500

Financial Impact:

	2025 ($)
Expenditures	
Salaries	$
Benefits	$
Materials, Supplies & Services	$23,000

Other		
	Total Expenditures	**$23,000**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other		$
	Total Revenues	$0.00
2025 Net Levy Impact $		**$23,000**
Impact on 2025 Tax Levy (%)		0.05%
Permanent FTE's #		-
Temporary FTE's #		-

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Adam Eckhart
Prepared by:

October 8, 2024
Finance reviewed:

Rob Axiak
Approved by:

TAX SUPPORTED OPERATING BUDGET BY ACCOUNT

(VARIANCE 2024 vs. 2025)

			2024 Budget vs 2025 Budget Increase/Decrease	
	Budget 2024	Budget 2025	$	%
Revenues / Funding Source:				
310010-TAXES	49,261,919	50,695,441	1,433,522	2.91%
310100-LOCAL IMPROVEMENTS	19	20	1	5.26%
310130-BUS IMPROVEMENT AREAS	154,224	180,913	26,689	17.31%
310210-TAXES - SUPPLEMENTAL	1,125,000	1,150,000	25,000	2.22%
310300-PIL - GVMT SERVICES	84,000	84,000	0	0.00%
310310-PIL - PWC & CANADA POST	21,100	21,100	0	0.00%
310320-PIL - CANADA ENT. SLSA	40,000	40,000	0	0.00%
310340-PIL - ONTARIO HYDRO	106,000	106,000	0	0.00%
310350-PIL - REGION	375,000	400,000	25,000	6.67%
310360-PIL - WELLAND HYDRO	41,000	41,000	0	0.00%
310380-PIL - NIAGARA COLLEGE	275,000	200,155	(74,845)	-27.22%
310390-PIL - HOSPITAL	18,000	15,500	(2,500)	-13.89%
310410-PIL - RAILWAYS(ACREAGE)	43,500	32,000	(11,500)	-26.44%
320010-UNCONDITIONAL GRANTS ONT	3,911,400	4,047,700	136,300	3.48%
320040-FEDERAL GRANTS	1,730,588	1,825,819	95,231	5.50%
320050-ONTARIO SPECIFIC GRANTS	2,340,895	3,081,095	740,200	31.62%
320150-OTHER GRANTS	20,000	8,500	(11,500)	-57.50%
320200-OTHER MUNICIPAL GRANTS	0	220,000	220,000	100.00%
320230-FEE/SC - MARRIAGE ADMIN FEE	15,000	17,500	2,500	16.67%
320270-FEE/SC - MARKET FEES	36,414	36,414	0	0.00%
320290-FEE/SC - BURIAL PERMITS	10,500	12,000	1,500	14.29%
320300-FEE/SC - LTR COMPLIANCE	27,090	30,240	3,150	11.63%
320310-FEE/SC - PHOTOCOPYING	1,500	1,500	0	0.00%
320320-FEE/SC - COMMISSIONERS	3,500	6,000	2,500	71.43%
320340-FEE/SC - TAX REGISTER	55,000	55,000	0	0.00%
320350-FEE/SC - TAX/WTR CERT	50,000	50,000	0	0.00%
320351-NEW TAX ROLL & OWNERSHIP CHANGE	55,000	55,000	0	0.00%
320352-MORTGAGE CO. FEE	0	25,000	25,000	100.00%
320360-FEE/SC - LEGAL FEES	1,500	1,500	0	0.00%
320370-FEE/SC - INSPECTION FEES	350,493	325,726	(24,767)	-7.07%
320390-FEE/SC - EXTRNL SERVICES	15,000	15,000	0	0.00%
320410-FEE/SC - EQUIP RENTALS	118,500	119,580	1,080	0.91%
320440-FEE/SC - SOCCER FIELDS	4,000	4,600	600	15.00%
320450-FEE/SC - BALL DIAMONDS	75,000	75,000	0	0.00%
320460-FEE/SC - MISCELLANEOUS	86,679	98,679	12,000	13.84%
320470-FEE/SC - ACCT ADMIN	40,000	40,000	0	0.00%
320480-FEE/SC - ADVERTISING	44,500	35,500	(9,000)	-20.22%
320490-FEE/SC - POOLS	16,000	12,000	(4,000)	-25.00%
320500-FEE/SC - SUMMER CAMPS	179,000	183,000	4,000	2.23%
320510-FEE/SC - ADULT PROGRAMS	68,000	68,000	0	0.00%
320520-FEE/SC - CHILD PROGRAMS	33,000	36,000	3,000	9.09%
320550-FEE/SC - SPORTS PROMO	2,000	2,000	0	0.00%

TAX SUPPORTED OPERATING BUDGET BY ACCOUNT

(VARIANCE 2024 vs. 2025)

			2024 Budget vs 2025 Budget Increase/Decrease	
	Budget 2024	Budget 2025	$	%
320560-FEE/SC - SENIOR PROGRAMS	67,500	60,000	(7,500)	-11.11%
320570-FEE/SC - MEMBERSHIPS	58,600	44,823	(13,777)	-23.51%
320590-FEE/SC - GRAVE OPENINGS	49,000	49,000	0	0.00%
320600-FEE/SC - GRAVE SALES	27,000	27,000	0	0.00%
320610-FEE/SC - FNDTNS/MARKERS	10,500	10,500	0	0.00%
320615-FEE/SC - MEMORIALIZATION TREE/BENCH	15,000	15,000	0	0.00%
320640-FEE/SC - ADMINISTRATION	23,039	33,039	10,000	43.40%
320650-FEE/SC - APPLICATION FEES	843,393	814,251	(29,142)	-3.46%
320660-FEE/SC - WEED CUTTING	25,000	25,000	0	0.00%
320680-FEE/SC - ICE RENTALS	435,000	445,700	10,700	2.46%
320690-FEE/SC - PUBLIC SKATING	10,000	10,500	500	5.00%
320710-FEE/SC - SMOKE ALARMS	1,000	1,500	500	50.00%
320770-DISCOUNTS	500	500	0	0.00%
320800-FEE/SC - PROMOTIONAL ITEMS	0	2,000	2,000	100.00%
320810-FEE/SC - ENG REVIEW/INSPECTION	30,000	50,000	20,000	66.67%
320840-FEE/SC - HYDRO	6,175	6,175	0	0.00%
320850-FEE/SC - FIREWORKS	1,700	750	(950)	-55.88%
320860-FEE/SC - INSURANCE	1,750	1,750	0	0.00%
320870-FEE/SC - ADD TO TAX ROLL	45,000	80,000	35,000	77.78%
320880-FEE/SC - TAXES VERBAL REQUEST	40,000	22,000	(18,000)	-45.00%
320910-FEE/SC - ARTS & CULTURE PROGRM	25,000	28,000	3,000	12.00%
320930-FEE/SC - FIT/AQUA PUNCH CARDS	44,360	46,000	1,640	3.70%
320931-FEE/SC - REC RENTALS @ THE DOCKS	68,000	45,500	(22,500)	-33.09%
320932-FEE/SC - REC RENTALS @ THE DOCKS	1,000	500	(500)	-50.00%
320940-FEE/SC - FOOD SERVICES	29,500	29,500	0	0.00%
320980-TREE BLVD DEPOSIT	75,000	75,000	0	0.00%
330010-FINES	345,000	360,000	15,000	4.35%
330020-NSF CHARGES	10,000	10,000	0	0.00%
330030-MAGISTRATE PROCEEDS	250	250	0	0.00%
330050-PEN/INTEREST ON TAXES	1,450,000	1,450,000	0	0.00%
330060-INTEREST INCOME	5,000	7,500	2,500	50.00%
330080-PROVINCIAL OFFENCES ACT	25,000	35,000	10,000	40.00%
330090-SUBSIDIARY INVESTMENT	356,250	356,250	0	0.00%
330100-INVESTMENT INCOME	2,670,000	2,670,000	0	0.00%
330120-DIVIDEND INCOME	1,000,000	1,000,000	0	0.00%
330140-SPONSORSHIPS	46,000	46,000	0	0.00%
330150-SALE OF PUBLICATIONS	210	210	0	0.00%
330200-SALE OF EQUIPMENT	60,000	125,000	65,000	108.33%
330250-DONATIONS	34,000	22,000	(12,000)	-35.29%
330260-PROFESSIONAL SERVICES	0	52,530	52,530	100.00%
330290-THIRD PARTY REVENUE	773,261	886,924	113,663	14.70%
330300-COST SHARING	125,000	135,000	10,000	8.00%
330360-MISCELLANEOUS	68,536	152,210	83,674	122.09%
330390-RES FUND- INSURANCE	0	100,000	100,000	100.00%

TAX SUPPORTED OPERATING BUDGET BY ACCOUNT

(VARIANCE 2024 vs. 2025)

			2024 Budget vs 2025 Budget Increase/Decrease	
	Budget 2024	**Budget 2025**	**$**	**%**
330370-FEES FOR SERVICE	117,534	117,534	0	0.00%
330400-RENTS & LEASES	767,235	874,932	107,697	14.04%
330470-LOT 1 - COURTHOUSE	67,500	90,000	22,500	33.33%
330480-LOT 2 - MARKET SQUARE	100	200	100	100.00%
330530-LOT 7 - DIVISION	0	100	100	100.00%
330540-LOT 8 - PLYMOUTH/CHURCHILL	34,500	25,000	(9,500)	-27.54%
330550-ON STREET/SNOW REMOVAL PERMITS	4,000	5,000	1,000	25.00%
340010-LIC - BUSINESS	4,000	25,000	21,000	525.00%
340020-LIC - BINGO/LOTTERY	70,000	105,000	35,000	50.00%
340030-LIC - MARRIAGE	38,000	38,000	0	0.00%
340040-LIC - PLUMBING	3,375	3,375	0	0.00%
340500-PERMITS - GENERAL	2,543,966	1,900,000	(643,966)	-25.31%
340530-PERMITS - SIGNS	4,784	4,784	0	0.00%
340540-PERMITS - POOLS	6,180	6,180	0	0.00%
350500-RES FUND - MIG	200,000	200,000	0	0.00%
350550-RES FUND - DEVELOPMENT	337,135	327,135	(10,000)	-2.97%
350600-RES FUND - LANDFILL SITE	173,088	173,088	0	0.00%
350650-RES FUND - ECONOMICAL DEVELOP	50,000	185,260	135,260	270.52%
350720-RES FUND - OPTG SURPLUS	567,000	740,000	173,000	30.51%
350820-RES FUND - DOWNTOWN BROWNFIELD	220,000	0	(220,000)	-100.00%
350860-RES FUND - INFRASTRUCTURE RENEWAL	465,000	0	(465,000)	-100.00%
350880-RES FUND- BUILDING PROVISION	326,000	1,029,267	703,267	215.73%
Total Revenues / Funding Source	**75,736,242**	**78,637,199**	**2,900,957**	**3.83%**
Expenses / Expenditure:				
510010-SALARIES/WAGES	26,615,242	27,980,540	1,365,298	5.13%
510040-PART-TIME	3,223,685	3,457,641	233,956	7.26%
510100-OVERTIME	465,514	469,214	3,700	0.79%
510200-EMPLOYEE BENEFITS	10,128,865	10,923,212	794,347	7.84%
510230-SELF INSURED EMP BENEFITS	8,000	8,000	0	0.00%
520010-OFFICE EQUIP/SUPPLIES	155,766	171,061	15,295	9.82%
520020-POSTAGE	41,150	39,400	(1,750)	-4.25%
520030-OPERATING EQUIP/SUPPLIES	1,569,226	1,565,636	(3,590)	-0.23%
520040-EQUIPMENT RENTALS	193,325	190,100	(3,225)	-1.67%
520050-ADVERTISING	132,605	100,105	(32,500)	-24.51%
520060-CITY PROMOTIONS	257,800	262,300	4,500	1.75%
520070-NIAGARA COLLEGE EXTRA POLICING	0	2,200	2,200	100.00%
520080-BOARD MEMBER EXPENSE	1,000	1,000	0	0.00%
520090-CONFERENCES/CONVENTIONS	167,340	167,340	0	0.00%
520100-PROFESSIONAL DEVELOPMENT	170,705	170,130	(575)	-0.34%
520110-MEMBERSHIPS	94,093	100,358	6,265	6.66%
520120-UNCOLLECTABLE ACCOUNTS	10,000	10,000	0	0.00%
520140-CORPORATE TRAINING	60,000	140,313	80,313	133.86%
520200-MILEAGE & MEETINGS	54,800	46,800	(8,000)	-14.60%

TAX SUPPORTED OPERATING BUDGET BY ACCOUNT

(VARIANCE 2024 vs. 2025)

			2024 Budget vs 2025 Budget Increase/Decrease	
	Budget 2024	Budget 2025	$	%
520220-CAR ALLOWANCE	36,000	42,000	6,000	16.67%
520230-UNIFORMS/CLOTHING	66,280	140,324	74,044	111.71%
520240-MEAL ALLOWANCE	9,050	8,950	(100)	-1.10%
520250-MISCELLANEOUS	47,000	27,780	(19,220)	-40.89%
520251-INTEGRITY COMMISSIONER-OPERATING-	20,000	20,000	0	0.00%
520252-ADVISORY COMMITTEE ACTIVITY	5,000	5,000	0	0.00%
520270-LEASES - PROPERTY	12,727	13,750	1,023	8.04%
520280-COMMITTEE MEMBER FEES	6,600	6,600	0	0.00%
520310-PENSIONERS RET ALLOWANCE	225	0	(225)	-100.00%
520340-BANK SERVICE CHARGES	72,000	93,755	21,755	30.22%
520350-TAX REGISTRATION	20,000	20,000	0	0.00%
520420-TAXES - CITY OWNED PROP	2,300	2,300	0	0.00%
520430-TAX W/O - CURRENT	1,284,000	1,724,926	440,926	34.34%
520440-TAX W/O - PRIOR YEARS	880,000	880,000	0	0.00%
520450-TAX W/O - PEN/INTEREST	96,000	96,000	0	0.00%
520460-TAX W/O - RECOVERIES	(1,033,000)	(1,033,000)	0	0.00%
520470-CONTINGENCIES	551,000	1,636,268	1,085,268	196.96%
520510-B.I.A. AREAS	154,224	180,913	26,689	17.31%
520580-TITLE SEARCH/LAND FEES	18,500	19,000	500	2.70%
520600-UTILITIES - HEAT	320,045	317,545	(2,500)	-0.78%
520610-UTILITIES - HYDRO	1,079,485	1,047,985	(31,500)	-2.92%
520620-UTILITIES - WTR/SWR	474,200	476,800	2,600	0.55%
520630-UTILITIES - PHONE/FAX	113,000	112,500	(500)	-0.44%
520650-MOBILE COMMUNICATIONS	84,160	84,160	0	0.00%
520660-DATA LINES	19,000	19,000	0	0.00%
520670-FREIGHT/DELIVERY	45,000	45,000	0	0.00%
520690-GRAFFITI/VANDALISM	30,000	30,000	0	0.00%
520700-INS - FIRE	201,130	229,090	27,960	13.90%
520720-INS - FLEET	119,500	182,350	62,850	52.59%
520730-INS - LIABILITY	448,184	472,660	24,476	5.46%
520740-INS - DEDUCTIBLE	315,000	315,000	0	0.00%
520750-APPRAISAL/SURVEY COSTS	50,000	50,000	0	0.00%
520800-SMALL TOOLS	13,700	25,700	12,000	87.59%
520850-BUILDING SECURITY	264,000	357,000	93,000	35.23%
520930-FIT/AQUA PUNCH CARDS	10,000	10,000	0	0.00%
520931-REC RENTALS @ THE DOCKS	4,000	4,000	0	0.00%
520932-REC RENTALS @ THE DOCKS EQUIPMENT	8,000	8,000	0	0.00%
520940-FOOD SERVICES	27,500	28,325	825	3.00%
530000-OUTSIDE CONSULTING	104,000	97,000	(7,000)	-6.73%
530490-YOUTH PROGRAMS	28,500	28,500	0	0.00%
530500-CHILDRENS PROGRAMS	19,500	19,500	0	0.00%
530510-SUMMER CAMPS	47,000	48,260	1,260	2.68%
530520-ADULT PROGRAMS	21,730	22,381	651	3.00%
530530-SENIORS PROGRAMS	19,230	19,806	576	3.00%

TAX SUPPORTED OPERATING BUDGET BY ACCOUNT

(VARIANCE 2024 vs. 2025)

			2024 Budget vs 2025 Budget Increase/Decrease	
	Budget 2024	Budget 2025	$	%
530540-SWIMMING POOL PROGRAM	25,000	25,000	0	0.00%
530550-ARTS & CULTURE	31,000	31,000	0	0.00%
530560-VOLUNTEER SERVICES	15,300	12,695	(2,605)	-17.03%
530570-SPECIAL EVENTS	41,880	32,000	(9,880)	-23.59%
530575-PERMIT EXPENSE	3,000	1,000	(2,000)	-66.67%
530580-PROJECTS ASSOCIATION	73,000	75,190	2,190	3.00%
530590-WELLAND ROSE FESTIVAL	70,000	0	(70,000)	-100.00%
530591-ROSE CITY KIDS	5,000	0	(5,000)	-100.00%
530592-WELLAND FLOAT FEST	10,000	0	(10,000)	-100.00%
530594-OPEN ARMS MISSION	45,000	0	(45,000)	-100.00%
530950-SUMMER CONCERT SERIES	65,000	97,500	32,500	50.00%
540000-OUTSIDE CONTRACTS	2,319,365	2,505,491	186,126	8.02%
540010-CNTRCT-JANITORIAL	385,700	445,200	59,500	15.43%
540020-CNTRCT-PUBLIC PATHWAY	3,500	3,500	0	0.00%
540030-CNTRCT-WEED CUTTING	55,000	70,000	15,000	27.27%
540050-CNTRCT-OUTDR SKATE RINK	2,000	2,000	0	0.00%
540080-CNTRCT-PAVEMENT MARKINGS	65,600	79,600	14,000	21.34%
540090-CNTRCT-RAIL CROSSING	44,000	44,000	0	0.00%
540100-CNTRCT-ELECTRICAL	113,800	110,800	(3,000)	-2.64%
540170-CNTRCT-GARBAGE COLLECT	26,960	26,960	0	0.00%
540210-CNTRCT-ELEVATOR	18,500	18,500	0	0.00%
540220-CNTRCT-HEAT/AIR CONDITIONING	36,300	52,800	16,500	45.45%
540270-CNTRCT - SOFTWARE SUPPORT	1,024,263	1,197,833	173,570	16.95%
540301-DONATIONS-CITY PROMOTIONS	10,000	10,000	0	0.00%
540500-HUMANE SOCIETY	286,655	295,255	8,600	3.00%
540520-TRSF TO MEDICAL RECRUIT PRGM	81,000	40,000	(41,000)	-50.62%
540530-AIRPORT	95,070	110,547	15,477	16.28%
540550-WELLAND PUBLIC LIBRARY	2,626,566	2,771,479	144,913	5.52%
540560-PERMISSIVE GRANTS	100,000	0	(100,000)	-100.00%
540580-INCENTIVE PROGRAMS	660,000	660,000	0	0.00%
540610-WEL HISTORICAL MUSEUM	324,428	304,428	(20,000)	-6.16%
540620-NIAGARA COLLEGE	50,000	50,000	0	0.00%
540660-THE HOPE CENTRE	65,000	0	(65,000)	-100.00%
540670-FOUNDATION FOND FOYER RICH	50,000	50,000	0	0.00%
540680-CITY OF WELLAND HERITAGE ADVISORY	17,501	17,501	0	0.00%
540681-WELLAND HERITAGE COUNCIL	8,000	0	(8,000)	-100.00%
540684-PATHSTONE FOUNDATION	20,000	0	(20,000)	-100.00%
540685-FAITH WELLAND OUTREACH	25,000	0	(25,000)	-100.00%
540686-YMCA OF NIAGARA	244,368	217,727	(26,641)	-10.90%
540688-BELL BOX PROGRAM	0	13,200	13,200	100.00%
540689-COMMUNITY GRANTS	0	356,000	356,000	100.00%
540730-ATLAS LANDFILL-POST CLOSURE	173,088	173,088	0	0.00%
550000-MARRIAGE LIC SUPPLIES	15,000	15,000	0	0.00%
550010-DUPLICATING SUPPLIES	8,000	10,000	2,000	25.00%

TAX SUPPORTED OPERATING BUDGET BY ACCOUNT

(VARIANCE 2024 vs. 2025)

			2024 Budget vs 2025 Budget Increase/Decrease	
	Budget 2024	**Budget 2025**	**$**	**%**
550020-BILLING SUPPLIES	49,000	49,000	0	0.00%
550030-ARMOURED CAR SERVICES	13,340	13,340	0	0.00%
550040-AUDIT FEES	71,470	75,330	3,860	5.40%
550110-AWARDS	11,000	11,200	200	1.82%
550220-OUTSIDE LEGAL COSTS	225,000	265,000	40,000	17.78%
550300-UNION NEGOTIATIONS	6,000	6,000	0	0.00%
550350-PRINTING	1,500	1,500	0	0.00%
550360-VOLUNTEERS	308,490	295,000	(13,490)	-4.37%
560020-FUEL - VEHICLES	440,000	430,000	(10,000)	-2.27%
560030-LICENCE RENEWALS	38,855	38,855	0	0.00%
560170-CAPITAL EQUIPMENT	0	375,000	375,000	100.00%
560200-VEHICLE MAINTENANCE	220,000	242,000	22,000	10.00%
580090-INTERDEPT RECOVERIES	(2,392,700)	(2,525,837)	(133,137)	5.56%
580200-TRANSFER TO CAPITAL	7,313,195	8,063,395	750,200	10.26%
580500-TRANSFER TO RESERVES	60,000	85,000	25,000	41.67%
580510-TRANSFER TO RESERVE FUND	1,790,192	2,071,868	281,676	15.73%
580880-IO -INTEREST	485,160	445,249	(39,911)	-8.23%
580890-IO - PRINCIPAL	1,141,879	1,027,970	(113,909)	-9.98%
580900-DEBT CHGS - INTEREST	1,070,611	982,877	(87,734)	-8.19%
580910-DEBT CHGS - PRINCIPAL	6,081,520	4,764,841	(1,316,679)	-21.65%
Total Expenses / Expenditure	**75,736,242**	**80,383,360**	**4,647,118**	**6.14%**

Proposed Tax-Levy Increase	$1,746,161
Proposed Tax-Levy Percentage	3.54%

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-110-MAYOR'S OFFICE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	76,208	76,226	78,114	58,567	78,114	0	0.00%
510200 - EMPLOYEE BENEFITS	22,310	23,110	24,934	18,225	24,967	33	0.13%
520010 - OFFICE EQUIP/SUPPLIES	2,100	2,501	2,100	1,752	2,100	0	0.00%
520020 - POSTAGE	600	943	600	91	500	(100)	-16.67%
520050 - ADVERTISING	500	175	500	250	500	0	0.00%
520060 - CITY PROMOTIONS	2,000	4,118	5,000	1,980	5,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	13,000	11,860	10,000	7,121	10,000	0	0.00%
520200 - MILEAGE & MEETINGS	5,000	1,634	5,000	1,315	5,000	0	0.00%
520220 - CAR ALLOWANCE	4,800	5,000	4,800	3,400	4,800	0	0.00%
520650 - MOBILE COMMUNICATIONS	500	237	500	201	500	0	0.00%
540000 - OUTSIDE CONTRACTS	250	497	250	476	250	0	0.00%
	127,268	**126,300**	**131,798**	**93,377**	**131,731**	**(67)**	**-0.05%**
Net Total	**(127,268)**	**(126,300)**	**(131,798)**	**(93,377)**	**(131,731)**	**67**	**-0.05%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-111-COUNCILLORS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510040 - PART-TIME	336,864	336,911	345,072	253,389	345,048	(24)	-0.01%
510200 - EMPLOYEE BENEFITS	98,988	88,703	107,508	66,759	96,882	(10,626)	-9.88%
520010 - OFFICE EQUIP/SUPPLIES	400	590	400	50	400	0	0.00%
520050 - ADVERTISING	500	0	500	50	500	0	0.00%
520080 - BOARD MEMBER EXPENSE	1,000	0	1,000	0	1,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	21,560	12,788	60,000	41,752	60,000	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	575	534	575	0	0	(575)	-100.00%
520200 - MILEAGE & MEETINGS	6,500	9,241	6,500	6,532	6,500	0	0.00%
520251 - INTEGRITY COMMISSIONER-OPERATING-CLERKS*	0	0	0	0	20,000	20,000	100.00%
520650 - MOBILE COMMUNICATIONS	7,500	4,011	4,500	3,365	4,500	0	0.00%
	473,887	**452,778**	**526,055**	**371,897**	**534,830**	**8,775**	**1.67%**
Net Total	**(473,887)**	**(452,778)**	**(526,055)**	**(371,897)**	**(534,830)**	**(8,775)**	**1.67%**

* 520251- Integrity Commissioner- transferred from Cost Centre 20-120 (Clerks)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-112-00000-CITY MANAGER / CAO

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	397,183	524,302	409,389	310,962	409,040	(349)	-0.09%
510020 - OTHER SALARIES	0	(72,426)	0	(3,285)	0	0	0.00%
510100 - OVERTIME	0	35,509	0	203	0	0	0.00%
510200 - EMPLOYEE BENEFITS	111,295	113,844	121,256	85,301	122,810	1,554	1.28%
520010 - OFFICE EQUIP/SUPPLIES	700	821	700	1,387	700	0	0.00%
520020 - POSTAGE	0	461	0	0	0	0	0.00%
520060 - CITY PROMOTIONS	25,300	25,300	0	0	0	0	0.00%
520090 - CONFERENCES/CONVENTIONS	6,270	1,727	6,270	15,823	6,270	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	7,700	7,700	7,700	3,803	7,700	0	0.00%
520110 - MEMBERSHIPS	3,185	2,558	3,185	1,704	3,185	0	0.00%
520200 - MILEAGE & MEETINGS	10,000	1,545	10,000	6,201	8,000	(2,000)	-20.00%
520220 - CAR ALLOWANCE	6,000	7,500	6,000	4,250	6,000	0	0.00%
520250 - MISCELLANEOUS	1,500	1,660	1,500	634	1,500	0	0.00%
520470 - CONTINGENCIES	50,000	51,798	50,000	13,320	50,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	1,300	1,483	1,300	421	1,300	0	0.00%
530000 - OUTSIDE CONSULTING	22,000	17,937	22,000	5,840	15,000	(7,000)	-31.82%
540000 - OUTSIDE CONTRACTS	300	576	300	476	0	(300)	-100.00%
580090 - INTERDEPT RECOVERIES	(18,845)	(6,493)	(18,845)	(9,423)	(5,847)	12,998	-68.97%
	623,888	**715,801**	**620,755**	**437,617**	**625,658**	**4,903**	**0.79%**
Net Total	**(623,888)**	**(715,801)**	**(620,755)**	**(437,617)**	**(625,658)**	**(4,903)**	**0.79%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-120-CLERKS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320230 - FEE/SC - MARRIAGE ADMIN FEE	15,000	17,492	15,000	19,172	17,500	2,500	16.67%
320290 - FEE/SC - BURIAL PERMITS	10,500	14,018	10,500	12,353	12,000	1,500	14.29%
320310 - FEE/SC - PHOTOCOPYING	1,500	3,184	1,500	1,280	1,500	0	0.00%
320320 - FEE/SC - COMMISSIONERS	3,500	6,736	3,500	5,293	6,000	2,500	71.43%
320460 - FEE/SC - MISCELLANEOUS	2,000	0	2,000	0	0	(2,000)	-100.00%
320800 - FEE/SC - PROMOTIONAL ITEMS	0	854	0	429	2,000	2,000	100.00%
340020 - LIC - BINGO/LOTTERY	53,000	106,441	70,000	133,923	105,000	35,000	50.00%
340030 - LIC - MARRIAGE	38,000	35,880	38,000	28,125	38,000	0	0.00%
	123,500	**184,603**	**140,500**	**200,574**	**182,000**	**41,500**	**29.54%**
Expenses							
510010 - SALARIES/WAGES	468,532	470,054	483,253	273,527	578,758	95,505	19.76%
510020 - OTHER SALARIES	0	2,849	0	(5,801)	0	0	0.00%
510040 - PART-TIME	0	7,028	0	93,900	0	0	0.00%
510100 - OVERTIME	1,089	1,040	1,111	1,345	1,111	0	0.00%
510200 - EMPLOYEE BENEFITS	169,827	176,993	184,740	162,420	222,299	37,559	20.33%
520010 - OFFICE EQUIP/SUPPLIES	5,000	5,439	5,000	7,536	6,000	1,000	20.00%
520020 - POSTAGE	2,000	1,849	1,000	507	1,000	0	0.00%
520050 - ADVERTISING	1,000	101	1,000	0	2,000	1,000	100.00%
520060 - CITY PROMOTIONS	7,500	7,500	7,500	702	7,500	0	0.00%
520090 - CONFERENCES/CONVENTIONS	4,400	1,167	4,400	812	4,400	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	3,575	4,541	3,575	12,785	3,575	0	0.00%
520110 - MEMBERSHIPS	1,295	2,102	2,500	631	2,500	0	0.00%
520200 - MILEAGE & MEETINGS	1,000	166	1,000	717	1,000	0	0.00%
520220 - CAR ALLOWANCE	1,200	1,250	1,200	850	1,200	0	0.00%
520240 - MEAL ALLOWANCE	100	0	100	10	100	0	0.00%
520250 - MISCELLANEOUS	250	330	250	220	400	150	60.00%
520251 - INTEGRITY COMMISSIONER-OPERATING-CLERKS**	20,000	16,740	20,000	30,083	0	(20,000)	-100.00%
520252 - ADVISORY COMMITTEE ACTIVITY	5,000	2,363	5,000	2,172	5,000	0	0.00%
520270 - LEASES - PROPERTY	5,977	5,643	5,977	4,799	7,000	1,023	17.12%
520650 - MOBILE COMMUNICATIONS	1,000	407	500	319	500	0	0.00%
540000 - OUTSIDE CONTRACTS	1,000	1,193	1,000	592	2,000	1,000	100.00%
550000 - MARRIAGE LIC SUPPLIES	15,000	14,400	15,000	0	15,000	0	0.00%
550010 - DUPLICATING SUPPLIES	8,000	9,856	8,000	7,306	10,000	2,000	25.00%
550110 - AWARDS	9,000	4,109	9,000	3,415	9,000	0	0.00%
580500 - TRANSFER TO RESERVES	40,000	40,000	50,000	50,000	75,000	25,000	50.00%
	771,745	**777,119**	**811,106**	**648,846**	**955,343**	**144,237**	**17.78%**
Net Total	**(648,245)**	**(592,515)**	**(670,606)**	**(448,272)**	**(773,343)**	**(102,737)**	**15.32%**

** 520251- Integrity Commissioner-transferred to Cost Centre 20-111 (Councillors)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-125-COMMUNICATIONS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320480 - FEE/SC - ADVERTISING	12,500	11,495	7,500	13,005	12,000	4,500	60.00%
330250 - DONATIONS	0	20,000	0	0	0	0	0.00%
	12,500	**31,495**	**7,500**	**13,005**	**12,000**	**4,500**	**60.00%**
Expenses							
510010 - SALARIES/WAGES*	169,094	181,079	189,599	157,594	368,255	178,656	94.23%
510020 - OTHER SALARIES	0	(1,376)	0	(1,335)	0	0	0.00%
510040 - PART-TIME	0	0	0	33,409	0	0	0.00%
510100 - OVERTIME	0	1,365	0	0	0	0	0.00%
510200 - EMPLOYEE BENEFITS*	59,504	64,426	68,267	69,298	135,128	66,861	97.94%
520010 - OFFICE EQUIP/SUPPLIES	500	975	500	895	1,500	1,000	200.00%
520050 - ADVERTISING	85,000	64,761	85,000	35,701	50,000	(35,000)	-41.18%
520060 - CITY PROMOTIONS	0	0	10,300	2,918	10,300	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	825	825	825	782	825	0	0.00%
520110 - MEMBERSHIPS	400	375	500	607	1,000	500	100.00%
520200 - MILEAGE & MEETINGS	500	0	500	0	500	0	0.00%
520240 - MEAL ALLOWANCE	0	130	0	0	0	0	0.00%
520650 - MOBILE COMMUNICATIONS	500	409	500	340	500	0	0.00%
530570 - SPECIAL EVENTS	2,500	987	2,500	800	2,500	0	0.00%
540000 - OUTSIDE CONTRACTS	15,000	26,998	10,000	5,189	10,000	0	0.00%
	333,823	**340,955**	**368,491**	**306,199**	**580,508**	**212,017**	**57.54%**
Net Total	**(321,323)**	**(309,460)**	**(360,991)**	**(293,194)**	**(568,508)**	**(207,517)**	**57.49%**

* 1 FTE - transferred from Cost Centre 20- 131 - (Information Services) -Computer Analyst/Webmaster

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-130-FINANCE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320340 - FEE/SC - TAX REGISTER	55,000	20,557	55,000	2,925	55,000	0	0.00%
320350 - FEE/SC - TAX/WTR CERT	50,000	43,440	50,000	38,960	50,000	0	0.00%
320351 - NEW TAX ROLL & OWNERSHIP CHANGE	55,000	73,260	55,000	49,315	55,000	0	0.00%
320352 - MORTGAGE CO. FEE	0	0	0	0	25,000	25,000	100.00%
320460 - FEE/SC - MISCELLANEOUS	6,000	21,736	6,000	18,940	20,000	14,000	233.33%
320470 - FEE/SC - ACCT ADMIN	40,000	39,915	40,000	30,930	40,000	0	0.00%
320870 - FEE/SC - ADD TO TAX ROLL	45,000	72,400	45,000	79,150	80,000	35,000	77.78%
320880 - FEE/SC - TAXES VERBAL REQUEST	40,000	20,615	40,000	21,758	22,000	(18,000)	-45.00%
330020 - NSF CHARGES	10,000	10,265	10,000	8,040	10,000	0	0.00%
330360 - MISCELLANEOUS	1,500	0	1,500	0	1,500	0	0.00%
	302,500	**302,188**	**302,500**	**250,018**	**358,500**	**56,000**	**18.51%**
Expenses							
510010 - SALARIES/WAGES	1,942,546	1,528,145	2,051,350	1,437,954	2,078,191	26,841	1.31%
510020 - OTHER SALARIES	0	11,850	0	(28,145)	0	0	0.00%
510040 - PART-TIME	0	75,932	0	3,702	0	0	0.00%
510100 - OVERTIME	9,180	2,611	9,365	2,214	9,365	0	0.00%
510200 - EMPLOYEE BENEFITS	676,947	635,161	732,817	614,601	759,352	26,535	3.62%
520010 - OFFICE EQUIP/SUPPLIES	13,850	13,508	13,850	7,695	13,850	0	0.00%
520020 - POSTAGE	23,000	68,485	23,000	25,785	23,000	0	0.00%
520060 - CITY PROMOTIONS	2,000	2,000	2,000	155	2,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	7,150	4,214	8,300	7,041	8,300	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	8,970	8,970	8,970	1,960	8,970	0	0.00%
520110 - MEMBERSHIPS	7,946	5,771	7,946	7,643	7,946	0	0.00%
520200 - MILEAGE & MEETINGS	3,000	337	3,000	1,040	3,000	0	0.00%
520220 - CAR ALLOWANCE	0	0	6,000	4,000	6,000	0	0.00%
520240 - MEAL ALLOWANCE	500	385	500	199	500	0	0.00%
520340 - BANK SERVICE CHARGES	9,000	10,197	9,000	7,873	9,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	2,100	1,165	1,500	974	1,500	0	0.00%
540000 - OUTSIDE CONTRACTS	35,000	137,815	35,000	15,083	35,000	0	0.00%
550020 - BILLING SUPPLIES	5,000	1,464	49,000	44,186	49,000	0	0.00%
550030 - ARMOURED CAR SERVICES	10,840	10,583	10,840	7,927	10,840	0	0.00%
550040 - AUDIT FEES	57,290	57,290	67,950	67,950	71,810	3,860	5.68%
580090 - INTERDEPT RECOVERIES	(299,681)	(103,249)	(299,681)	(149,841)	(556,831)	(257,150)	85.81%
	2,514,638	**2,472,635**	**2,740,707**	**2,079,993**	**2,540,793**	**(199,914)**	**-7.29%**
Net Total	**(2,212,138)**	**(2,170,447)**	**(2,438,207)**	**(1,829,975)**	**(2,182,293)**	**255,914**	**-10.50%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-131-INFORMATION SERVICES

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330200 - SALE OF EQUIPMENT	0	1,200	0	0	0	0	0.00%
	0	**1,200**	**0**	**0**	**0**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES*	421,178	421,557	536,681	280,521	457,990	(78,691)	-14.66%
510020 - OTHER SALARIES	0	0	0	(10,422)	0	0	0.00%
510200 - EMPLOYEE BENEFITS*	142,725	152,453	184,258	141,543	163,137	(21,121)	-11.46%
520010 - OFFICE EQUIP/SUPPLIES	46,000	50,446	46,000	41,515	52,000	6,000	13.04%
520020 - POSTAGE	50	161	50	2	50	0	0.00%
520090 - CONFERENCES/CONVENTIONS	3,300	3,776	3,300	1,933	3,300	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	6,600	6,600	6,600	4,730	6,600	0	0.00%
520110 - MEMBERSHIPS	1,100	463	1,100	463	1,100	0	0.00%
520200 - MILEAGE & MEETINGS	500	0	500	0	500	0	0.00%
520240 - MEAL ALLOWANCE	50	0	50	0	50	0	0.00%
520630 - UTILITIES - PHONE/FAX	106,000	114,256	106,000	81,713	106,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	2,000	1,856	2,000	1,102	2,000	0	0.00%
520660 - DATA LINES	19,000	16,070	19,000	6,230	19,000	0	0.00%
540000 - OUTSIDE CONTRACTS	104,330	133,933	104,330	104,521	104,330	0	0.00%
540270 - CNTRCT - SOFTWARE SUPPORT	855,813	999,894	1,024,263	773,589	1,197,833	173,570	16.95%
560170 - CAPITAL EQUIPMENT **	0	0	0	0	240,000	240,000	100.00%
580090 - INTERDEPT RECOVERIES	(53,389)	(18,394)	(53,389)	(26,695)	(30,708)	22,681	-42.48%
	1,655,257	**1,883,071**	**1,980,743**	**1,400,747**	**2,323,182**	**342,439**	**17.29%**
Net Total	**(1,655,257)**	**(1,881,871)**	**(1,980,743)**	**(1,400,747)**	**(2,323,182)**	**(342,439)**	**17.29%**

* 1 FTE- transferred to Cost Centre 20- 125 -(Communications)-Computer Analyst/Webmaster

** 560170-CAPITAL EQUIPMENT - 2025 allocation into Base budget from Capital Budget

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-134-TAXATION / GENERAL REVENUE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
310010 - TAXES	46,373,330	46,373,183	49,261,919	49,261,757	50,695,441	1,433,522	2.91%
310100 - LOCAL IMPROVEMENTS	19	20	19	20	20	1	5.26%
310130 - BUS IMPROVEMENT AREAS	154,224	180,913	154,224	180,913	180,913	26,689	17.31%
310210 - TAXES - SUPPLEMENTAL	1,050,000	1,712,463	1,125,000	1,047,763	1,150,000	25,000	2.22%
310300 - PIL - GVMT SERVICES	84,000	166,834	84,000	6,938	84,000	0	0.00%
310310 - PIL - PWC & CANADA POST	21,100	20,388	21,100	20,746	21,100	0	0.00%
310320 - PIL - CANADA ENT. SLSA	40,000	38,930	40,000	40,687	40,000	0	0.00%
310340 - PIL - ONTARIO HYDRO	106,000	100,154	106,000	100,331	106,000	0	0.00%
310350 - PIL - REGION	375,000	391,894	375,000	400,337	400,000	25,000	6.67%
310360 - PIL - WELLAND HYDRO	41,000	38,323	41,000	39,044	41,000	0	0.00%
310380 - PIL - NIAGARA COLLEGE	275,000	200,156	275,000	200,156	200,155	(74,845)	-27.22%
310390 - PIL - HOSPITAL	18,000	15,371	18,000	15,371	15,500	(2,500)	-13.89%
310410 - PIL - RAILWAYS(ACREAGE)	43,500	31,082	43,500	30,817	32,000	(11,500)	-26.44%
320010 - UNCONDITIONAL GRANTS ONT	3,948,900	3,948,900	3,911,400	2,933,550	4,047,700	136,300	3.48%
320040 - FEDERAL GRANTS	1,730,588	1,730,588	1,730,588	876,393	1,825,819	95,231	5.50%
320050 - ONTARIO SPECIFIC GRANTS	2,295,195	2,295,195	2,295,195	3,198,723	3,035,395	740,200	32.25%
320770 - DISCOUNTS	500	82	500	565	500	0	0.00%
330050 - PEN/INTEREST ON TAXES	1,450,000	1,420,729	1,450,000	1,136,595	1,450,000	0	0.00%
330060 - INTEREST INCOME	5,000	7,293	5,000	46,945	7,500	2,500	50.00%
330080 - PROVINCIAL OFFENCES ACT	52,000	30,240	25,000	30,240	35,000	10,000	40.00%
330090 - SUBSIDIARY INVESTMENT	356,250	356,250	356,250	356,250	356,250	0	0.00%
330100 - INVESTMENT INCOME	2,350,000	3,110,978	2,350,000	1,501,621	2,350,000	0	0.00%
330120 - DIVIDEND INCOME	1,000,000	1,000,000	1,000,000	1,100,000	1,000,000	0	0.00%
330260 - PROFESSIONAL SERVICES*	0	0	0	42,500	0	0	0.00%
330360 - MISCELLANEOUS	40,500	110,187	40,500	121,875	120,890	80,390	198.49%
330390 RES FUND - INSURANCE	0	0	0	0	100,000	100,000	100.00%
330400 - RENTS & LEASES	49,997	32,493	40,420	25,984	97,246	56,826	140.59%
340550 - F/X GAIN/LOSS	0	105,566	0	0	0	0	0.00%
350720 - RES FUND - OPTG SURPLUS	563,000	563,000	567,000	567,000	740,000	173,000	30.51%
350860 - RES FUND - INFRASTRUCTURE	465,000	465,000	465,000	465,000	0	(465,000)	-100.00%
	62,888,103	**64,446,213**	**65,781,615**	**63,748,121**	**68,132,429**	**2,350,814**	**3.57%**
Net Total	**62,888,103**	**64,446,213**	**65,781,615**	**63,748,121**	**68,132,429**	**2,350,814**	**3.57%**

* 330260 PROFESSIONAL SERVICES -2025 Budget established in Cost Centre 20-136 (Welland Public Library)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-135-GENERAL EXPENDITURES

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510200 - EMPLOYEE BENEFITS	289,441	164,806	289,441	106,325	289,441	0	0.00%
520060 - CITY PROMOTIONS	75,000	75,000	40,000	13,836	40,000	0	0.00%
520110 - MEMBERSHIPS	17,405	19,030	17,405	16,254	17,405	0	0.00%
520120 - UNCOLLECTABLE ACCOUNTS	10,000	254	10,000	0	10,000	0	0.00%
520140 - CORPORATE TRAINING	0	0	0	0	80,313	80,313	100.00%
520250 - MISCELLANEOUS *	13,200	13,791	13,200	347	0	(13,200)	-100.00%
520310 - PENSIONERS RET ALLOWANCE	225	0	225	0	0	(225)	-100.00%
520340 - BANK SERVICE CHARGES	10,000	3,615	10,000	4,059	10,000	0	0.00%
520350 - TAX REGISTRATION	20,000	14,343	20,000	2,035	20,000	0	0.00%
520370 - SICK LEAVE PAYOUTS	0	0	0	7,292	0	0	0.00%
520420 - TAXES - CITY OWNED PROP	2,300	27,024	2,300	120,944	2,300	0	0.00%
520430 - TAX W/O - CURRENT	1,284,000	1,377,954	1,284,000	555,643	1,724,926	440,926	34.34%
520440 - TAX W/O - PRIOR YEARS	880,000	105,116	880,000	106,662	880,000	0	0.00%
520450 - TAX W/O - PEN/INTEREST	96,000	2,636	96,000	120,258	96,000	0	0.00%
520460 - TAX W/O - RECOVERIES	(1,033,000)	(229,583)	(1,033,000)	0	(1,033,000)	0	0.00%
520470 - CONTINGENCIES	185,000	236,464	501,000	(11,314)	1,586,268	1,085,268	216.62%
520510 - B.I.A. AREAS	154,224	180,913	154,224	180,913	180,913	26,689	17.31%
520700 - INS - FIRE	140,605	182,045	182,605	208,543	208,550	25,945	14.21%
520730 - INS - LIABILITY	392,244	442,129	442,244	466,201	466,205	23,961	5.42%
520740 - INS - DEDUCTIBLE	315,000	339,054	315,000	587,888	315,000	0	0.00%
530000 - OUTSIDE CONSULTING	40,000	32,400	40,000	7,809	40,000	0	0.00%
540520 - TRSF TO MEDICAL RECRUIT PRGM*	81,000	81,000	81,000	0	0	(81,000)	-100.00%
580200 - TRANSFER TO CAPITAL	7,788,195	7,788,195	7,313,195	5,018,000	8,063,395	750,200	10.26%
580510 - TRANSFER TO RESERVE FUND	1,730,588	1,730,588	1,730,588	0	1,825,819	95,231	5.50%
580880 - IO -INTEREST	121,300	121,298	103,780	99,669	90,715	(13,065)	-12.59%
580890 - IO - PRINCIPAL	623,900	623,860	509,879	439,696	395,970	(113,909)	-22.34%
580900 - DEBT CHGS - INTEREST	1,577,003	1,577,002	1,070,611	833,361	982,877	(87,734)	-8.19%
580910 - DEBT CHGS - PRINCIPAL	5,902,615	5,902,615	6,081,520	5,290,681	4,764,841	(1,316,679)	-21.65%
580920 - OTHER DEBT INTEREST	0	(51,654)	0	(320,550)	0	0	0.00%
	20,716,245	**20,759,895**	**20,155,217**	**13,854,551**	**21,057,938**	**902,721**	**4.48%**
Net Total	**(20,716,245)**	**(20,759,895)**	**(20,155,217)**	**(13,854,551)**	**(21,057,938)**	**(902,721)**	**4.48%**

*520250- Miscellaneous - Budget allocated to Cost Centre 20-139 (Community Grants) (RE: Bell Box Program)

* 540520-TRSF TO MEDICAL RECRUIT PRGM - transferred to Cost Centre 20-138 (Contractual Funding Agreements)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-136 -WELLAND PUBLIC LIBRARY

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330260 - PROFESSIONAL SERVICES*	0	0	0	0	52,530	52,530	100.00%
330300 - COST SHARING*	0	0	0	0	135,000	135,000	100.00%
330400 - RENTS & LEASES	0	0	0	0	1	1	100.00%
350550 - RES FUND - DEVELOPMENT*	0	0	0	0	82,100	82,100	100.00%
	0	**0**	**0**	**0**	**269,631**	**269,631**	**100.00%**
Expenses							
540550 - WELLAND PUBLIC LIBRARY*	0	0	0	0	2,771,479	2,771,479	100.00%
	0	**0**	**0**	**0**	**2,771,479**	**2,771,479**	**100.00%**
Net Total	**0**	**0**	**0**	**0**	**(2,501,848)**	**(2,501,848)**	**100.00%**

* 330260 PROFESSIONAL SERVICES- Established for 2025
* 330300 COST SHARING- transferred from Cost Centre 20-439 (Facilities- Civic Square)
* 350550 RES FUND - DEVELOPMENT- transferred from Cost Centre 20-139 (Community Grants)
* 540550 WELLAND PUBLIC LIBRARY- transferred from Cost Centre 20-139 (Community Grants)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-137 - NIAGARA CENTRAL DOROHTY RUNGELING AIRPORT

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
540530 - AIRPORT*	0	0	0	0	110,547	110,547	100.00%
	0	**0**	**0**	**0**	**110,547**	**110,547**	**100.00%**
Net Total	**0**	**0**	**0**	**0**	**(110,547)**	**(110,547)**	**100.00%**

* 540530 AIRPORT-transferred from Cost Centre 20-139 (Community Grants)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-138 - CONTRACTUAL FUNDING AGREEMENTS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
540520 - TRSF TO MEDICAL RECRUIT PRGM	0	0	0	0	40,000	40,000	100.00%
540620 - NIAGARA COLLEGE	0	0	0	0	50,000	50,000	100.00%
540670 - FOUNDATION FOND FOYER RICH	0	0	0	0	50,000	50,000	100.00%
540686 - YMCA OF NIAGARA	0	0	0	0	217,727	217,727	100.00%
	0	**0**	**0**	**0**	**357,727**	**357,727**	**100.00%**
Net Total	**0**	**0**	**0**	**0**	**(357,727)**	**(357,727)**	**100.00%**

*All Contractual Funding Agreements have been transferred from Cost Centre 20-139 (Community Grants)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-139-COMMUNITY GRANTS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
350550 - RES FUND - DEVELOPMENT*	133,000	133,000	92,100	92,100	0	(92,100)	-100.00%
	133,000	**133,000**	**92,100**	**92,100**	**0**	**(92,100)**	**-100.00%**
Expenses							
530590 - WELLAND ROSE FESTIVAL	70,000	70,000	70,000	70,000	0	(70,000)	-100.00%
530591 - ROSE CITY KIDS	25,000	25,000	5,000	5,000	0	(5,000)	-100.00%
530592 - WELLAND FLOAT FEST	10,000	10,000	10,000	10,000	0	(10,000)	-100.00%
530593 - NIAGARA SAFETY VILLAGE	6,000	6,000	0	0	0	0	0.00%
530594 - OPEN ARMS MISSION	45,000	45,000	45,000	45,000	0	(45,000)	-100.00%
540530 - AIRPORT*	85,124	85,123	95,070	95,070	0	(95,070)	-100.00%
540550 - WELLAND PUBLIC LIBRARY*	2,556,184	2,556,184	2,626,566	2,204,155	0	(2,626,566)	-100.00%
540560 - PERMISSIVE GRANTS	90,735	90,735	100,000	108,000	0	(100,000)	-100.00%
540610 - WEL HISTORICAL MUSEUM*	307,719	307,719	324,428	324,428	0	(324,428)	-100.00%
540620 - NIAGARA COLLEGE*	50,000	50,000	50,000	0	0	(50,000)	-100.00%
540660 - THE HOPE CENTRE	65,000	65,000	65,000	65,000	0	(65,000)	-100.00%
540670 - FOUNDATION FOND FOYER RICH*	50,000	50,000	50,000	50,000	0	(50,000)	-100.00%
540680 - CITY OF WELLAND HERITAGE	17,501	17,501	17,501	17,501	0	(17,501)	-100.00%
540681 - WELLAND HERITAGE COUNCIL	0	0	8,000	8,000	0	(8,000)	100.00%
540683 - RESIDENTIAL HOSPICE NIAGARA	85,000	85,000	0	0	0	0	0.00%
540684 - PATHSTONE FOUNDATION	20,000	20,000	20,000	20,000	0	(20,000)	-100.00%
540685 - FAITH WELLAND OUTREACH	25,000	25,000	25,000	25,000	0	(25,000)	-100.00%
540686 - YMCA OF NIAGARA*	0	0	244,368	244,368	0	(244,368)	-100.00%
540687 - HOLY TRINITY - SHELTER	0	0	0	54,129	0	0	100.00%
540688 - BELL BOX PROGRAM*	0	0	0	0	13,200	13,200	100.00%
540689 - COMMUNITY GRANTS	0	0	0	0	356,000	356,000	100.00%
	3,508,263	**3,508,262**	**3,755,933**	**3,345,651**	**369,200**	**(3,386,733)**	**-90.17%**
Net Total	**(3,375,263)**	**(3,375,262)**	**(3,663,833)**	**(3,253,551)**	**(369,200)**	**3,294,633**	**-89.92%**

* 350550 RES FUND DEVELOPMENT-transferred to Cost Centre 20-136 (Welland Public Library)
* 540530 AIRPORT- transferred to Cost Centre 20-137 (Niagara Central Dorothy Rungeling Airport)
* 540550 WELLAND PUBLIC LIBRARY -transferred to Cost Centre 20-136 (Welland Public Library)
* 540620 NIAGARA COLLEGE-transferred to Cost Centre 20-138 (Contractual Funding Agreements)
* 540670 FOUNDATION FOND FOYER RICH-transferred to Cost Centre 20-138 (Contractual Funding Agreements)
* 540680- CITY OF WELLAND HERITAGE ADVISORY - transferred to Cost Centre -20-510 (Planning and Development Service)
* 540686 YMCA OF NIAGARA-Transferred to Cost Centre 20-138 (Contractual Funding Agreements)
* 540688- Bell Box Program - Allocated from Cost Centre -20-135 (General Expenditures)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-140-LEGAL

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320360 - FEE/SC - LEGAL FEES	1,500	706	1,500	474	1,500	0	0.00%
	1,500	**706**	**1,500**	**474**	**1,500**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	141,929	156,510	204,354	77,869	259,986	55,632	27.22%
510020 - OTHER SALARIES	0	923	0	(1,778)	0	0	0.00%
510100 - OVERTIME	0	471	0	74	0	0	0.00%
510200 - EMPLOYEE BENEFITS	36,555	56,722	54,834	33,267	65,275	10,441	19.04%
520010 - OFFICE EQUIP/SUPPLIES	600	1,346	750	458	3,000	2,250	300.00%
520020 - POSTAGE	300	31	200	1	200	0	0.00%
520090 - CONFERENCES/CONVENTIONS	550	133	3,550	0	3,550	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	1,100	1,100	4,100	0	4,100	0	0.00%
520110 - MEMBERSHIPS	415	100	3,415	0	3,415	0	0.00%
520200 - MILEAGE & MEETINGS	200	0	200	0	200	0	0.00%
520580 - TITLE SEARCH/LAND FEES	5,000	7,100	7,500	9,043	8,000	500	6.67%
520650 - MOBILE COMMUNICATIONS	0	97	300	194	300	0	0.00%
540000 - OUTSIDE CONTRACTS	300	1,516	300	592	2,000	1,700	566.67%
550210 - LEGAL - RETAINER	0	65,801	0	94,861	0	0	0.00%
550220 - OUTSIDE LEGAL COSTS	60,000	183,075	60,000	155,499	100,000	40,000	66.67%
	246,949	**474,925**	**339,503**	**370,080**	**450,026**	**110,523**	**32.55%**
Net Total	**(245,449)**	**(474,219)**	**(338,003)**	**(369,606)**	**(448,526)**	**(110,523)**	**32.70%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-150-HUMAN RESOURCES

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	391,571	339,850	433,450	315,624	527,106	93,656	21.61%
510020 - OTHER SALARIES	0	996	0	(11,492)	0	0	0.00%
510040 - PART-TIME*	327,625	349,979	336,316	253,601	289,638	(46,678)	-13.88%
510100 - OVERTIME	1,000	5,768	1,000	600	1,000	0	0.00%
510200 - EMPLOYEE BENEFITS	183,220	224,780	206,519	196,025	232,831	26,312	12.74%
510230 - SELF INSURED EMP BENEFITS	8,000	1,187	8,000	2,970	8,000	0	0.00%
520010 - OFFICE EQUIP/SUPPLIES	3,775	1,138	2,965	480	2,965	0	0.00%
520020 - POSTAGE	800	268	800	186	800	0	0.00%
520050 - ADVERTISING	26,605	22,190	26,605	34,816	26,605	0	0.00%
520060 - CITY PROMOTIONS	25,000	25,000	25,000	12,817	25,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	2,940	2,361	4,000	3,795	4,000	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	8,250	8,250	5,000	749	5,000	0	0.00%
520110 - MEMBERSHIPS	3,000	2,127	4,500	3,107	4,500	0	0.00%
520140 - CORPORATE TRAINING	60,000	57,715	60,000	27,533	60,000	0	0.00%
520200 - MILEAGE & MEETINGS	3,000	1,429	3,000	175	1,000	(2,000)	-66.67%
520250 - MISCELLANEOUS	1,800	666	1,800	358	1,800	0	0.00%
520650 - MOBILE COMMUNICATIONS	1,000	492	700	390	700	0	0.00%
540000 - OUTSIDE CONTRACTS	48,000	74,264	48,000	50,047	48,000	0	0.00%
550220 - OUTSIDE LEGAL COSTS	150,000	177,292	150,000	68,350	150,000	0	0.00%
550300 - UNION NEGOTIATIONS	6,000	4,644	6,000	3,126	6,000	0	0.00%
550350 - PRINTING	1,500	956	1,500	891	1,500	0	0.00%
	1,253,086	**1,301,351**	**1,325,155**	**964,146**	**1,396,445**	**71,290**	**5.38%**
Net Total	**(1,253,086)**	**(1,301,351)**	**(1,325,155)**	**(964,146)**	**(1,396,445)**	**(71,290)**	**5.38%**

* 510040 PART-TIME - 4 Parks students transferred to Cost Centre 20-410 (Parks and Open Spaces)
* 510040 PART-TIME - 1 Sidewalk Inspection student transferred to Cost Centre-20-310 (Engineering)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-210-FIRE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320370 - FEE/SC - INSPECTION FEES	59,767	178,703	59,767	35,098	35,000	(24,767)	-41.44%
320460 - FEE/SC - MISCELLANEOUS	76,429	21,428	76,429	15,358	76,429	0	0.00%
320710 - FEE/SC - SMOKE ALARMS	1,000	1,440	1,000	28	1,500	500	50.00%
320850 - FEE/SC - FIREWORKS	1,700	0	1,700	827	750	(950)	-55.88%
330370 - FEES FOR SERVICE	117,534	102,076	117,534	40,067	117,534	0	0.00%
	256,430	**303,647**	**256,430**	**91,377**	**231,213**	**(25,217)**	**-9.83%**
Expenses							
510010 - SALARIES/WAGES	8,204,081	7,770,294	9,062,555	6,007,319	9,131,963	69,408	0.77%
510020 - OTHER SALARIES	0	(22,622)	0	0	0	0	0.00%
510040 - PART-TIME	0	48,005	0	0	0	0	0.00%
510100 - OVERTIME	125,000	158,671	125,000	187,965	150,000	25,000	20.00%
510200 - EMPLOYEE BENEFITS	2,485,587	2,471,260	2,779,914	2,138,970	2,951,556	171,642	6.17%
520010 - OFFICE EQUIP/SUPPLIES	10,000	11,967	5,500	5,964	10,000	4,500	81.82%
520020 - POSTAGE	1,850	1,234	1,850	321	500	(1,350)	-72.97%
520030 - OPERATING EQUIP/SUPPLIES	120,640	271,043	120,640	124,038	120,000	(640)	-0.53%
520060 - CITY PROMOTIONS	10,500	10,500	10,500	1,453	10,500	0	0.00%
520090 - CONFERENCES/CONVENTIONS	4,400	5,299	4,400	0	4,400	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	38,500	38,500	38,500	15,974	38,500	0	0.00%
520110 - MEMBERSHIPS	3,975	3,672	4,175	2,030	4,650	475	11.38%
520200 - MILEAGE & MEETINGS	2,000	3,188	2,000	1,618	2,800	800	40.00%
520230 - UNIFORMS/CLOTHING*	0	0	0	0	65,000	65,000	100.00%
520250 - MISCELLANEOUS	2,000	1,015	2,000	921	2,000	0	0.00%
520370 - SICK LEAVE PAYOUTS	0	26,370	0	39,318	0	0	0.00%
520650 - MOBILE COMMUNICATIONS	15,000	16,602	18,000	8,737	18,000	0	0.00%
540000 - OUTSIDE CONTRACTS	250,800	246,071	265,848	239,924	292,000	26,152	9.84%
550110 - AWARDS	1,700	1,752	2,000	0	2,200	200	10.00%
550220 - OUTSIDE LEGAL COSTS	15,000	21,935	15,000	8,221	15,000	0	0.00%
550360 - VOLUNTEERS	293,800	134,289	308,490	150,553	295,000	(13,490)	-4.37%
560020 - FUEL - VEHICLES	0	42,807	65,000	25,083	55,000	(10,000)	-15.38%
560040 - EMERGENCY MANAGEMENT EXP	0	0	0	1,947	0	0	0.00%
560170 - CAPITAL EQUIPMENT*	0	0	0	0	135,000	135,000	100.00%
560200 - VEHICLE MAINTENANCE	0	465,927	220,000	238,246	242,000	22,000	10.00%
	11,584,833	**11,727,780**	**13,051,372**	**9,198,602**	**13,546,069**	**494,697**	**3.79%**
Net Total	**(11,328,403)**	**(11,424,133)**	**(12,794,942)**	**(9,107,225)**	**(13,314,856)**	**(519,914)**	**4.06%**

* 560230-Uniforms & Clothing - 2025 allocation into Base budget from Capital Budget
* 560170-CAPITAL EQUIPMENT - 2025 allocation into Base budget from Capital Budget

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-310-ENGINEERING - ADMINISTRATION

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320050 - ONTARIO SPECIFIC GRANTS	3,000	0	3,000	0	3,000	0	0.00%
320370 - FEE/SC - INSPECTION FEES	197,421	129,491	290,373	0	290,373	0	0.00%
320810 - FEE/SC - ENG REVIEW/INSPECTION	30,000	46,935	30,000	116,735	50,000	20,000	66.67%
	230,421	**176,427**	**323,373**	**116,735**	**343,373**	**20,000**	**6.18%**
Expenses							
510010 - SALARIES/WAGES	2,387,397	2,155,540	2,608,679	1,585,761	2,616,095	7,416	0.28%
510020 - OTHER SALARIES	0	7,554	0	(23,100)	0	0	0.00%
510040 - PART-TIME*	0	29,654	0	20,251	15,156	15,156	100.00%
510100 - OVERTIME	86,700	48,912	71,700	17,749	50,000	(21,700)	-30.26%
510200 - EMPLOYEE BENEFITS	784,316	758,465	882,667	696,169	930,954	48,287	5.47%
520010 - OFFICE EQUIP/SUPPLIES	8,200	3,789	8,200	3,054	8,200	0	0.00%
520020 - POSTAGE	3,500	1,837	3,500	656	3,500	0	0.00%
520030 - OPERATING EQUIP/SUPPLIES	7,500	21,383	7,500	5,624	9,500	2,000	26.67%
520090 - CONFERENCES/CONVENTIONS	9,350	9,564	9,350	7,670	9,350	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	26,600	26,600	26,600	3,268	26,600	0	0.00%
520110 - MEMBERSHIPS	10,900	6,333	10,900	7,525	10,900	0	0.00%
520200 - MILEAGE & MEETINGS	4,000	502	2,000	928	2,000	0	0.00%
520220 - CAR ALLOWANCE	6,000	6,000	6,000	4,500	6,000	0	0.00%
520230 - UNIFORMS/CLOTHING	5,000	4,611	5,000	6,026	7,000	2,000	40.00%
520240 - MEAL ALLOWANCE	2,000	2,240	2,000	1,090	1,500	(500)	-25.00%
520650 - MOBILE COMMUNICATIONS	8,525	5,465	7,000	4,747	7,000	0	0.00%
530000 - OUTSIDE CONSULTING	15,000	121,224	15,000	20,779	15,000	0	0.00%
540000 - OUTSIDE CONTRACTS	5,000	26,178	20,000	25,815	85,000	65,000	325.00%
580090 - INTERDEPT RECOVERIES	(869,393)	(529,345)	(869,393)	(743,552)	(875,859)	(6,466)	0.74%
	2,500,595	**2,706,506**	**2,816,703**	**1,644,961**	**2,927,896**	**111,193**	**3.95%**
Net Total	**(2,270,174)**	**(2,530,080)**	**(2,493,330)**	**(1,528,226)**	**(2,584,523)**	**(91,193)**	**3.66%**

* 510040 PART-TIME- 1 Sidewalk Inspection student from Cost Centre 20-150 (Human Resources)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-315-STREETLIGHTING

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
520030 - OPERATING EQUIP/SUPPLIES	1,000	1,018	1,000	247	1,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	2,750	771	2,750	2,609	2,750	0	0.00%
520200 - MILEAGE & MEETINGS	500	363	500	176	500	0	0.00%
520610 - UTILITIES - HYDRO	290,000	243,234	275,000	178,370	250,000	(25,000)	-9.09%
540000 - OUTSIDE CONTRACTS	140,000	148,058	452,781	402,351	419,000	(33,781)	-7.46%
	434,250	**393,443**	**732,031**	**583,754**	**673,250**	**(58,781)**	**-8.0%**
Net Total	**(434,250)**	**(393,443)**	**(732,031)**	**(583,754)**	**(673,250)**	**58,781**	**-8.0%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-316-SIDEWALKS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	20,000	3,445	20,000	6,516	20,000	0	0%
510040 - PART-TIME	37,000	24,690	37,000	15,651	37,000	0	0%
510100 - OVERTIME	0	144	0	0	0	0	0%
510200 - EMPLOYEE BENEFITS	12,070	5,846	12,545	4,791	12,637	92	1%
520030 - OPERATING EQUIP/SUPPLIES	3,500	0	3,500	0	3,500	0	0%
540000 - OUTSIDE CONTRACTS	8,000	6,020	8,000	0	8,000	0	0%
	80,570	**40,144**	**81,045**	**26,958**	**81,137**	**92**	**0.11%**
Net Total	**(80,570)**	**(40,144)**	**(81,045)**	**(26,958)**	**(81,137)**	**(92)**	**0.11%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-320-ROADWAYS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320390 - FEE/SC - EXTRNL SERVICES	0	613	0	0	0	0	0.00%
330360 - MISCELLANEOUS	0	139	0	0	0	0	0.00%
	0	**751**	**0**	**0**	**0**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	1,130,311	952,775	1,235,841	725,825	1,250,158	14,317	1.16%
510040 - PART-TIME	85,462	68,900	87,962	76,949	87,962	0	0.00%
510100 - OVERTIME	6,900	(3,086)	6,900	(25,671)	6,900	0	0.00%
510200 - EMPLOYEE BENEFITS	507,423	470,578	576,920	361,378	585,425	8,505	1.47%
520030 - OPERATING EQUIP/SUPPLIES	210,524	221,522	210,524	128,394	210,524	0	0.00%
520040 - EQUIPMENT RENTALS	10,000	560	5,000	7,205	5,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	3,500	1,015	3,000	4,226	3,000	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	13,000	13,000	13,000	6,751	13,000	0	0.00%
520110 - MEMBERSHIPS	2,200	962	2,200	100	2,200	0	0.00%
520200 - MILEAGE & MEETINGS	100	0	100	88	100	0	0.00%
520230 - UNIFORMS/CLOTHING	16,000	10,970	16,000	6,355	16,000	0	0.00%
520240 - MEAL ALLOWANCE	1,500	940	1,500	1,170	1,500	0	0.00%
520250 - MISCELLANEOUS	400	425	400	163	400	0	0.00%
540000 - OUTSIDE CONTRACTS	65,000	121,634	67,600	75,321	67,600	0	0.00%
	2,052,320	**1,860,946**	**2,226,947**	**1,368,253**	**2,249,769**	**22,822**	**1.02%**
Net Total	**(2,052,320)**	**(1,860,195)**	**(2,226,947)**	**(1,368,253)**	**(2,249,769)**	**(22,822)**	**1.02%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-321-TRAFFIC CONTROL

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320390 - FEE/SC - EXTRNL SERVICES	15,000	8,645	15,000	7,539	15,000	0	0.00%
330360 - MISCELLANEOUS	1,000	960	1,000	0	1,000	0	0.00%
	16,000	**9,605**	**16,000**	**7,539**	**16,000**	**0**	0.00%
Expenses							
510010 - SALARIES/WAGES*	0	0	0	0	217,286	217,286	100.00%
510200 - EMPLOYEE BENEFITS*	0	0	0	40	75,662	75,662	100.00%
520010 - OFFICE EQUIP/SUPPLIES	250	98	250	0	250	0	0.00%
520020 - POSTAGE	50	0	50	0	50	0	0.00%
520030 - OPERATING EQUIP/SUPPLIES	35,000	35,783	35,000	9,367	35,000	0	0.00%
520040 - EQUIPMENT RENTALS	50	0	50	0	50	0	0.00%
520050 - ADVERTISING	400	0	400	0	400	0	0.00%
520200 - MILEAGE & MEETINGS	1,500	179	500	0	500	0	0.00%
520230 - UNIFORMS/CLOTHING	200	0	0	0	0	0	0.00%
520650 - MOBILE COMMUNICATIONS	700	293	300	244	300	0	0.00%
530000 - OUTSIDE CONSULTING	7,000	6,526	7,000	3,511	7,000	0	0.00%
540000 - OUTSIDE CONTRACTS	40,000	56,932	40,000	22,195	40,000	0	0.00%
540080 - CNTRCT-PAVEMENT MARKINGS	90,000	74,705	65,000	58,201	79,000	14,000	21.54%
540090 - CNTRCT-RAIL CROSSING	44,000	31,354	44,000	44,585	44,000	0	0.00%
	219,150	**205,869**	**192,550**	**138,143**	**499,498**	**306,948**	**159.41%**
Net Total	**(203,150)**	**(196,264)**	**(176,550)**	**(130,604)**	**(483,498)**	**(306,948)**	**159.41%**

* 510010 SALARIES/WAGES - 2 FTE transferred from Cost Centre 20-380 (PARKING)
* 510200 BENEFITS - 2 FTE transferred from Cost Centre 20-380 (PARKING)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-322-WINTER CONTROL

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	350,000	305,700	350,000	217,593	350,000	0	0.00%
510040 - PART-TIME	58,000	100,485	58,000	49,483	58,000	0	0.00%
510100 - OVERTIME	48,600	27,771	48,600	79,711	48,600	0	0.00%
510200 - EMPLOYEE BENEFITS	80,504	81,943	82,814	55,924	83,745	931	1.12%
520030 - OPERATING EQUIP/SUPPLIES	165,000	267,487	170,775	36,866	170,775	0	0.00%
520040 - EQUIPMENT RENTALS	142,000	101,760	142,000	61,056	142,000	0	0.00%
540000 - OUTSIDE CONTRACTS	186,447	165,437	187,957	47,333	187,957	0	0.00%
	1,030,551	**1,050,583**	**1,040,146**	**547,966**	**1,041,077**	**931**	**0.09%**
Net Total	**(1,030,551)**	**(1,050,583)**	**(1,040,146)**	**(547,966)**	**(1,041,077)**	**(931)**	**0.09%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-323-FLEET

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330200 - SALE OF EQUIPMENT	50,000	95,731	60,000	207,882	125,000	65,000	108.33%
330360 - MISCELLANEOUS	0	800	0	4,029	0	0	0.00%
	50,000	**96,531**	**60,000**	**211,911**	**125,000**	**65,000**	108.33%
Expenses							
510010 - SALARIES/WAGES	696,407	246,758	776,335	284,807	793,445	17,110	2.20%
510040 - PART-TIME	0	0	0	1,464	0	0	0.00%
510100 - OVERTIME	0	0	0	(11,907)	0	0	0.00%
510200 - EMPLOYEE BENEFITS	253,670	153,629	300,932	144,445	306,048	5,116	1.70%
520030 - OPERATING EQUIP/SUPPLIES	214,100	32,148	114,000	97,023	114,000	0	0.00%
520040 - EQUIPMENT RENTALS	800	0	800	0	800	0	0.00%
520050 - ADVERTISING	100	0	100	0	100	0	0.00%
520090 - CONFERENCES/CONVENTIONS	1,650	1,568	1,500	2,086	1,500	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	1,100	1,100	1,100	5,691	1,100	0	0.00%
520110 - MEMBERSHIPS	0	519	0	172	0	0	0.00%
520230 - UNIFORMS/CLOTHING	2,200	0	2,200	360	2,200	0	0.00%
520240 - MEAL ALLOWANCE	0	232	0	230	0	0	0.00%
520650 - MOBILE COMMUNICATIONS	0	236	300	195	300	0	0.00%
520670 - FREIGHT/DELIVERY	45,000	40,401	45,000	25,376	45,000	0	0.00%
520720 - INS - FLEET	93,372	115,913	119,500	182,345	182,350	62,850	52.59%
540000 - OUTSIDE CONTRACTS*	125,000	80,371	75,000	22,153	75,000	0	0.00%
560020 - FUEL - VEHICLES	487,000	394,056	375,000	295,443	375,000	0	0.00%
560030 - LICENCE RENEWALS	30,000	39,510	37,000	(3,055)	37,000	0	0.00%
580090 - INTERDEPT RECOVERIES	(165,479)	(67,083)	(165,479)	(86,777)	(290,723)	(125,244)	75.69%
580510 - TRANSFER TO RESERVE FUND	50,000	61,433	50,000	0	100,000	50,000	100.00%
	1,834,920	**1,100,790**	**1,733,288**	**960,049**	**1,743,120**	**9,832**	**0.57%**
Net Total	**(1,784,920)**	**(1,004,259)**	**(1,673,288)**	**(748,138)**	**(1,618,120)**	**55,168**	**-3.30%**

* 540000 OUTSIDE CONTRACTS - Actuals are reconciled with Cost Centre (20-325) - Public Works

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-325-PUBLIC WORKS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330360 - MISCELLANEOUS	0	0	0	259	0	0	0.00%
	0	**7,352**	**0**	**0**	**0**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	716,379	1,129,223	682,601	690,300	718,798	36,197	5.30%
510020 - OTHER SALARIES	0	(6,713)	0	(2,598)	0	0	0.00%
510040 - PART-TIME	46,800	7,989	46,800	6,710	9,851	(36,949)	-78.95%
510100 - OVERTIME	30,000	17,031	30,000	7,900	30,000	0	0.00%
510200 - EMPLOYEE BENEFITS	272,539	395,676	264,007	293,379	282,648	18,641	7.06%
520010 - OFFICE EQUIP/SUPPLIES	20,000	10,518	20,000	5,128	20,000	0	0.00%
520030 - OPERATING EQUIP/SUPPLIES	320,000	645,075	320,000	371,682	320,000	0	0.00%
520040 - EQUIPMENT RENTALS	400	0	400	0	0	(400)	-100.00%
520090 - CONFERENCES/CONVENTIONS	6,370	6,514	6,370	2,039	6,370	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	6,900	6,900	6,900	8,073	6,900	0	0.00%
520110 - MEMBERSHIPS	2,970	2,406	2,970	5,808	2,970	0	0.00%
520200 - MILEAGE & MEETINGS	500	473	500	832	500	0	0.00%
520230 - UNIFORMS/CLOTHING	5,800	10,513	5,800	1,083	5,800	0	0.00%
520240 - MEAL ALLOWANCE	2,000	628	1,500	355	1,500	0	0.00%
520250 - MISCELLANEOUS	200	253	200	23	200	0	0.00%
520650 - MOBILE COMMUNICATIONS	21,000	19,641	21,000	18,697	21,000	0	0.00%
540000 - OUTSIDE CONTRACTS*	25,000	68,039	25,000	118,910	25,000	0	0.00%
580090 - INTERDEPT RECOVERIES	(949,204)	(422,737)	(949,204)	(593,844)	(722,709)	226,495	-23.86%
	527,654	**1,891,428**	**484,844**	**934,477**	**728,828**	**243,984**	**50.32%**
Net Total	**(527,654)**	**(1,884,076)**	**(484,844)**	**(934,477)**	**(728,828)**	**(243,984)**	**50.32%**

* 540000 OUTSIDE CONTRACTS - Actuals are reconciled with Cost Centre 20-323 (Fleet)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-327-STORM SEWERS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330360 - MISCELLANEOUS	0	0	0	18,896	0	0	0.00%
	0	**0**	**0**	**18,896**	**0**	**0**	0.00%
Expenses							
510010 - SALARIES/WAGES	45,000	54,271	45,000	43,111	45,000	0	0.00%
510040 - PART-TIME	2,500	4,589	2,500	6,511	2,500	0	0.00%
510100 - OVERTIME	100	1,368	100	979	500	400	400.00%
510200 - EMPLOYEE BENEFITS	9,947	12,539	10,367	11,157	10,474	107	1.03%
520030 - OPERATING EQUIP/SUPPLIES	15,000	11,792	15,000	7,820	15,000	0	0.00%
540000 - OUTSIDE CONTRACTS	60,000	17,332	60,000	14,098	60,000	0	0.00%
	132,547	**101,890**	**132,967**	**83,675**	**133,474**	**507**	**0.38%**
Net Total	**(132,547)**	**(101,890)**	**(132,967)**	**(64,779)**	**(133,474)**	**(507)**	**0.38%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-350-CROSSING GUARDS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510040 - PART-TIME	352,800	391,403	486,395	256,376	496,160	9,765	2.01%
510200 - EMPLOYEE BENEFITS	68,285	46,365	103,845	31,582	106,820	2,975	2.86%
520030 - OPERATING EQUIP/SUPPLIES	200	334	500	128	500	0	0.00%
520230 - UNIFORMS/CLOTHING	500	8,510	4,000	1,445	4,000	0	0.00%
520250 - MISCELLANEOUS	1,000	0	500	0	500	0	0.00%
	422,785	**446,611**	**595,240**	**289,532**	**607,980**	**12,740**	**2.14%**
Net Total	**(422,785)**	**(446,611)**	**(595,240)**	**(289,532)**	**(607,980)**	**(12,740)**	**2.14%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-380-PARKING

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330010 - FINES	225,000	240,102	225,000	229,677	240,000	15,000	6.67%
330030 - MAGISTRATE PROCEEDS	250	0	250	0	250	0	0.00%
330470 - LOT 1 - COURTHOUSE	67,500	95,554	67,500	57,689	90,000	22,500	33.33%
330480 - LOT 2 - MARKET SQUARE	0	40	100	880	200	100	100.00%
330520 - LOT 6 - FIREHALL	0	0	0	80	0	0	0.00%
330530 - LOT 7 - DIVISION	0	0	0	0	100	100	0.00%
330540 - LOT 8 - PLYMOUTH/CHURCHILL	34,500	18,393	34,500	13,036	25,000	(9,500)	-27.54%
330550 - ON STREET/SNOW REMOVAL	2,200	4,773	4,000	3,575	5,000	1,000	25.00%
	329,450	**358,862**	**331,350**	**304,936**	**360,550**	**29,200**	**8.81%**
Expenses							
510010 - SALARIES/WAGES*	377,919	397,207	386,115	276,163	194,394	(191,721)	-49.65%
510020 - OTHER SALARIES	0	624	0	(7,381)	0	0	0.00%
510040 - PART-TIME	0	53,049	0	21,246	0	0	0.00%
510100 - OVERTIME	1,122	4,989	1,144	1,486	1,144	0	0.00%
510200 - EMPLOYEE BENEFITS*	127,523	169,796	137,325	153,000	70,116	(67,209)	-48.94%
520010 - OFFICE EQUIP/SUPPLIES	5,500	5,928	5,500	1,720	5,500	0	0.00%
520020 - POSTAGE	2,000	2,936	2,000	2,595	2,000	0	0.00%
520030 - OPERATING EQUIP/SUPPLIES	5,000	4,713	5,000	3,942	5,000	0	0.00%
520040 - EQUIPMENT RENTALS	600	165	600	110	600	0	0.00%
520090 - CONFERENCES/CONVENTIONS	5,500	1,210	4,500	3,550	4,500	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	4,950	4,950	4,000	(49)	4,000	0	0.00%
520110 - MEMBERSHIPS	2,420	2,688	3,000	3,233	3,000	0	0.00%
520200 - MILEAGE & MEETINGS	300	115	300	149	300	0	0.00%
520230 - UNIFORMS/CLOTHING	3,000	3,031	3,000	3,944	3,500	500	16.67%
520240 - MEAL ALLOWANCE	200	0	200	10	200	0	0.00%
520340 - BANK SERVICE CHARGES	3,000	2,401	3,000	1,544	3,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	6,000	2,915	3,500	2,016	3,500	0	0.00%
540000 - OUTSIDE CONTRACTS	6,000	6,380	6,000	23,577	8,000	2,000	33.33%
580500 - TRANSFER TO RESERVES	10,000	10,000	10,000	10,000	10,000	0	0.00%
	561,034	**673,098**	**575,184**	**500,855**	**318,754**	**(256,430)**	**-44.58%**
Net Total	**(231,584)**	**(314,236)**	**(243,834)**	**(195,919)**	**41,796**	**285,630**	**-117.14%**

* 510010 SALARIES/WAGES - 2 FTE (Mgr. of Transportation & Parking/Traffic Technician) moved to Cost Centre 20-321 (Traffic)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-402-ROWING CANADA NATIONAL CHAMPIONSHIPS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320650 - FEE/SC - APPLICATION FEES	49,000	0	49,000	0	0	(49,000)	-100.00%
330250 - DONATIONS	2,000	0	2,000	17,550	0	(2,000)	-100.00%
	51,000	**0**	**51,000**	**17,550**	**0**	**(51,000)**	**-100.00%**
Expenses							
520030 - OPERATING EQUIP/SUPPLIES	9,150	0	9,150	13,443	0	(9,150)	-100.00%
520040 - EQUIPMENT RENTALS	6,525	0	6,525	2,290	0	(6,525)	-100.00%
520250 - MISCELLANEOUS	6,200	0	6,200	0	0	(6,200)	-100.00%
530560 - VOLUNTEER SERVICES	2,800	0	2,800	0	0	(2,800)	-100.00%
530570 - SPECIAL EVENTS	14,380	0	14,380	23,271	0	(14,380)	-100.00%
540000 - OUTSIDE CONTRACTS	11,945	0	11,945	0	0	(11,945)	-100.00%
	51,000	**0**	**51,000**	**39,003**	**0**	**(51,000)**	**-100.00%**
Net Total	**0**	**0**	**0**	**(21,453)**	**0**	**0**	**0.00%**

For 2025, there is no budget to report. The Rowing Canada National Championships occur every two years (Bid process)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-405-RECREATION - PROGRAMS/SERVICES

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320040 - FEDERAL GRANTS	0	20,000	0	10,268	0	0	0.00%
320050 - ONTARIO SPECIFIC GRANTS	42,700	49,853	42,700	43,429	42,700	0	0.00%
320410 - FEE/SC - EQUIP RENTALS	2,000	1,638	1,000	671	1,000	0	0.00%
320460 - FEE/SC - MISCELLANEOUS	1,250	3,380	1,250	7,305	1,250	0	0.00%
320490 - FEE/SC - POOLS	16,000	11,706	16,000	12,743	12,000	(4,000)	-25.00%
320500 - FEE/SC - SUMMER CAMPS	130,000	132,715	141,000	141,531	145,000	4,000	2.84%
320510 - FEE/SC - ADULT PROGRAMS	68,000	65,087	68,000	68,012	68,000	0	0.00%
320520 - FEE/SC - CHILD PROGRAMS	33,000	40,218	33,000	41,876	36,000	3,000	9.09%
320530 - FEE/SC - PRINTING	150	9	0	0	0	0	0.00%
320550 - FEE/SC - SPORTS PROMO	2,000	1,549	2,000	2,181	2,000	0	0.00%
320560 - FEE/SC - SENIOR PROGRAMS	67,500	53,509	67,500	49,810	60,000	(7,500)	-11.11%
320570 - FEE/SC - MEMBERSHIPS	55,100	44,897	55,100	38,567	41,323	(13,777)	-25.00%
320910 - FEE/SC - ARTS & CULTURE PROGRM	25,000	39,031	25,000	36,720	28,000	3,000	12.00%
320930 - FEE/SC - FIT/AQUA PUNCH CARDS	26,000	29,436	26,000	11,690	26,000	0	0.00%
320931 - FEE/SC - REC RENTALS @ THE DOCKS	68,000	44,708	68,000	47,796	45,500	(22,500)	-33.09%
320932 - FEE/SC - REC RENTALS @ THE DOCKS EQUIPMENT	2,500	0	1,000	0	500	(500)	-50.00%
320940 - FEE/SC - FOOD SERVICES	29,000	29,858	29,000	20,535	29,000	0	0.00%
330250 - DONATIONS	7,000	7,686	7,000	1,200	7,000	0	0.00%
	575,200	**575,280**	**583,550**	**534,333**	**545,273**	**(38,277)**	**-6.56%**
Expenses							
510010 - SALARIES/WAGES	767,297	743,642	827,260	620,760	915,313	88,053	10.64%
510020 - OTHER SALARIES	0	(10,018)	0	(6,647)	0	0	0.00%
510040 - PART-TIME	635,849	816,649	734,136	881,636	754,391	20,255	2.76%
510100 - OVERTIME	14,011	9,178	14,291	11,115	14,291	0	0.00%
510200 - EMPLOYEE BENEFITS	374,564	353,305	435,698	370,442	473,591	37,893	8.70%
520010 - OFFICE EQUIP/SUPPLIES	7,500	8,525	7,500	10,924	7,500	0	0.00%
520020 - POSTAGE	200	453	200	449	300	100	50.00%
520040 - EQUIPMENT RENTALS	5,000	5,109	5,000	5,040	5,000	0	0.00%
520050 - ADVERTISING	8,000	8,447	8,000	3,743	8,000	0	0.00%
520060 - CITY PROMOTIONS	11,000	14,859	11,000	17,138	15,000	4,000	36.36%
520090 - CONFERENCES/CONVENTIONS	1,500	4,796	1,500	5,863	1,500	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	1,500	1,747	1,500	1,619	1,500	0	0.00%
520110 - MEMBERSHIPS	3,000	5,267	3,000	2,681	3,000	0	0.00%
520200 - MILEAGE & MEETINGS	4,500	3,511	4,500	3,277	4,500	0	0.00%
520220 - CAR ALLOWANCE	6,000	5,000	6,000	5,353	6,000	0	0.00%
520240 - MEAL ALLOWANCE	300	194	300	395	300	0	0.00%
520250 - MISCELLANEOUS	2,500	5,092	2,500	1,787	2,500	0	0.00%
520340 - BANK SERVICE CHARGES	45,000	71,756	50,000	58,342	71,755	21,755	43.51%
520650 - MOBILE COMMUNICATIONS	5,000	2,978	5,000	2,320	5,000	0	0.00%
520930 - FIT/AQUA PUNCH CARDS	10,000	388	10,000	5,832	10,000	0	0.00%
520931 - REC RENTALS @ THE DOCKS	4,000	4,969	4,000	4,735	4,000	0	0.00%
520932 - REC RENTALS @ THE DOCKS EQUIPMENT	8,000	3,701	8,000	554	8,000	0	0.00%
520940 - FOOD SERVICES	27,500	32,080	27,500	20,603	28,325	825	3.00%
530490 - YOUTH PROGRAMS	28,500	19,518	28,500	9,947	28,500	0	0.00%
530500 - CHILDRENS PROGRAMS	19,500	28,663	19,500	8,679	19,500	0	0.00%
530510 - SUMMER CAMPS	26,000	24,915	42,000	33,628	43,260	1,260	3.00%
530520 - ADULT PROGRAMS	21,730	31,829	21,730	22,624	22,381	651	3.00%
530530 - SENIORS PROGRAMS	19,230	51,476	19,230	20,455	19,806	576	3.00%
530540 - SWIMMING POOL PROGRAM	25,000	26,159	25,000	10,013	25,000	0	0.00%

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-405-RECREATION - PROGRAMS/SERVICES

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
530550 - ARTS & CULTURE	31,000	28,840	31,000	25,353	31,000	0	0.00%
530560 - VOLUNTEER SERVICES	6,000	2,553	6,000	379	6,000	0	0.00%
530570 - SPECIAL EVENTS	0	84	0	1,065	1,500	1,500	100.00%
530580 - PROJECTS ASSOCIATION	0	1,400	0	0	0	0	0.00%
540000 - OUTSIDE CONTRACTS	2,500	25,219	2,500	1,271	2,500	0	0.00%
540010 - CNTRCT-JANITORIAL	0	238	0	0	0	0	0.00%
550030 - ARMOURED CAR SERVICES	2,500	2,140	2,500	1,798	2,500	0	0.00%
	2,124,181	**2,334,662**	**2,364,845**	**2,163,170**	**2,541,713**	**176,868**	**8.18%**
Net Total	**(1,548,981)**	**(1,759,382)**	**(1,781,295)**	**(1,628,836)**	**(1,996,440)**	**(215,145)**	**13.21%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-406-FESTIVALS AND EVENTS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320040 - FEDERAL GRANTS	0	5,000	0	5,000	0	0	0.00%
320150 - OTHER GRANTS	0	1,500	0	2,500	0	0	0.00%
320480 - FEE/SC - ADVERTISING	2,000	0	2,000	0	2,000	0	0.00%
320640 - FEE/SC - ADMINISTRATION	1,500	0	1,500	0	1,500	0	0.00%
320940 - FEE/SC - FOOD SERVICES	500	0	500	0	500	0	0.00%
330140 - SPONSORSHIPS	6,000	14,539	6,000	13,060	6,000	0	0.00%
330360 - MISCELLANEOUS	500	0	500	1,563	500	0	0.00%
	10,500	**21,039**	**10,500**	**22,123**	**10,500**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	107,562	73,000	116,884	86,955	128,715	11,831	10.12%
510040 - PART-TIME	0	0	0	20,675	0	0	0.00%
510100 - OVERTIME	0	3,927	0	10,556	0	0	0.00%
510200 - EMPLOYEE BENEFITS	31,757	7,682	35,569	33,859	39,765	4,196	11.80%
520010 - OFFICE EQUIP/SUPPLIES	1,500	1,750	1,500	1,024	1,545	45	3.00%
520030 - OPERATING EQUIP/SUPPLIES	9,800	13,441	9,800	10,114	11,500	1,700	17.35%
520040 - EQUIPMENT RENTALS	9,500	18,416	15,000	16,711	15,450	450	3.00%
520050 - ADVERTISING	3,000	3,454	3,000	1,408	3,500	500	16.67%
520090 - CONFERENCES/CONVENTIONS	1,500	2,647	1,500	850	1,500	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	1,500	2,453	1,500	2,408	1,500	0	0.00%
520110 - MEMBERSHIPS	1,500	0	1,500	933	1,500	0	0.00%
520200 - MILEAGE & MEETINGS	2,000	447	2,000	651	2,000	0	0.00%
520230 - UNIFORMS/CLOTHING	800	0	800	1,002	824	24	3.00%
520240 - MEAL ALLOWANCE	0	60	0	160	0	0	0.00%
520250 - MISCELLANEOUS	1,000	1,297	1,000	2,035	1,030	30	3.00%
530560 - VOLUNTEER SERVICES	500	360	500	149	515	15	3.00%
530570 - SPECIAL EVENTS	10,000	11,053	10,000	12,550	11,000	1,000	10.00%
530575 - PERMIT EXPENSE	3,000	299	3,000	0	1,000	(2,000)	-66.67%
530950 - SUMMER CONCERT SERIES	0	0	65,000	90,751	97,500	32,500	50.00%
540000 - OUTSIDE CONTRACTS	117,000	114,508	69,200	44,689	69,200	0	0.00%
	301,919	**254,795**	**337,753**	**337,481**	**388,044**	**50,291**	**14.89%**
Net Total	**(291,419)**	**(233,757)**	**(327,253)**	**(315,358)**	**(377,544)**	**(50,291)**	**15.37%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-410-PARKS / OPEN SPACES

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320410 - FEE/SC - EQUIP RENTALS	20,400	18,950	20,400	20,404	21,480	1,080	5.29%
320615 - FEE/SC - MEMORIALIZATION TREE/BENCH PRGM	15,000	9,350	15,000	19,125	15,000	0	0.00%
330250 - DONATIONS	15,000	3,200	15,000	0	5,000	(10,000)	-66.67%
330400 - RENTS & LEASES	21,000	30,008	25,000	34,052	30,000	5,000	20.00%
350600 - RES FUND - LANDFILL SITE	173,088	173,088	173,088	173,088	173,088	0	0.00%
	244,488	**234,595**	**248,488**	**246,668**	**244,568**	**(3,920)**	**-1.58%**
Expenses							
510010 - SALARIES/WAGES	1,025,586	961,903	994,202	747,324	1,103,905	109,703	11.03%
510020 - OTHER SALARIES	0	4,226	0	(9,404)	0	0	0.00%
510040 - PART-TIME*	508,764	556,312	562,667	451,833	774,919	212,252	37.72%
510100 - OVERTIME	46,500	58,611	59,000	85,090	59,000	0	0.00%
510200 - EMPLOYEE BENEFITS	565,637	487,271	607,984	371,908	661,190	53,206	8.75%
520010 - OFFICE EQUIP/SUPPLIES	1,500	976	1,500	385	2,000	500	33.33%
520030 - OPERATING EQUIP/SUPPLIES	102,997	96,659	102,997	79,610	102,997	0	0.00%
520040 - EQUIPMENT RENTALS	5,000	3,502	5,000	4,123	5,000	0	0.00%
520060 - CITY PROMOTIONS	1,500	1,737	1,500	0	2,000	500	33.33%
520090 - CONFERENCES/CONVENTIONS	1,500	740	1,500	1,500	1,500	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	3,000	3,578	3,000	8,439	3,000	0	0.00%
520110 - MEMBERSHIPS	1,800	1,149	1,800	638	1,800	0	0.00%
520200 - MILEAGE & MEETINGS	500	541	500	0	1,200	700	140.00%
520230 - UNIFORMS/CLOTHING	8,500	15,984	8,500	13,275	12,500	4,000	47.06%
520240 - MEAL ALLOWANCE	900	2,015	1,800	2,290	2,000	200	11.11%
520250 - MISCELLANEOUS	4,500	12,089	0	0	0	0	0.00%
520610 - UTILITIES - HYDRO	10,700	12,154	10,700	9,934	10,700	0	0.00%
520620 - UTILITIES - WTR/SWR	60,000	17,434	60,000	34,881	60,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	8,000	6,112	6,500	8,596	6,500	0	0.00%
520690 - GRAFFITI/VANDALISM	0	0	20,000	18,924	20,000	0	0.00%
520800 - SMALL TOOLS	2,500	2,183	2,500	596	12,500	10,000	400.00%
540000 - OUTSIDE CONTRACTS	218,088	198,452	45,000	58,573	86,500	41,500	92.22%
540010 - CNTRCT-JANITORIAL	7,200	5,840	7,200	3,670	7,200	0	0.00%
540020 - CNTRCT-PUBLIC PATHWAY	3,500	1,825	3,500	1,200	3,500	0	0.00%
540030 - CNTRCT-WEED CUTTING	30,000	13,949	30,000	15,397	45,000	15,000	50.00%
540050 - CNTRCT-OUTDR SKATE RINK	2,000	810	2,000	0	2,000	0	0.00%
540100 - CNTRCT-ELECTRICAL	6,500	6,316	6,500	3,554	6,500	0	0.00%
540730 - ATLAS LANDFILL-POST CLOSURE	0	0	173,088	42,198	173,088	0	0.00%
560030 - LICENCE RENEWALS	800	699	800	807	800	0	0.00%
	2,627,472	**2,473,066**	**2,719,738**	**1,955,341**	**3,167,299**	**447,561**	**16.46%**
Net Total	**(2,382,984)**	**(2,238,470)**	**(2,471,250)**	**(1,708,673)**	**(2,922,731)**	**(451,481)**	**18.27%**

* 510040 PART-TIME - 4 Parks students transferred from Cost Centre 20-150 (Human Resources)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-412-PLAYING FIELDS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320440 - FEE/SC - SOCCER FIELDS	4,000	4,329	4,000	4,701	4,600	600	15.00%
320450 - FEE/SC - BALL DIAMONDS	68,340	50,879	55,000	58,360	55,000	0	0.00%
320840 - FEE/SC - HYDRO	2,175	232	2,175	25	2,175	0	0.00%
	74,515	**55,441**	**61,175**	**63,086**	**61,775**	**600**	**0.98%**
Expenses							
510010 - SALARIES/WAGES	93,000	73,335	93,000	58,879	93,000	0	0.00%
510040 - PART-TIME	50,000	47,811	50,000	48,540	50,000	0	0.00%
510100 - OVERTIME	8,000	14,997	8,000	9,836	8,000	0	0.00%
510200 - EMPLOYEE BENEFITS	30,858	25,440	32,201	24,032	32,837	636	1.98%
520030 - OPERATING EQUIP/SUPPLIES	14,500	14,434	14,500	12,944	15,500	1,000	6.90%
520610 - UTILITIES - HYDRO	18,361	8,980	18,361	6,035	18,361	0	0.00%
540000 - OUTSIDE CONTRACTS	5,000	4,271	5,000	5,249	10,000	5,000	100.00%
540100 - CNTRCT-ELECTRICAL	5,000	0	5,000	227	5,000	0	0.00%
	224,719	**189,268**	**226,062**	**165,742**	**232,698**	**6,636**	**2.94%**
Net Total	**(150,204)**	**(133,827)**	**(164,887)**	**(102,655)**	**(170,923)**	**(6,036)**	**3.66%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-415-URBAN FORESTRY

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320150 - OTHER GRANTS	0	18,000	0	12,000	0	0	0.00%
320980 - TREE BLVD DEPOSIT	40,000	40,000	75,000	0	75,000	0	0.00%
	40,000	**58,000**	**75,000**	**12,000**	**75,000**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	456,001	419,500	468,637	293,180	470,883	2,246	0.48%
510040 - PART-TIME	66,154	37,655	67,816	2,013	73,032	5,216	7.69%
510100 - OVERTIME	10,000	0	10,200	(4,700)	10,200	0	0.00%
510200 - EMPLOYEE BENEFITS	178,718	149,182	199,271	93,348	200,439	1,168	0.59%
520030 - OPERATING EQUIP/SUPPLIES	40,000	53,567	44,000	14,725	52,000	8,000	18.18%
520090 - CONFERENCES/CONVENTIONS	1,000	0	2,500	1,968	2,500	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	6,660	6,660	6,660	3,042	6,660	0	0.00%
520230 - UNIFORMS/CLOTHING	4,300	5,701	4,300	5,167	5,500	1,200	27.91%
520240 - MEAL ALLOWANCE	300	126	300	730	300	0	0.00%
520650 - MOBILE COMMUNICATIONS	1,500	447	1,000	388	1,000	0	0.00%
520800 - SMALL TOOLS	5,000	3,694	5,000	899	7,000	2,000	40.00%
540000 - OUTSIDE CONTRACTS	75,000	74,584	115,000	30,128	125,000	10,000	8.70%
	844,633	**751,116**	**924,684**	**440,888**	**954,514**	**29,830**	**3.23%**
Net Total	**(804,633)**	**(693,116)**	**(849,684)**	**(428,888)**	**(879,514)**	**(29,830)**	**3.51%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-420-CEMETERIES

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320460 - FEE/SC - MISCELLANEOUS	1,000	1,617	1,000	2,007	1,000	0	0.00%
320590 - FEE/SC - GRAVE OPENINGS	42,800	61,508	49,000	40,264	49,000	0	0.00%
320600 - FEE/SC - GRAVE SALES	22,000	27,356	27,000	24,140	27,000	0	0.00%
320610 - FEE/SC - FNDTNS/MARKERS	10,500	12,570	10,500	8,898	10,500	0	0.00%
330100 - INVESTMENT INCOME	15,000	33,030	20,000	31,736	20,000	0	0.00%
	91,300	**136,082**	**107,500**	**107,045**	**107,500**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	45,000	58,431	45,000	46,171	45,000	0	0.00%
510040 - PART-TIME	25,000	29,216	25,000	19,475	25,000	0	0.00%
510100 - OVERTIME	8,700	11,857	8,700	11,733	8,700	0	0.00%
510200 - EMPLOYEE BENEFITS	15,733	17,826	16,403	14,869	16,529	126	0.77%
520030 - OPERATING EQUIP/SUPPLIES	9,340	8,540	9,340	4,985	9,340	0	0.00%
520250 - MISCELLANEOUS	1,000	1,516	3,000	2,501	3,000	0	0.00%
520610 - UTILITIES - HYDRO	1,400	1,688	1,400	1,080	1,400	0	0.00%
520620 - UTILITIES - WTR/SWR	900	786	900	1,359	900	0	0.00%
540000 - OUTSIDE CONTRACTS	5,000	3,344	5,000	150	45,000	40,000	800.00%
540100 - CNTRCT-ELECTRICAL	500	0	500	0	500	0	0.00%
	112,573	**133,204**	**115,243**	**102,323**	**155,369**	**40,126**	**34.82%**
Net Total	**(21,273)**	**2,878**	**(7,743)**	**4,721**	**(47,869)**	**(40,126)**	**518.22%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-430-FAC-MTCE/LABOUR

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	300,000	313,105	315,850	195,113	415,460	99,610	51.05%
510020 - OTHER SALARIES	0	(3,269)	0	0	0	0	0.00%
510040 - PART-TIME	0	745	0	1,912	0	0	0.00%
510100 - OVERTIME	1,730	(8,516)	2,020	(7,437)	2,020	0	0.00%
510200 - EMPLOYEE BENEFITS	159,656	159,083	172,693	87,166	200,983	28,290	32.46%
520030 - OPERATING EQUIP/SUPPLIES	17,000	25,197	24,000	18,608	24,000	0	0.00%
520040 - EQUIPMENT RENTALS	1,200	0	1,200	468	1,200	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	1,100	3,731	1,100	4,227	1,100	0	0.00%
520110 - MEMBERSHIPS	1,100	1,121	1,100	637	1,100	0	0.00%
520200 - MILEAGE & MEETINGS	200	227	200	0	200	0	0.00%
520230 - UNIFORMS/CLOTHING	1,800	4,358	1,800	1,726	1,800	0	0.00%
520240 - MEAL ALLOWANCE	200	202	200	465	200	0	0.00%
520650 - MOBILE COMMUNICATIONS	4,000	2,324	3,000	2,160	3,000	0	0.00%
520800 - SMALL TOOLS	6,000	5,368	6,000	2,029	6,000	0	0.00%
540000 - OUTSIDE CONTRACTS	12,850	3,824	25,000	30,330	25,000	0	0.00%
	506,836	**507,500**	**554,163**	**337,403**	**682,063**	**127,900**	**37.91%**
Net Total	**(506,836)**	**(507,500)**	**(554,163)**	**(337,403)**	**(682,063)**	**(127,900)**	**37.91%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-432-FAC-ARENA

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320480 - FEE/SC - ADVERTISING	20,000	3,250	15,000	3,000	7,500	(7,500)	-50.00%
320680 - FEE/SC - ICE RENTALS	435,000	484,330	435,000	298,166	445,700	10,700	2.46%
320690 - FEE/SC - PUBLIC SKATING	10,000	14,237	10,000	6,829	10,500	500	5.00%
330360 - MISCELLANEOUS	0	1,082	0	657	0	0	0.00%
330400 - RENTS & LEASES	26,000	27,434	26,000	22,715	22,800	(3,200)	-12.31%
350590 - RES FUND - ICE RESURFACER	0	8,552	0	5,144	0	0	0.00%
	491,000	**538,883**	**486,000**	**336,510**	**486,500**	**500**	**0.10%**
Expenses							
510010 - SALARIES/WAGES	422,930	413,379	359,919	281,842	425,821	65,902	18.31%
510020 - OTHER SALARIES	0	(799)	0	0	0	0	0.00%
510040 - PART-TIME	94,093	118,414	96,486	73,534	98,968	2,482	2.57%
510100 - OVERTIME	20,000	10,224	20,400	11,709	20,400	0	0.00%
510200 - EMPLOYEE BENEFITS	172,330	186,652	163,229	133,067	187,399	24,170	14.81%
520030 - OPERATING EQUIP/SUPPLIES	53,000	59,296	53,000	56,504	53,000	0	0.00%
520040 - EQUIPMENT RENTALS	0	0	0	0	2,000	2,000	100.00%
520100 - PROFESSIONAL DEVELOPMENT	4,400	11,794	4,400	815	4,400	0	0.00%
520110 - MEMBERSHIPS	1,650	1,430	1,650	1,470	1,650	0	0.00%
520230 - UNIFORMS/CLOTHING	4,000	7,989	4,000	2,142	4,000	0	0.00%
520240 - MEAL ALLOWANCE	200	446	200	360	400	200	100.00%
520600 - UTILITIES - HEAT	48,767	49,359	48,767	36,018	48,767	0	0.00%
520610 - UTILITIES - HYDRO	170,000	167,554	170,000	114,107	160,000	(10,000)	-5.88%
520620 - UTILITIES - WTR/SWR	52,000	54,595	52,000	52,597	54,600	2,600	5.00%
520650 - MOBILE COMMUNICATIONS	265	436	500	382	500	0	0.00%
520800 - SMALL TOOLS	100	0	100	0	100	0	0.00%
520850 - BUILDING SECURITY	2,000	1,690	2,000	1,394	2,000	0	0.00%
540000 - OUTSIDE CONTRACTS	67,400	70,872	67,400	66,082	67,400	0	0.00%
540010 - CNTRCT-JANITORIAL	3,000	6,517	3,000	2,705	3,000	0	0.00%
540100 - CNTRCT-ELECTRICAL	12,600	11,942	12,600	14,212	12,600	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	3,900	1,066	3,900	1,271	3,900	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	3,000	300	3,000	26,467	7,500	4,500	150.00%
580510 - TRANSFER TO RESERVE FUND	0	8,552	0	0	0	0	0.00%
	1,135,635	**1,181,709**	**1,066,551**	**876,676**	**1,158,405**	**91,854**	**8.61%**
Net Total	**(644,635)**	**(642,826)**	**(580,551)**	**(540,166)**	**(671,905)**	**(91,354)**	**15.74%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-434-FAC-WELLAND COMMUNITY CENTRE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320410 - FEE/SC - EQUIP RENTALS	200	48	200	418	200	0	0.00%
330360 - MISCELLANEOUS	0	234	0	148	0	0	0.00%
330400 - RENTS & LEASES	10,200	15,332	12,000	18,487	17,000	5,000	41.67%
	10,400	**15,614**	**12,200**	**19,054**	**17,200**	**5,000**	**40.98%**
Expenses							
510010 - SALARIES/WAGES	42,000	46,990	42,000	29,809	42,000	0	0.00%
510040 - PART-TIME	5,000	7,612	5,000	3,936	5,000	0	0.00%
510100 - OVERTIME	6,000	7,350	6,000	11,437	6,000	0	0.00%
510200 - EMPLOYEE BENEFITS	10,333	11,487	10,793	7,792	10,879	86	0.80%
520030 - OPERATING EQUIP/SUPPLIES	25,000	24,800	25,000	27,796	25,000	0	0.00%
520600 - UTILITIES - HEAT	23,907	837	23,907	13,447	23,907	0	0.00%
520610 - UTILITIES - HYDRO	92,000	77,407	92,000	63,159	92,000	0	0.00%
520620 - UTILITIES - WTR/SWR	12,481	14,626	14,000	11,235	14,000	0	0.00%
520850 - BUILDING SECURITY	39,000	50,256	39,000	36,375	52,000	13,000	33.33%
540000 - OUTSIDE CONTRACTS	26,750	35,519	26,750	35,504	26,750	0	0.00%
540010 - CNTRCT-JANITORIAL	125,000	128,554	125,000	85,146	140,000	15,000	12.00%
540100 - CNTRCT-ELECTRICAL	14,000	14,611	14,000	4,511	14,000	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	2,000	381	2,000	376	2,000	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	4,000	1,726	4,000	21,738	10,000	6,000	150.00%
	427,471	**422,155**	**429,450**	**352,260**	**463,536**	**34,086**	**7.94%**
Net Total	**(417,071)**	**(406,541)**	**(417,250)**	**(333,206)**	**(446,336)**	**(29,086)**	**6.97%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-435-FAC-EMPIRE OUTDOOR SPORTS COMPLEX

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320410 - FEE/SC - EQUIP RENTALS	2,000	0	0	87	0	0	0.00%
320500 - FEE/SC - SUMMER CAMPS	50,000	13,376	38,000	21,706	38,000	0	0.00%
330400 - RENTS & LEASES	15,000	14,177	15,000	16,128	15,000	0	0.00%
	67,000	**27,553**	**53,000**	**37,920**	**53,000**	**0**	**0.00%**
Expenses							
510040 - PART-TIME	36,290	35,367	37,736	1,162	45,792	8,056	21.35%
510200 - EMPLOYEE BENEFITS	7,356	619	8,202	166	10,116	1,914	23.34%
520030 - OPERATING EQUIP/SUPPLIES	3,000	9,826	5,000	6,240	5,000	0	0.00%
520230 - UNIFORMS/CLOTHING	200	162	200	1,258	200	0	0.00%
520250 - MISCELLANEOUS	1,650	483	1,650	144	1,650	0	0.00%
520600 - UTILITIES - HEAT	500	0	500	0	500	0	0.00%
520610 - UTILITIES - HYDRO	1,000	0	1,000	2,720	1,000	0	0.00%
520620 - UTILITIES - WTR/SWR	1,000	0	1,000	527	1,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	360	233	360	194	360	0	0.00%
530510 - SUMMER CAMPS	5,000	3,924	5,000	1,953	5,000	0	0.00%
530570 - SPECIAL EVENTS	5,000	0	5,000	0	5,000	0	0.00%
540010 - CNTRCT-JANITORIAL	0	0	4,000	2,900	4,000	0	0.00%
	61,356	**50,614**	**69,648**	**17,265**	**79,618**	**9,970**	**14.31%**
Net Total	**5,644**	**(23,061)**	**(16,648)**	**20,655**	**(26,618)**	**(9,970)**	**59.89%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-436-FAC-MARKET

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320270 - FEE/SC - MARKET FEES	36,414	31,203	36,414	34,975	36,414	0	0.00%
320860 - FEE/SC - INSURANCE	1,750	1,125	1,750	1,179	1,750	0	0.00%
330360 - MISCELLANEOUS	3,000	1,876	3,000	2,812	3,000	0	0.00%
330400 - RENTS & LEASES	5,000	6,688	5,000	4,360	6,900	1,900	38.00%
	46,164	**40,893**	**46,164**	**43,327**	**48,064**	**1,900**	**4.12%**
Expenses							
510010 - SALARIES/WAGES	15,000	14,434	15,000	8,504	15,000	0	0.00%
510040 - PART-TIME	3,000	6,297	3,000	6,047	3,000	0	0.00%
510100 - OVERTIME	2,500	2,964	2,500	2,789	2,500	0	0.00%
510200 - EMPLOYEE BENEFITS	3,691	4,101	3,871	3,158	3,903	32	0.83%
520030 - OPERATING EQUIP/SUPPLIES	7,000	7,957	7,000	3,680	7,000	0	0.00%
520050 - ADVERTISING	4,000	5,180	4,000	2,509	5,000	1,000	25.00%
520110 - MEMBERSHIPS	447	450	447	350	447	0	0.00%
520600 - UTILITIES - HEAT	6,710	8,563	10,000	6,412	10,000	0	0.00%
520610 - UTILITIES - HYDRO	12,000	12,067	12,000	7,065	12,000	0	0.00%
520620 - UTILITIES - WTR/SWR	2,650	3,198	4,000	1,856	4,000	0	0.00%
520730 - INS - LIABILITY	2,828	4,560	4,570	5,027	5,030	460	10.07%
520850 - BUILDING SECURITY	448	53,562	45,000	91,955	115,000	70,000	155.56%
530570 - SPECIAL EVENTS	10,000	12,671	10,000	11,944	12,000	2,000	20.00%
540000 - OUTSIDE CONTRACTS	11,770	12,571	11,770	13,829	11,770	0	0.00%
540010 - CNTRCT-JANITORIAL	8,000	7,472	8,000	6,447	10,000	2,000	25.00%
540100 - CNTRCT-ELECTRICAL	5,500	2,935	5,500	1,138	5,500	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	3,000	2,363	3,000	2,298	3,000	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	200	0	200	0	200	0	0.00%
	98,744	**161,345**	**149,858**	**175,008**	**225,350**	**75,492**	**50.38%**
Net Total	**(52,580)**	**(120,452)**	**(103,694)**	**(131,682)**	**(177,286)**	**(73,592)**	**70.97%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-438-FAC-SWIMMING POOL

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330400 - RENTS & LEASES	200	0	200	0	200	0	0.00%
	200	**0**	**200**	**0**	**200**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	28,000	44,533	28,000	44,199	28,000	0	0.00%
510040 - PART-TIME	1,500	2,586	1,500	0	1,500	0	0.00%
510100 - OVERTIME	5,500	10,036	5,500	13,434	5,500	0	0.00%
510200 - EMPLOYEE BENEFITS	6,584	11,068	6,889	10,840	6,945	56	0.81%
520030 - OPERATING EQUIP/SUPPLIES	33,400	38,595	55,000	61,261	60,000	5,000	9.09%
520040 - EQUIPMENT RENTALS	2,500	2,562	2,500	1,088	2,500	0	0.00%
520600 - UTILITIES - HEAT	2,705	3,702	10,000	3,798	15,000	5,000	50.00%
520610 - UTILITIES - HYDRO	17,666	11,580	17,666	19,348	17,666	0	0.00%
520620 - UTILITIES - WTR/SWR	88,700	69,685	150,000	239,917	150,000	0	0.00%
520630 - UTILITIES - PHONE/FAX	3,500	3,076	3,500	2,832	3,500	0	0.00%
520850 - BUILDING SECURITY	25,530	22,841	35,000	19,849	40,000	5,000	14.29%
540000 - OUTSIDE CONTRACTS	14,265	19,249	21,000	69,951	31,000	10,000	47.62%
540100 - CNTRCT-ELECTRICAL	3,000	6,029	4,500	6,926	4,500	0	0.00%
	232,850	**245,542**	**341,055**	**493,443**	**366,111**	**25,056**	**7.35%**
Net Total	**(232,650)**	**(245,542)**	**(340,855)**	**(493,443)**	**(365,911)**	**(25,056)**	**7.35%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-439-FAC-CIVIC SQUARE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330300 - COST SHARING*	120,000	127,079	125,000	66,148	0	(125,000)	-100.00%
330400 - RENTS & LEASES	1,000	442	1,000	770	1,000	0	0.00%
	121,000	**127,521**	**126,000**	**66,918**	**1,000**	**(125,000)**	**-99.21%**
Expenses							
510010 - SALARIES/WAGES	156,723	206,872	167,204	129,349	167,204	0	0.00%
510020 - OTHER SALARIES	0	934	0	(1,215)	0	0	0.00%
510040 - PART-TIME	0	6,437	0	3,217	0	0	0.00%
510100 - OVERTIME	3,262	11,071	3,327	6,733	3,327	0	0.00%
510200 - EMPLOYEE BENEFITS	62,087	73,091	68,770	71,191	70,601	1,831	2.66%
520030 - OPERATING EQUIP/SUPPLIES	32,500	51,528	32,500	32,058	32,500	0	0.00%
520230 - UNIFORMS/CLOTHING	1,000	418	1,000	853	1,000	0	0.00%
520240 - MEAL ALLOWANCE	100	40	100	40	100	0	0.00%
520600 - UTILITIES - HEAT	23,819	26,131	30,000	17,874	30,000	0	0.00%
520610 - UTILITIES - HYDRO	158,322	140,277	158,322	118,199	158,322	0	0.00%
520620 - UTILITIES - WTR/SWR	17,000	14,548	17,000	13,471	17,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	250	465	500	388	500	0	0.00%
520850 - BUILDING SECURITY	100,000	121,658	120,000	91,324	125,000	5,000	4.17%
530620 - OUTDOOR ICE RINK	3,700	0	0	0	0	0	0.00%
540000 - OUTSIDE CONTRACTS	53,500	54,763	53,500	56,889	53,500	0	0.00%
540010 - CNTRCT-JANITORIAL	20,000	12,806	20,000	11,856	20,000	0	0.00%
540100 - CNTRCT-ELECTRICAL	9,000	8,492	9,000	4,507	9,000	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	2,500	2,348	2,500	1,783	2,500	0	0.00%
540210 - CNTRCT-ELEVATOR	6,000	10,255	6,000	10,869	6,000	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	11,000	14,383	11,000	13,353	15,000	4,000	36.36%
	660,763	**756,517**	**700,723**	**582,738**	**711,554**	**10,831**	**1.55%**
Net Total	**(539,763)**	**(628,996)**	**(574,723)**	**(515,820)**	**(710,554)**	**(135,831)**	**23.63%**

* 330300 COST SHARING - transferred to Cost Centre 20-136 (Welland Public Library)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-442-FAC-COURTHOUSE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330400 - RENTS & LEASES	498,615	496,716	498,615	415,513	500,685	2,070	0.42%
	498,615	**496,716**	**498,615**	**415,513**	**500,685**	**2,070**	**0.42%**
Expenses							
510010 - SALARIES/WAGES	31,000	12,195	31,000	12,566	31,000	0	0.00%
510040 - PART-TIME	4,000	5,465	4,000	3,336	4,000	0	0.00%
510100 - OVERTIME	5,000	5,402	5,000	5,960	5,000	0	0.00%
510200 - EMPLOYEE BENEFITS	7,604	3,874	7,952	3,850	8,016	64	0.80%
520030 - OPERATING EQUIP/SUPPLIES	23,000	18,072	23,000	6,550	22,000	(1,000)	-4.35%
520600 - UTILITIES - HEAT	42,371	66,244	64,000	38,325	64,000	0	0.00%
520610 - UTILITIES - HYDRO	150,000	135,293	150,000	109,021	145,000	(5,000)	-3.33%
520620 - UTILITIES - WTR/SWR	7,891	6,733	9,000	4,396	9,000	0	0.00%
520700 - INS - FIRE	12,515	18,521	18,525	20,538	20,540	2,015	10.88%
520730 - INS - LIABILITY	5,575	1,366	1,370	1,425	1,425	55	4.01%
520850 - BUILDING SECURITY	6,000	1,661	6,000	3,541	6,000	0	0.00%
540000 - OUTSIDE CONTRACTS	21,400	30,062	21,400	11,080	21,400	0	0.00%
540010 - CNTRCT-JANITORIAL	115,000	110,565	115,000	76,549	125,000	10,000	8.70%
540080 - CNTRCT-PAVEMENT MARKINGS	600	0	600	0	600	0	0.00%
540100 - CNTRCT-ELECTRICAL	10,000	9,313	10,000	9,976	10,000	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	1,060	1,143	1,060	1,096	1,060	0	0.00%
540210 - CNTRCT-ELEVATOR	10,000	12,117	12,500	12,645	12,500	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	10,000	2,606	10,000	5,974	10,000	0	0.00%
550040 - AUDIT FEES	2,865	2,865	3,520	3,520	3,520	0	0.00%
580510 - TRANSFER TO RESERVE FUND	32,734	53,220	4,688	0	624	(4,064)	-86.69%
	498,615	**496,716**	**498,615**	**330,348**	**500,685**	**2,070**	**0.42%**
Net Total	**0**	**0**	**0**	**85,164**	**0**	**0**	**0.00%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-444-FAC-SERVICE CENTRE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	20,000	31,459	20,000	19,516	20,000	0	0.00%
510040 - PART-TIME	3,500	6,114	3,500	25,241	3,500	0	0.00%
510100 - OVERTIME	1,400	1,415	1,400	952	1,400	0	0.00%
510200 - EMPLOYEE BENEFITS	4,780	7,731	4,997	10,121	5,036	39	0.78%
520030 - OPERATING EQUIP/SUPPLIES	16,500	15,298	16,500	5,197	16,500	0	0.00%
520040 - EQUIPMENT RENTALS	750	2,823	750	672	2,000	1,250	166.67%
520600 - UTILITIES - HEAT	25,300	30,761	40,000	23,535	40,000	0	0.00%
520610 - UTILITIES - HYDRO	60,500	51,293	60,500	43,311	60,500	0	0.00%
520620 - UTILITIES - WTR/SWR	17,000	20,979	20,000	15,534	20,000	0	0.00%
520800 - SMALL TOOLS	100	0	100	0	100	0	0.00%
520850 - BUILDING SECURITY	250	0	250	0	250	0	0.00%
540000 - OUTSIDE CONTRACTS	38,500	53,251	38,500	29,375	38,500	0	0.00%
540010 - CNTRCT-JANITORIAL	35,000	45,010	35,000	20,852	35,000	0	0.00%
540100 - CNTRCT-ELECTRICAL	12,000	8,098	12,000	3,924	9,000	(3,000)	-25.00%
540170 - CNTRCT-GARBAGE COLLECT	12,000	9,194	12,000	13,462	12,000	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	3,000	0	3,000	5,969	3,000	0	0.00%
580090 - INTERDEPT RECOVERIES	(36,709)	(16,637)	(36,709)	(16,713)	(43,160)	(6,451)	17.57%
	213,871	**266,789**	**231,788**	**200,945**	**223,626**	**(8,162)**	**-3.52%**
Net Total	**(213,871)**	**(266,789)**	**(231,788)**	**(200,945)**	**(223,626)**	**8,162**	**-3.52%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-445-FAC-YSP RIVER ROAD

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330290 - THIRD PARTY REVENUE	793,070	807,904	773,261	140,647	886,924	113,663	14.70%
350550 - RES FUND - DEVELOPMENT	245,035	245,035	245,035	245,035	245,035	0	0.00%
	1,038,105	**1,052,939**	**1,018,296**	**385,682**	**1,131,959**	**113,663**	**11.16%**
Expenses							
580510 - TRANSFER TO RESERVE FUND	0	20,274	4,916	0	145,425	140,509	2858.20%
580880 - IO -INTEREST	406,105	400,666	381,380	299,784	354,534	(26,846)	-7.04%
580890 - IO - PRINCIPAL	632,000	632,000	632,000	632,000	632,000	0	0.00%
	1,038,105	**1,052,940**	**1,018,296**	**931,784**	**1,131,959**	**113,663**	**11.16%**
Net Total	**0**	**(1)**	**0**	**(546,103)**	**0**	**0**	**0.00%**

	2025 Budget
YSP 2025 - Forecasted Surplus (330290)	$ 886,924
Reserve Fund-Development Charges (350550)	$ 245,035
Total Revenues	$ 1,131,959
Less: Debenture Payments (580880/ 580890)	-$ 986,534
Transfer To Reserves (580510)	$ 145,425

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-446-FAC-QUAKER RD BALL DIAMONDS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320450 - FEE/SC - BALL DIAMONDS	20,000	13,738	20,000	12,212	20,000	0	0.00%
320480 - FEE/SC - ADVERTISING	15,000	0	15,000	0	9,000	(6,000)	-40.00%
320840 - FEE/SC - HYDRO	4,000	1,391	4,000	1,332	4,000	0	0.00%
330400 - RENTS & LEASES	4,500	33,500	29,000	17,753	29,000	0	0.00%
	43,500	**48,629**	**68,000**	**31,296**	**62,000**	**(6,000)**	**-8.82%**
Expenses							
510010 - SALARIES/WAGES	19,000	26,493	19,000	20,135	19,000	0	0.00%
510040 - PART-TIME	8,000	8,736	8,000	9,327	8,000	0	0.00%
510100 - OVERTIME	4,000	4,994	4,000	4,286	4,000	0	0.00%
510200 - EMPLOYEE BENEFITS	5,760	7,453	6,026	7,162	6,074	48	0.80%
520030 - OPERATING EQUIP/SUPPLIES	3,500	7,571	8,000	4,744	9,000	1,000	12.50%
520600 - UTILITIES - HEAT	200	0	200	0	200	0	0.00%
520610 - UTILITIES - HYDRO	17,900	29,596	17,900	24,486	17,900	0	0.00%
520620 - UTILITIES - WTR/SWR	11,200	9,507	11,200	9,617	11,200	0	0.00%
520850 - BUILDING SECURITY	700	0	700	366	700	0	0.00%
540000 - OUTSIDE CONTRACTS	8,900	8,118	10,000	18,047	15,000	5,000	50.00%
540100 - CNTRCT-ELECTRICAL	4,500	1,976	4,500	9,552	4,500	0	0.00%
	83,660	**104,444**	**89,526**	**107,722**	**95,574**	**6,048**	**6.76%**
Net Total	**(40,160)**	**(55,815)**	**(21,526)**	**(76,426)**	**(33,574)**	**(12,048)**	**55.97%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-447-FAC-RECREATIONAL CANAL LANDS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320410 - FEE/SC - EQUIP RENTALS	96,900	83,069	96,900	130,176	96,900	0	0.00%
320480 - FEE/SC - ADVERTISING	7,500	0	5,000	0	5,000	0	0.00%
320570 - FEE/SC - MEMBERSHIPS	3,500	0	3,500	1,500	3,500	0	0.00%
320930 - FEE/SC - FIT/AQUA PUNCH CARDS	18,360	22,503	18,360	20,727	20,000	1,640	8.93%
330100 - INVESTMENT INCOME	300,000	300,000	300,000	0	300,000	0	0.00%
330360 - MISCELLANEOUS	11,500	1,966	11,500	346	1,000	(10,500)	-91.30%
330400 - RENTS & LEASES	74,460	124,958	74,460	156,944	110,000	35,540	47.73%
	512,220	**532,496**	**509,720**	**309,693**	**536,400**	**26,680**	**5.23%**
Expenses							
510010 - SALARIES/WAGES	222,179	186,740	244,881	186,225	247,585	2,704	1.10%
510020 - OTHER SALARIES	0	4,187	0	(7,242)	0	0	0.00%
510040 - PART-TIME	181,899	232,643	219,199	178,252	263,624	44,425	20.27%
510100 - OVERTIME	7,140	7,866	7,283	9,860	7,283	0	0.00%
510200 - EMPLOYEE BENEFITS	105,521	107,467	125,612	92,311	140,535	14,923	11.88%
520030 - OPERATING EQUIP/SUPPLIES	75,000	58,326	75,000	39,725	75,000	0	0.00%
520040 - EQUIPMENT RENTALS	8,500	4,274	8,500	582	8,500	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	1,500	1,410	1,500	790	1,500	0	0.00%
520110 - MEMBERSHIPS	3,000	4,547	3,000	2,326	3,090	90	3.00%
520230 - UNIFORMS/CLOTHING	2,000	1,507	2,000	1,017	2,000	0	0.00%
520240 - MEAL ALLOWANCE	0	0	0	20	0	0	0.00%
520250 - MISCELLANEOUS	1,000	908	1,000	43	1,000	0	0.00%
520600 - UTILITIES - HEAT	8,500	8,008	15,000	8,771	15,000	0	0.00%
520610 - UTILITIES - HYDRO	29,700	34,427	29,700	29,859	29,700	0	0.00%
520620 - UTILITIES - WTR/SWR	33,000	15,701	33,000	104,197	33,000	0	0.00%
520630 - UTILITIES - PHONE/FAX	3,000	2,630	3,000	2,043	3,000	0	0.00%
530560 - VOLUNTEER SERVICES	6,000	3,863	6,000	2,602	6,180	180	3.00%
530580 - PROJECTS ASSOCIATION	73,000	93,971	73,000	103,696	75,190	2,190	3.00%
540000 - OUTSIDE CONTRACTS	92,000	112,813	92,000	100,053	115,000	23,000	25.00%
540010 - CNTRCT-JANITORIAL	24,000	41,347	30,000	37,279	37,500	7,500	25.00%
540100 - CNTRCT-ELECTRICAL	6,500	12,585	6,500	11,789	6,500	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	1,000	501	1,000	4,610	1,000	0	0.00%
560030 - LICENCE RENEWALS	1,055	0	1,055	0	1,055	0	0.00%
	885,494	**935,719**	**978,230**	**908,808**	**1,073,242**	**95,012**	**9.71%**
Net Total	**(373,274)**	**(403,224)**	**(468,510)**	**(599,115)**	**(536,842)**	**(68,332)**	**14.58%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-448-FAC-COOKS MILLS HALL

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330400 - RENTS & LEASES	1,800	8,081	3,000	5,510	8,000	5,000	166.67%
	1,800	**8,081**	**3,000**	**5,510**	**8,000**	**5,000**	**166.67%**
Expenses							
510010 - SALARIES/WAGES	3,000	14,086	3,000	2,411	3,000	0	0.00%
510040 - PART-TIME	500	1,809	500	2,301	500	0	0.00%
510100 - OVERTIME	300	6,249	300	707	300	0	0.00%
510200 - EMPLOYEE BENEFITS	573	2,987	607	1,037	612	5	0.82%
520030 - OPERATING EQUIP/SUPPLIES	2,500	1,799	2,500	4,925	2,500	0	0.00%
520600 - UTILITIES - HEAT	1,870	2,092	2,500	1,717	2,500	0	0.00%
520610 - UTILITIES - HYDRO	1,500	980	1,500	644	1,500	0	0.00%
540000 - OUTSIDE CONTRACTS	3,200	1,273	3,200	5,862	5,000	1,800	56.25%
540010 - CNTRCT-JANITORIAL	4,500	6,954	6,000	3,305	7,000	1,000	16.67%
540100 - CNTRCT-ELECTRICAL	1,000	268	1,000	538	1,000	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	500	62	500	78	500	0	0.00%
	19,443	**38,559**	**21,607**	**23,525**	**24,412**	**2,805**	**12.98%**
Net Total	**(17,643)**	**(30,478)**	**(18,607)**	**(18,015)**	**(16,412)**	**2,195**	**-11.80%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-449-FAC-140 KING ST MUSEUM

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	7,000	10,850	7,000	3,066	7,000	0	0.00%
510040 - PART-TIME	600	1,845	600	1,568	600	0	0.00%
510100 - OVERTIME	800	1,128	800	1,223	800	0	0.00%
510200 - EMPLOYEE BENEFITS	1,459	2,661	1,534	994	1,548	14	0.91%
520030 - OPERATING EQUIP/SUPPLIES	6,000	3,785	6,000	145	6,000	0	0.00%
520600 - UTILITIES - HEAT	13,971	10,324	13,971	6,050	13,971	0	0.00%
520610 - UTILITIES - HYDRO	17,500	17,345	17,500	10,762	17,500	0	0.00%
520620 - UTILITIES - WTR/SWR	1,100	1,173	1,100	811	1,100	0	0.00%
520850 - BUILDING SECURITY	11,050	9,873	11,050	1,432	11,050	0	0.00%
540000 - OUTSIDE CONTRACTS	21,400	13,538	21,400	13,469	21,400	0	0.00%
540100 - CNTRCT-ELECTRICAL	4,000	496	4,000	0	4,000	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	0	43	0	0	0	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	2,000	1,357	2,000	3,651	4,000	2,000	100.00%
540610 - WEL HISTORICAL MUSEUM*	0	0	0	0	304,428	304,428	100.00%
	86,880	**74,418**	**86,955**	**43,171**	**393,397**	**306,442**	**352.41%**
Net Total	**(86,880)**	**(74,418)**	**(86,955)**	**(43,171)**	**(393,397)**	**(306,442)**	**352.41%**

* 540610 WEL HISTORICAL MUSEUM - transferred from Cost Centre 20-139 (Community Grants)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-450-FAC-HOOKER STREET

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330400 - RENTS & LEASES	4,000	2,620	5,500	1,549	3,500	(2,000)	-36.36%
	4,000	**2,620**	**5,500**	**1,549**	**3,500**	**(2,000)**	**-36.36%**
Expenses							
510010 - SALARIES/WAGES	1,500	1,325	1,500	1,007	1,500	0	0.00%
510040 - PART-TIME	0	1,097	0	946	0	0	0.00%
510100 - OVERTIME	0	539	0	0	0	0	0.00%
510200 - EMPLOYEE BENEFITS	235	554	248	424	251	3	1.21%
520030 - OPERATING EQUIP/SUPPLIES	2,500	1,964	2,500	1,836	2,500	0	0.00%
520600 - UTILITIES - HEAT	2,082	3,145	3,200	2,459	3,200	0	0.00%
520610 - UTILITIES - HYDRO	1,100	2,433	1,100	1,993	1,100	0	0.00%
520620 - UTILITIES - WTR/SWR	700	2,155	2,500	1,686	2,500	0	0.00%
540000 - OUTSIDE CONTRACTS	4,280	2,488	4,280	2,042	4,280	0	0.00%
540010 - CNTRCT-JANITORIAL	5,000	3,539	5,000	922	5,000	0	0.00%
540100 - CNTRCT-ELECTRICAL	1,000	1,876	1,000	1,344	1,000	0	0.00%
	18,397	**21,115**	**21,328**	**14,660**	**21,331**	**3**	**0.01%**
Net Total	**(14,397)**	**(18,495)**	**(15,828)**	**(13,111)**	**(17,831)**	**(2,003)**	**12.65%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-452-FAC-C.L. PINARD CTR

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330400 - RENTS & LEASES	440	2,061	440	1,981	2,000	1,560	354.55%
	440	**2,061**	**440**	**1,981**	**2,000**	**1,560**	**354.55%**
Expenses							
510010 - SALARIES/WAGES	5,000	2,398	5,000	1,621	5,000	0	0.00%
510040 - PART-TIME	500	1,166	500	836	500	0	0.00%
510100 - OVERTIME	500	804	500	1,067	500	0	0.00%
510200 - EMPLOYEE BENEFITS	988	725	1,042	557	1,052	10	0.96%
520030 - OPERATING EQUIP/SUPPLIES	2,500	865	2,500	1,123	2,500	0	0.00%
520270 - LEASES - PROPERTY	6,750	7,879	6,750	6,688	6,750	0	0.00%
520600 - UTILITIES - HEAT	6,270	6,850	7,500	6,100	7,500	0	0.00%
520610 - UTILITIES - HYDRO	2,636	2,027	2,636	1,303	2,636	0	0.00%
540000 - OUTSIDE CONTRACTS	1,500	1,337	1,500	1,349	1,500	0	0.00%
540010 - CNTRCT-JANITORIAL	1,500	1,452	1,500	770	1,500	0	0.00%
540100 - CNTRCT-ELECTRICAL	1,000	785	1,000	0	1,000	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	500	0	500	0	500	0	0.00%
	29,644	**26,288**	**30,928**	**21,413**	**30,938**	**10**	**0.03%**
Net Total	**(29,204)**	**(24,227)**	**(30,488)**	**(19,433)**	**(28,938)**	**1,550**	**-5.08%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-454-FAC-ANCILLARY BLDGS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330400 - RENTS & LEASES	1,000	440	1,000	351	1,000	0	0.00%
	1,000	**440**	**1,000**	**351**	**1,000**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	12,000	13,279	12,000	5,841	12,000	0	0.00%
510040 - PART-TIME	0	1,465	0	629	0	0	0.00%
510100 - OVERTIME	2,100	1,958	2,100	2,231	2,100	0	0.00%
510200 - EMPLOYEE BENEFITS	2,532	3,040	2,654	1,605	2,677	23	0.87%
520030 - OPERATING EQUIP/SUPPLIES	9,000	13,786	9,000	8,902	9,000	0	0.00%
520600 - UTILITIES - HEAT	7,700	7,165	9,500	5,212	9,500	0	0.00%
520610 - UTILITIES - HYDRO	7,700	9,280	7,700	7,006	7,700	0	0.00%
520620 - UTILITIES - WTR/SWR	8,000	436	8,000	342	8,000	0	0.00%
520850 - BUILDING SECURITY	1,200	0	1,200	317	1,200	0	0.00%
540000 - OUTSIDE CONTRACTS	19,500	18,400	19,500	18,486	19,500	0	0.00%
540010 - CNTRCT-JANITORIAL	500	268	500	0	500	0	0.00%
540100 - CNTRCT-ELECTRICAL	6,200	4,995	6,200	1,530	6,200	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	600	0	600	0	600	0	0.00%
	77,032	**74,073**	**78,954**	**52,101**	**78,977**	**23**	**0.03%**
Net Total	**(76,032)**	**(73,632)**	**(77,954)**	**(51,750)**	**(77,977)**	**(23)**	**0.03%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-459-FAC-FIRE HALLS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	5,000	13,759	5,000	1,748	5,000	0	0.00%
510040 - PART-TIME	1,000	1,840	1,000	2,225	1,000	0	0.00%
510100 - OVERTIME	1,100	0	1,100	1,378	1,100	0	0.00%
510200 - EMPLOYEE BENEFITS	1,110	3,279	1,170	906	1,182	12	1.03%
520030 - OPERATING EQUIP/SUPPLIES	1,000	421	1,000	1,461	1,000	0	0.00%
520600 - UTILITIES - HEAT	3,047	9,196	12,500	6,238	12,500	0	0.00%
520610 - UTILITIES - HYDRO	4,800	20,894	7,000	5,633	7,000	0	0.00%
520620 - UTILITIES - WTR/SWR	1,500	2,532	3,000	2,452	3,000	0	0.00%
520850 - BUILDING SECURITY	200	768	200	708	200	0	0.00%
540000 - OUTSIDE CONTRACTS	5,350	2,662	5,350	2,269	5,350	0	0.00%
540010 - CNTRCT-JANITORIAL	200	2,620	1,500	680	3,000	1,500	100.00%
540100 - CNTRCT-ELECTRICAL	1,600	740	1,600	0	1,600	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	0	344	0	113	0	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	100	0	100	318	100	0	0.00%
	26,007	**59,055**	**40,520**	**26,129**	**42,032**	**1,512**	**3.73%**
Net Total	**(26,007)**	**(59,055)**	**(40,520)**	**(26,129)**	**(42,032)**	**(1,512)**	**3.73%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-461-FAC-CHIPPAWA PK COMMUNITY CTR

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
330400 - RENTS & LEASES	30,600	24,408	30,600	18,446	30,600	0	0.00%
	30,600	**24,408**	**30,600**	**18,446**	**30,600**	**0**	**0.00%**
Expenses							
510010 - SALARIES/WAGES	6,000	3,046	6,000	3,424	6,000	0	0.00%
510040 - PART-TIME	1,000	4,960	1,000	6,793	1,000	0	0.00%
510100 - OVERTIME	2,500	1,108	2,500	1,981	2,500	0	0.00%
510200 - EMPLOYEE BENEFITS	1,422	1,667	1,502	2,253	1,518	16	1.07%
520030 - OPERATING EQUIP/SUPPLIES	6,000	4,960	6,000	5,375	6,000	0	0.00%
520600 - UTILITIES - HEAT	2,000	2,686	2,000	1,630	2,000	0	0.00%
520610 - UTILITIES - HYDRO	6,500	4,659	6,500	4,251	6,500	0	0.00%
520620 - UTILITIES - WTR/SWR	80,000	72,700	80,000	71,687	80,000	0	0.00%
520850 - BUILDING SECURITY	1,400	1,526	1,400	1,458	1,400	0	0.00%
540000 - OUTSIDE CONTRACTS	8,500	11,032	8,500	9,783	8,500	0	0.00%
540010 - CNTRCT-JANITORIAL	12,000	25,615	17,500	17,142	30,000	12,500	71.43%
540100 - CNTRCT-ELECTRICAL	2,000	1,892	2,000	1,765	2,000	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	500	0	500	0	500	0	0.00%
	129,822	**135,852**	**135,402**	**127,541**	**147,918**	**12,516**	**9.24%**
Net Total	**(99,222)**	**(111,444)**	**(104,802)**	**(109,096)**	**(117,318)**	**(12,516)**	**11.94%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-462-FAC-FIRE HALL #1 EAST MAIN ST HQ

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	4,000	0	4,000	0	4,000	0	0.00%
510040 - PART-TIME	1,000	0	1,000	0	1,000	0	0.00%
510100 - OVERTIME	360	0	360	0	360	0	0.00%
510200 - EMPLOYEE BENEFITS	844	0	890	0	899	9	1.01%
520030 - OPERATING EQUIP/SUPPLIES	3,000	2,925	3,000	1,250	3,000	0	0.00%
520600 - UTILITIES - HEAT	9,140	8,013	20,000	508	12,500	(7,500)	-37.50%
520610 - UTILITIES - HYDRO	7,200	18,309	15,000	21,814	20,000	5,000	33.33%
520620 - UTILITIES - WTR/SWR	4,500	4,034	4,500	3,601	4,500	0	0.00%
520850 - BUILDING SECURITY	600	897	1,000	560	1,000	0	0.00%
540000 - OUTSIDE CONTRACTS	15,000	6,431	15,000	17,710	15,000	0	0.00%
540010 - CNTRCT-JANITORIAL	2,500	9,002	4,000	3,622	10,000	6,000	150.00%
540100 - CNTRCT-ELECTRICAL	4,800	202	4,800	122	4,800	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	0	1,436	1,500	1,066	1,500	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	300	0	300	13,612	300	0	0.00%
	53,244	**51,250**	**75,350**	**63,865**	**78,859**	**3,509**	**4.66%**
Net Total	**(53,244)**	**(51,250)**	**(75,350)**	**(63,865)**	**(78,859)**	**(3,509)**	**4.66%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-463 FAC FIRE HALL#2 KING ST

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Expenses							
510010 - SALARIES/WAGES	2,000	0	2,000	0	2,000	0	0.00%
510040 - PART-TIME	1,000	0	1,000	0	1,000	0	0.00%
510100 - OVERTIME	120	0	120	0	120	0	0.00%
510200 - EMPLOYEE BENEFITS	483	0	508	0	515	7	1.38%
520030 - OPERATING EQUIP/SUPPLIES	1,000	1,104	1,000	698	1,000	0	0.00%
520600 - UTILITIES - HEAT	3,047	5,726	6,500	3,919	6,500	0	0.00%
520610 - UTILITIES - HYDRO	4,800	7,846	6,000	7,245	7,000	1,000	16.67%
520620 - UTILITIES - WTR/SWR	1,725	2,624	3,000	2,324	3,000	0	0.00%
520850 - BUILDING SECURITY	200	1,051	1,200	646	1,200	0	0.00%
540000 - OUTSIDE CONTRACTS	5,000	7,520	5,000	4,238	5,000	0	0.00%
540010 - CNTRCT-JANITORIAL	2,500	1,937	2,500	1,831	6,500	4,000	160.00%
540100 - CNTRCT-ELECTRICAL	1,600	410	1,600	0	1,600	0	0.00%
540170 - CNTRCT-GARBAGE COLLECT	0	721	500	847	500	0	0.00%
540220 - CNTRCT-HEAT/AIR CONDITIONING	100	0	100	957	100	0	0.00%
	23,575	**28,939**	**31,028**	**22,705**	**36,035**	**5,007**	**16.14%**
Net Total	**(23,575)**	**(28,939)**	**(31,028)**	**(22,705)**	**(36,035)**	**(5,007)**	**16.14%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-510-PLANNING & DEVELOPMENT SERVICE

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320200 - OTHER MUNICIPAL GRANTS	220,000	88,083	0	0	220,000	220,000	100.00%
320300 - FEE/SC - LTR COMPLIANCE	49,000	22,521	27,090	21,216	30,240	3,150	11.63%
320650 - FEE/SC - APPLICATION FEES	701,502	695,531	794,293	517,264	814,151	19,858	2.50%
330150 - SALE OF PUBLICATIONS	103	27	103	0	103	0	0.00%
330360 - MISCELLANEOUS	5,628	8,913	6,216	21,928	20,000	13,784	221.75%
350500 - RES FUND - MIG	0	0	200,000	0	200,000	0	0.00%
350820 - RES FUND - DOWNTOWN	0	0	220,000	0	0	(220,000)	-100.00%
	976,233	**815,074**	**1,247,702**	**560,408**	**1,284,494**	**36,792**	**2.95%**
Expenses							
510010 - SALARIES/WAGES	833,063	760,501	851,593	716,931	972,412	120,819	14.19%
510020 - OTHER SALARIES	0	(1,455)	0	(17,187)	0	0	0.00%
510040 - PART-TIME	0	0	0	6,743	0	0	0.00%
510100 - OVERTIME	805	8,877	825	892	825	0	0.00%
510200 - EMPLOYEE BENEFITS	280,696	280,487	279,425	278,855	335,363	55,938	20.02%
520010 - OFFICE EQUIP/SUPPLIES	4,200	2,810	4,200	3,365	4,200	0	0.00%
520020 - POSTAGE	3,000	2,690	3,000	1,360	3,000	0	0.00%
520050 - ADVERTISING	3,000	0	3,000	0	3,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	9,250	9,459	9,250	10,578	9,250	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	3,300	5,400	3,300	6,090	3,300	0	0.00%
520110 - MEMBERSHIPS	3,800	8,502	3,800	850	9,000	5,200	136.84%
520200 - MILEAGE & MEETINGS	1,000	14	1,000	98	1,000	0	0.00%
520220 - CAR ALLOWANCE	1,980	2,230	2,040	4,250	2,040	0	0.00%
520230 - UNIFORMS/CLOTHING	1,000	61	1,000	0	1,000	0	0.00%
520240 - MEAL ALLOWANCE	100	156	100	195	100	0	0.00%
520250 - MISCELLANEOUS	800	618	800	166	800	0	0.00%
520280 - COMMITTEE MEMBER FEES	4,500	4,982	6,000	3,800	6,000	0	0.00%
540000 - OUTSIDE CONTRACTS	1,000	3,722	1,000	30,308	1,000	0	0.00%
540580 - INCENTIVE PROGRAMS	460,000	506,133	660,000	34,663	660,000	0	0.00%
540680 - CITY OF WELLAND HERITAGE*	0	0	0	0	17,501	17,501	100.00%
	1,611,494	**1,595,188**	**1,830,333**	**1,081,956**	**2,029,791**	**199,458**	**10.90%**
Net Total	**(635,261)**	**(780,114)**	**(582,631)**	**(521,548)**	**(745,297)**	**(162,666)**	**27.92%**

*540680- CITY OF WELLAND HERITAGE ADVISORY - transferred from Cost Centre- 20-139 (Community Grants)

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-520-BUILDING & LICENSING

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320370 - FEE/SC - INSPECTION FEES	353	351	353	0	353	0	0.00%
320640 - FEE/SC - ADMINISTRATION	1,539	0	1,539	0	1,539	0	0.00%
330150 - SALE OF PUBLICATIONS	107	0	107	5	107	0	0.00%
330360 - MISCELLANEOUS	3,820	1,006	3,820	1,988	3,820	0	0.00%
340040 - LIC - PLUMBING	3,375	4,649	3,375	2,841	3,375	0	0.00%
340500 - PERMITS - GENERAL	1,799,777	2,496,475	2,543,966	1,267,972	1,900,000	(643,966)	-25.31%
340530 - PERMITS - SIGNS	4,784	6,492	4,784	5,726	4,784	0	0.00%
340540 - PERMITS - POOLS	6,180	3,233	6,180	2,037	6,180	0	0.00%
350880 - RES FUND- BUILDING PROVISION	179,870	0	326,000	0	1,029,267	703,267	215.73%
	1,999,805	**2,512,206**	**2,890,124**	**1,280,569**	**2,949,425**	**59,301**	**2.05%**
Expenses							
510010 - SALARIES/WAGES	1,309,672	1,208,905	1,590,333	798,850	1,758,053	167,720	10.55%
510020 - OTHER SALARIES	0	7,983	0	(20,166)	0	0	0.00%
510040 - PART-TIME	0	22,065	0	0	0	0	0.00%
510100 - OVERTIME	1,890	4,815	1,930	2,009	1,930	0	0.00%
510200 - EMPLOYEE BENEFITS	460,488	387,256	548,294	356,869	640,111	91,817	16.75%
520010 - OFFICE EQUIP/SUPPLIES	15,800	11,304	27,501	1,278	27,501	0	0.00%
520020 - POSTAGE	1,400	633	1,400	246	1,000	(400)	-28.57%
520030 - OPERATING EQUIP/SUPPLIES	17,500	9,973	17,500	2,005	6,000	(11,500)	-65.71%
520050 - ADVERTISING	500	109	500	0	500	0	0.00%
520090 - CONFERENCES/CONVENTIONS	2,500	6,350	4,000	0	4,000	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	9,000	16,182	12,000	8,786	12,000	0	0.00%
520110 - MEMBERSHIPS	7,500	8,328	10,000	7,558	10,000	0	0.00%
520200 - MILEAGE & MEETINGS	2,000	1,251	2,000	0	2,000	0	0.00%
520220 - CAR ALLOWANCE	2,040	2,040	1,980	0	1,980	0	0.00%
520230 - UNIFORMS/CLOTHING	2,000	3,750	3,680	627	4,000	320	8.70%
520240 - MEAL ALLOWANCE	0	9	0	20	0	0	0.00%
520580 - TITLE SEARCH/LAND FEES	7,000	10,074	7,000	6,180	7,000	0	0.00%
520610 - UTILITIES - HYDRO	0	472	0	2,456	2,500	2,500	100.00%
520650 - MOBILE COMMUNICATIONS	3,000	3,237	3,000	2,683	3,000	0	0.00%
540000 - OUTSIDE CONTRACTS	113,500	91,881	185,500	92,104	185,500	0	0.00%
580510 - TRANSFER TO RESERVE FUND	0	412,832	0	0	0	0	0.00%
	1,955,790	**2,209,449**	**2,416,618**	**1,261,504**	**2,667,075**	**250,457**	**10.36%**
Net Total	**44,015**	**302,757**	**473,506**	**19,065**	**282,350**	**(191,156)**	**-40.37%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-525-BY-LAW ENFORCEMENT

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320640 - FEE/SC - ADMINISTRATION	20,000	39,168	20,000	24,970	30,000	10,000	50.00%
320650 - FEE/SC - APPLICATION FEES	100	0	100	0	100	0	0.00%
320660 - FEE/SC - WEED CUTTING	25,000	5,215	25,000	2,510	25,000	0	0.00%
330010 - FINES	0	173,710	120,000	159,110	120,000	0	0.00%
330360 - MISCELLANEOUS	500	300	500	2,344	500	0	0.00%
340010 - LIC - BUSINESS	0	15,140	4,000	17,535	25,000	21,000	525.00%
	45,600	**233,533**	**169,600**	**206,469**	**200,600**	**31,000**	**18.28%**
Expenses							
510010 - SALARIES/WAGES	467,095	346,461	478,251	243,372	499,372	21,121	4.42%
510020 - OTHER SALARIES	0	(750)	0	(1,727)	0	0	0.00%
510040 - PART-TIME	0	0	0	25,510	0	0	0.00%
510100 - OVERTIME	2,438	2,136	2,438	657	2,438	0	0.00%
510200 - EMPLOYEE BENEFITS	162,537	90,432	158,519	104,297	190,713	32,194	20.31%
520010 - OFFICE EQUIP/SUPPLIES	850	1,260	850	721	850	0	0.00%
520020 - POSTAGE	3,000	2,304	3,000	2,499	3,000	0	0.00%
520030 - OPERATING EQUIP/SUPPLIES	1,000	577	1,000	674	1,000	0	0.00%
520070 - NIAGARA COLLEGE EXTRA POLICING	0	0	0	0	2,200	2,200	100.00%
520090 - CONFERENCES/CONVENTIONS	2,200	1,700	2,200	1,443	2,200	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	3,300	3,300	3,300	1,114	3,300	0	0.00%
520200 - MILEAGE & MEETINGS	500	259	500	223	500	0	0.00%
520220 - CAR ALLOWANCE	1,980	1,980	1,980	0	1,980	0	0.00%
520230 - UNIFORMS/CLOTHING	3,000	4,101	3,000	3,589	4,000	1,000	33.33%
520240 - MEAL ALLOWANCE	200	30	200	0	200	0	0.00%
520250 - MISCELLANEOUS	10,000	6,045	10,000	7,750	10,000	0	0.00%
520280 - COMMITTEE MEMBER FEES	600	150	600	450	600	0	0.00%
520580 - TITLE SEARCH/LAND FEES	2,000	0	2,000	0	2,000	0	0.00%
520650 - MOBILE COMMUNICATIONS	1,733	1,394	1,800	1,018	1,800	0	0.00%
520690 - GRAFFITI/VANDALISM	0	0	10,000	0	10,000	0	0.00%
540000 - OUTSIDE CONTRACTS	30,804	31,880	20,804	16,678	20,804	0	0.00%
540030 - CNTRCT-WEED CUTTING	25,000	5,983	25,000	0	25,000	0	0.00%
540500 - HUMANE SOCIETY	277,498	277,498	286,655	240,036	295,255	8,600	3.00%
	995,735	**776,740**	**1,012,097**	**648,304**	**1,077,212**	**65,115**	**6.43%**
Net Total	**(950,135)**	**(543,207)**	**(842,497)**	**(441,835)**	**(876,612)**	**(34,115)**	**4.05%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 20-710-ECONOMIC DEVELOPMENT

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
320150 - OTHER GRANTS	20,000	12,000	20,000	7,833	8,500	(11,500)	-57.50%
330140 - SPONSORSHIPS	40,000	46,929	40,000	44,150	40,000	0	0.00%
330250 - DONATIONS	10,000	360	10,000	13,624	10,000	0	0.00%
330300 - COST SHARING	0	4,500	0	0	0	0	0.00%
350650 - RES FUND - ECONOMICAL DEVELOP	0	0	50,000	50,000	185,260	135,260	270.52%
	70,000	**63,789**	**120,000**	**115,607**	**243,760**	**123,760**	**103.13%**
Expenses							
510010 - SALARIES/WAGES	287,630	296,694	308,412	204,668	442,738	134,326	43.55%
510020 - OTHER SALARIES	0	(1,005)	0	(5,899)	0	0	0.00%
510040 - PART-TIME	0	0	0	27,939	0	0	0.00%
510200 - EMPLOYEE BENEFITS	89,966	96,068	100,402	79,884	143,726	43,324	43.15%
520010 - OFFICE EQUIP/SUPPLIES	1,000	1,080	1,000	225	1,000	0	0.00%
520020 - POSTAGE	500	130	500	4	500	0	0.00%
520060 - CITY PROMOTIONS	165,000	167,544	145,000	69,775	145,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	13,200	12,415	13,200	13,449	13,200	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	5,000	5,000	5,000	3,115	5,000	0	0.00%
520110 - MEMBERSHIPS	4,000	2,476	4,000	4,523	4,000	0	0.00%
520200 - MILEAGE & MEETINGS	8,500	6,889	8,500	4,729	3,000	(5,500)	-64.71%
520220 - CAR ALLOWANCE	0	0	0	3,500	6,000	6,000	100.00%
520250 - MISCELLANEOUS	1,000	330	1,000	290	1,000	0	0.00%
520580 - TITLE SEARCH/LAND FEES	2,000	0	2,000	378	2,000	0	0.00%
520630 - UTILITIES - PHONE/FAX	500	0	500	0	0	(500)	-100.00%
520650 - MOBILE COMMUNICATIONS	1,575	698	600	463	600	0	0.00%
520750 - APPRAISAL/SURVEY COSTS	0	0	50,000	9,539	50,000	0	0.00%
530000 - OUTSIDE CONSULTING	35,000	35,000	20,000	(25,000)	20,000	0	0.00%
540301 - DONATIONS-CITY PROMOTIONS	10,000	0	10,000	0	10,000	0	0.00%
	624,871	**623,320**	**670,114**	**391,582**	**847,764**	**177,650**	**26.51%**
Net Total	**(554,871)**	**(559,531)**	**(550,114)**	**(275,975)**	**(604,004)**	**(53,890)**	**9.80%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 25-910-WATER WORKS

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
310490 - WATER WASTEWATER CONST FEE	148,000	80,400	148,000	81,550	100,000	(48,000)	-32.43%
310540 - WATER/WASTER REVENUE LOSS	(2,500)	0	(2,500)	0	(2,500)	0	0.00%
310570 - WTR METERED FIXED	4,574,885	4,575,450	4,831,519	2,803,667	4,961,827	130,308	2.70%
310580 - WTR METERED CONSUMPTION	10,182,807	9,252,191	9,809,447	5,292,468	10,074,013	264,566	2.70%
310600 - WATER HAULAGE	240,000	295,969	285,000	276,984	295,000	10,000	3.51%
310610 - PENALTY	100,000	115,706	110,000	77,924	110,000	0	0.00%
310620 - WATER METER INSPECTION FEE	75,000	68,921	75,000	52,575	70,000	(5,000)	-6.67%
320390 - FEE/SC - EXTRNL SERVICES	240,000	165,961	240,000	176,260	180,000	(60,000)	-25.00%
320760 - FEE/SC - TURN-OFF CHGS	12,000	13,238	12,000	7,855	12,000	0	0.00%
330200 - SALE OF EQUIPMENT	0	0	0	775	0	0	0.00%
330360 - MISCELLANEOUS	0	20,066	0	10,516	0	0	0.00%
	15,570,192	**14,587,902**	**15,508,466**	**8,780,573**	**15,800,340**	**291,874**	**1.88%**
Expenses							
510010 - SALARIES/WAGES	1,462,529	1,467,980	1,212,657	1,098,069	1,229,635	16,978	1.40%
510020 - OTHER SALARIES	0	3,533	0	(5,180)	0	0	0.00%
510040 - PART-TIME	73,376	34,036	74,885	48,184	76,397	1,512	2.02%
510100 - OVERTIME	75,000	52,612	75,000	15,697	75,000	0	0.00%
510200 - EMPLOYEE BENEFITS	564,056	500,273	482,217	390,030	500,610	18,393	3.81%
520010 - OFFICE EQUIP/SUPPLIES	5,500	2,524	5,500	1,196	5,500	0	0.00%
520020 - POSTAGE	40,000	40,756	40,000	24,507	40,000	0	0.00%
520030 - OPERATING EQUIP/SUPPLIES	530,000	906,811	530,000	796,889	700,000	170,000	32.08%
520040 - EQUIPMENT RENTALS	0	0	5,000	0	5,000	0	0.00%
520090 - CONFERENCES/CONVENTIONS	4,400	4,388	4,400	2,253	4,400	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	41,800	45,104	40,000	24,837	50,000	10,000	25.00%
520110 - MEMBERSHIPS	2,200	3,152	2,200	442	2,200	0	0.00%
520200 - MILEAGE & MEETINGS	500	0	500	217	500	0	0.00%
520230 - UNIFORMS/CLOTHING	14,500	16,803	14,500	4,343	14,500	0	0.00%
520240 - MEAL ALLOWANCE	2,000	2,977	2,000	3,080	2,000	0	0.00%
520250 - MISCELLANEOUS	40,000	12,251	40,000	14,084	40,000	0	0.00%
520340 - BANK SERVICE CHARGES	1,200	5,050	1,200	8,189	10,000	8,800	733.33%
520470 - CONTINGENCIES	77,500	68,476	77,500	10,000	67,325	(10,175)	-13.13%
520610 - UTILITIES - HYDRO	3,500	3,323	3,500	3,158	3,500	0	0.00%
520650 - MOBILE COMMUNICATIONS	1,300	2,030	1,300	2,933	2,000	700	53.85%
530000 - OUTSIDE CONSULTING	26,500	17,783	26,500	4,867	26,500	0	0.00%
540000 - OUTSIDE CONTRACTS	141,700	137,051	141,700	163,577	158,240	16,540	11.67%
540040 - CNTRCT-HOLDBACKS	0	31,179	0	(31,179)	0	0	0.00%
540120 - CNTRCT-UTILITY CUTS	300,000	268,821	300,000	225,996	300,000	0	0.00%
540310 - CNTRCT - LEAK DETECTION PRGM	2,500	0	2,500	865	2,500	0	0.00%
560020 - FUEL - VEHICLES	88,400	71,857	88,400	63,661	88,400	0	0.00%
560250 - WATER PURCHASES	6,638,566	6,407,697	6,921,648	5,143,047	7,131,549	209,901	3.03%
580010 - INTERDEPT TRANSFERS	1,480,555	747,501	1,480,555	901,795	1,379,723	(100,832)	-6.81%
580200 - TRANSFER TO CAPITAL	1,853,000	1,853,000	1,853,000	1,853,000	1,853,000	0	0.00%
580500 - TRANSFER TO RESERVES	50,000	50,000	50,000	50,000	80,000	30,000	60.00%
580900 - DEBT CHGS - INTEREST	408,355	408,354	300,387	217,858	318,430	18,043	6.01%
580910 - DEBT CHGS - PRINCIPAL	1,641,255	1,641,255	1,731,417	1,456,317	1,633,431	(97,986)	-5.66%
580920 - OTHER DEBT INTEREST	0	(3,087)	0	(73,083)	0	0	0.00%
	15,570,192	**14,803,489**	**15,508,466**	**12,419,651**	**15,800,340**	**291,874**	**1.88%**
Net Total	**0**	**(215,587)**	**0**	**(3,639,078)**	**0**	**0**	**0.00%**

2025 PROPOSED OPERATING BUDGET

Costing Centre: 30-330-WASTEWATER

GL Account	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2024 vs. 2025 ($)	Increase/ Decrease (%)
Revenues							
310490 - WATER WASTEWATER CONST FEE	148,000	80,400	148,000	80,400	100,000	(48,000)	-32.43%
310520 - SWR METERED FIX	6,128,127	6,154,292	7,073,939	4,049,943	8,903,839	1,829,900	25.87%
310530 - SWR METERED FLO	13,640,025	13,003,322	14,362,241	8,016,748	15,160,592	798,351	5.56%
310540 - WATER/WASTER REVENUE LOSS	(3,500)	0	(3,500)	0	(3,500)	0	0.00%
310610 - PENALTY	145,000	141,076	145,000	99,881	145,000	0	0.00%
320390 - FEE/SC - EXTRNL SERVICES	10,000	6,690	10,000	5,126	10,000	0	0.00%
330200 - SALE OF EQUIPMENT	0	4,550	0	70,000	0	0	0.00%
330300 - COST SHARING	35,800	0	35,800	0	35,800	0	0.00%
330360 - MISCELLANEOUS	0	0	0	2,529	0	0	0.00%
	20,103,452	**19,390,328**	**21,771,480**	**12,324,628**	**24,351,731**	**2,580,251**	**11.85%**
Expenses							
510010 - SALARIES/WAGES	747,129	517,356	906,348	369,147	958,918	52,570	5.80%
510020 - OTHER SALARIES	0	(5,829)	0	0	0	0	0.00%
510040 - PART-TIME	47,999	20,404	48,539	16,445	48,539	0	0.00%
510100 - OVERTIME	20,000	13,683	20,000	(15,870)	20,000	0	0.00%
510200 - EMPLOYEE BENEFITS	332,434	340,268	420,087	249,643	431,348	11,261	2.68%
520020 - POSTAGE	40,000	44,448	40,000	12,736	40,000	0	0.00%
520030 - OPERATING EQUIP/SUPPLIES	137,800	121,688	137,800	101,280	137,800	0	0.00%
520100 - PROFESSIONAL DEVELOPMENT	5,500	5,500	5,500	712	5,500	0	0.00%
520200 - MILEAGE & MEETINGS	300	123	300	0	300	0	0.00%
520230 - UNIFORMS/CLOTHING	12,000	13,262	12,000	1,742	12,000	0	0.00%
520240 - MEAL ALLOWANCE	2,000	800	2,000	1,200	2,000	0	0.00%
520250 - MISCELLANEOUS	15,000	12,517	15,000	14,827	15,000	0	0.00%
520470 - CONTINGENCIES	2,500	8,465	2,500	0	55,648	53,148	2125.92%
520600 - UTILITIES - HEAT	1,000	945	1,000	719	1,000	0	0.00%
520610 - UTILITIES - HYDRO	5,500	4,620	5,500	3,366	5,500	0	0.00%
520620 - UTILITIES - WTR/SWR	1,200	1,475	1,200	1,446	1,200	0	0.00%
520650 - MOBILE COMMUNICATIONS	1,300	1,300	1,300	0	1,300	0	0.00%
530000 - OUTSIDE CONSULTING	21,000	0	21,000	0	21,000	0	0.00%
540000 - OUTSIDE CONTRACTS	224,000	352,237	224,000	242,148	224,000	0	0.00%
540040 - CNTRCT-HOLDBACKS	0	31,618	0	(31,618)	0	0	0.00%
540120 - CNTRCT-UTILITY CUTS	300,000	268,821	300,000	225,996	300,000	0	0.00%
560020 - FUEL - VEHICLES	71,500	58,832	71,500	36,268	62,000	(9,500)	-13.29%
560210 - SWAP	100,000	0	100,000	0	100,000	0	0.00%
560230 - SEWAGE FLOW TREATMENT	13,666,125	14,111,577	15,096,641	11,229,221	17,347,794	2,251,153	14.91%
580010 - INTERDEPT TRANSFERS	912,145	416,438	912,145	725,048	1,146,114	233,969	25.65%
580200 - TRANSFER TO CAPITAL	1,964,000	1,964,000	1,964,000	1,964,000	1,964,000	0	0.00%
580500 - TRANSFER TO RESERVES	80,000	80,000	80,000	80,000	100,000	20,000	25.00%
580900 - DEBT CHGS - INTEREST	277,938	277,938	219,225	568,985	240,717	21,492	9.80%
580910 - DEBT CHGS - PRINCIPAL	1,115,082	1,115,082	1,163,895	643,706	1,110,053	(53,842)	-4.63%
580920 - OTHER DEBT INTEREST	0	(2,824)	0	(59,216)	0	0	0.00%
	20,103,452	**19,774,742**	**21,771,480**	**16,381,932**	**24,351,731**	**2,580,251**	**11.85%**
Net Total	**0**	**(384,413)**	**0**	**(4,057,304)**	**0**	**0**	**0.00%**

2025 WATER WASTEWATER BUDGET

2025 PROPOSED WATER WASTEWATER RATES
INCREASE WASTEWATER FIXED COST FROM 33% TO 37%

Water Wastewater Rates		Current 2024	Proposed 2025	Difference $
Water Fixed Cost (yr)		187.33	189.44	$2.11
Water Consumption Rate (m3)		2.0828	2.1415	$0.0586
Wastewater Service Charge (yr)		277.76	344.27	$66.51
Wastewater Treatment Rate (m3)		3.1449	3.3197	$0.1748

Customer	Annual Consumption m3	2024 Annual Bill	2025 Proposed	Yearly $ Difference
Low Residential (6,455 accounts)	100	$988	$1,080	$92
Average Residential (9,579 accounts)	180	$1,406	$1,517	$111
Multi-Residential (4 units)	1,075	$7,224	$7,712	$488
Multi-Residential (100 units)	10,725	$88,914	$96,264	$7,350
Commercial	24,600	$138,368	$145,552	$7,184
Industrial	16,356	$122,572	$131,859	$9,288

* the Low-Income Senior Water/Wastewater rebate program will be increased by the same amount as the annual increase for the Low Residential customers

Executive Summary

Department: Water (910), Wastewater (330)
New/Enhanced Service/Capital Project: New

FTE/PTE Union #: 1

FTE/PTE: FTE

FTE/PTE Non-Union #: 0

FTE/PTE: Choose an Item

Immediate Supervisor: Water/Sewer Supervisor
Total Expenditures $: $91,567
Impact
Water Fixed Cost (yr) $189.44
Water Consumption Rate (m3)____$ 2.1415
Wastewater Service Charge (yr)__$344.27
Wastewater Treatment Rate (m3) $3.3197

Objective

Add a Certified Water/Sewer Operator to support municipality with expanding responsibilities in the City's water and sewer operations. Certified Water and Sewer Operators are essential to maintaining the integrity, safety, and reliability of both the City's water distribution system and wastewater collection system and are required to comply with Provincial legislation.

Brief summary of details outlined below.

Description

Problem Identification:

With an increase in development and cumulative infrastructure, as well as the introduction of new legislation and licensing including the new Consolidated Linear Infrastructure licenses for both wastewater and stormwater, an additional certified water and sewer operator is required.

Risk:

There are multiple risks to not employing Certified Water/Sewer Operators (CWSO) within the City including the following:

- The risk that the City may not remain compliant with provincial legislation as it pertains to the operation and maintenance of the municipal water distribution, sanitary collection and storm sewer conveyance systems.
    - The City could be subject to fines or penalties;

  - City license(s) to operate water and wastewater infrastructure may be suspended or terminated.
- Increased risk of sanitary discharges to the environment and/or risk to public health.
- Increased risk of adverse drinking water quality results and/or risk to public health.
- Project delays and additional costs to Capital contracts waiting on available CWSOs.
- Delays and decreased response to development construction waiting on available CWSOs.
- Decreased level of service to rate payers as it relates to CWSO response times.
- Economic loss to employers and ratepayers due to loss of services or system surcharges.
- Lack of support for preventative maintenance plans to mitigate system failures
- Delays in fire suppression due to unkept appurtenances (Fire Hydrants).
- Financial risk to the City due to water loss and sanitary sewer infiltration.
- Loss of public confidence in the City supply & maintenance systems.

Solution:

The Certified Water/Sewer Operator position is intended to mitigate the risks above by performing the following key tasks:

- Water Distribution System Maintenance – Perform preventive and corrective maintenance to ensure optimal performance and longevity and conduct regular sampling and testing of water to monitor for contaminants and ensure compliance with provincial regulations.
- Wastewater Collection System Maintenance – Perform preventive and corrective maintenance to ensure the efficient collection of wastewater, and conduct regular sampling and testing of combined sewer discharges to ensure compliance with provincial regulations.
- Respond to storm events - Perform bypass (monitoring, pumping, sampling, reporting) and overflow (monitoring, reporting) in accordance with legislated protocols as the frequency of severe weather events increase.
- Capital Replacements and Repair – Repair and replace broken or aging watermain and sewer pipes to maintain the systems' integrity and prevent leaks or breaks.
- Inspection – Conduct regular inspections of water and sewer infrastructure to identify and address potential issues before they become critical problems and provide supervision for Contractors retained to replace, install or repair water and sewer infrastructure.
- Regulatory Compliance and Reporting – Ensure all capital and maintenance activities comply with provincial regulations, including the Fire Code, Safe Drinking Water Act, Ontario Water Resources Act, and the Environmental Protection Act.
- Record Keeping – Maintain detailed records of all capital and maintenance activities, including water quality testing results for regulatory reporting and auditing purposes.
- Customer Service and Public Relations – Provide timely responses to customer complaints and inquiries regarding water quality, water pressure, sewer odor issues, and sewer backups.
- Emergency Response – Respond to emergencies and restore normal operations after events such as watermain breaks, sewer backups, pump station bypass, storm events, potential contamination, environmental spills relating to sewage, and combined sewer overflows.

- Training and Certification – Participate in ongoing safety training and certification programs to stay updated on best practices and regulatory requirements. Participate in emergency response plans and drills to ensure readiness for various scenarios, including natural disasters and system failures.
- Health and Safety – Adhere to all health and safety protocols and legislation to protect against potential hazards associated with water and wastewater system operation.

Justification

Certified Water and Sewer Operators play a critical role in ensuring that rate payers have access to safe drinking water and effective wastewater and stormwater collection. They ensure that the City remains compliant with our licenses to operate the distribution and sewer networks, the Safe Drinking Water Act, Ontario Water Resources Act and the Environmental Protection Act.

The duties that Certified Water and Sewer Operators perform are essential for public health, environmental protection, and the overall operation and maintenance of municipal infrastructure. Properly staffing our Water/Sewer Division ensures the City's Standard of Care obligations are being carried out.

Financial Plan

Financial Impact:

		2025 ($)
Expenditures		
Salaries		$65,167
Benefits		$26,400
Materials, Supplies & Services		
Etc.		$0.00
	Total Expenditures	**$91,567**
Revenues		
Grants		$
User Fees		$
Reserve/Reserve Funds		$
Other		$
	Total Revenues	$0.00
Permanent FTE's #		1

Temporary FTE's # -

2025 Water/ Wastewater (Rate) Impact with new FTE:

Water and Wastewater Rates	Business Case Impact
Water Fixed Cost (yr)	$189.44
Water Consumption Rate (m3)	$2.1415
Wastewater Service Charge (yr)	$344.27
Wastewater Treatment Rate (m3)	$3.3197

Alignment with Council's Strategic Priorities

Health and Wellbeing: Promoting personal health and wellbeing by offering an abundance of activities that meet the diverse needs and interests all while, advocating for improved health care throughout the city, and supporting the need for safety and security.

Approval

Livia McEachern, P.Eng.
Manager of Capital Engineering
Prepared by:

October 8, 2024
Finance reviewed:

Sherri-Marie Millar, P.Eng.
Director of Infrastructure Services/City Engineer
Approved by:

2025 Proposed Capital Budget as of October 21, 2024

FUNCTION	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVES & RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES
TAX SUPPORTED CAPITAL BUDGET									
FACILITIES	3,572,500			1,065,000	90,000	CH	50,000	OT	2,367,500
FIRE	1,425,000			10,000			90,000	DC	1,325,000
FLEET	2,553,000				160,930	FL	192,070	DC	2,200,000
GENERAL	115,000			11,500			103,500	DC	
PARKS/ OPEN SPACES	2,315,000			215,000	1,648,573	CIL	451,427	DC	
ROADWAYS	7,827,444	1,812,800	CCBF	1,326,800	862,000	INFR	88,707	DC	1,945,700
		1,551,600	OCIF						
		239,837	HEWSF						
SIDEWALKS	1,214,100	303,300	OCIF	418,500					151,700
		340,600	CCBF						
STORM SEWERS	4,583,500	116,600	CCBF	1,693,200			18,750	DC	1,928,650
		376,300	OCIF						
		450,000	HEWSF						
TRAFFIC	368,000			288,000			80,000	VZ	
TOTAL 2025 CAPITAL BUDGET	**23,973,544**	**5,191,037**		**5,028,000**	**2,761,503**		**1,074,454**		**9,918,550**
2024 CAPITAL BUDGET	24,239,876	4,025,783		5,018,000	6,302,000		3,189,200		5,704,893
RATE SUPPORTED CAPITAL BUDGET									
WASTEWATER	22,984,842	10,776,190	HEWSF	1,964,000			145,000	CS	2,951,561
		180,237	OCIF				6,967,855	DC	
WATERWORKS	4,033,200	968,237	OCIF	1,853,000	3,963	FL	25,000	DC	1,183,000
TOTAL 2025 CAPITAL BUDGET	**27,018,042**	**11,924,664**		**3,817,000**	**3,963**		**7,137,855**		**4,134,561**
2024 CAPITAL BUDGET	11,722,950			3,817,000	1,585,000		1,177,500		5,143,450

FOOTNOTE:

GOVERNMENT SUBSIDY

CCBF- CANADA COMMUNITY BENEFIT FUND

OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND

HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES

CH- COURTHOUSE RESERVE

CIL- CASH IN LIEU OF PARKLANDS

FL-FLEET RESERVE

INFR- INFRTASTRUCURE RENEWAL

OTHER FUNDING

OT-OTHER FUNDING

DC- DEVELOPMENT CHARGES

VZ-VISON ZERO PROGRAM

CS-COST SHARING

Appendix V

2025 Proposed Capital Budget as of October 21, 2024

PROJECT TITLE	CAPITAL SUPPORT SHEET - PAGE REFERENCE	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVES & RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
FACILITIES										
FACILITIES SECURITY SYSTEM RENEWAL	1	50,000			50,000					
GENERAL FACILITIES MAINTENANCE & RENEWALS	2	200,000			200,000					
WELLAND COMMUNITY CENTRE PARTIAL ROOF REPLACEMENT	3	675,000								675,000
ROSIE SMITH POOL RESTORATION/RENEWAL	4	50,000			50,000					
CITY HALL REPAIR & RENEWAL	5	70,000			70,000					
HOOKER STREET TENNIS CLUB BUILDING ENVELOPE IMPROVEMENTS	6	35,000			35,000					
BAS ASSESSMENT AND DESIGN	7	75,000			75,000					
FACILITIES ACCESSIBILITY UPGRADES	8	350,000			350,000					
ARENA FACILITIES REQUIRED REPAIRS	9	282,500								282,500
MARKET MECHANICAL, FLOORING & DOORS	10	60,000			60,000					
CIVIC SQUARE PARTIAL ROOF REPLACEMENT	11	1,000,000								1,000,000
COURTHOUSE ELEVATOR REPLACEMENT	12	500,000				90,000	CH			410,000
CIVIC SQUARE PLAZA REVITILIZATION - DETAILED DESIGN	13	175,000			175,000					
EMPIRE SPORTPLEX REPAIR & RENEWAL	14	50,000						50,000	OT	
TOTAL FACILITIES		**3,572,500**			**1,065,000**	**90,000**		**50,000**		**2,367,500**

FOOTNOTE:

GOVERNMENT SUBSIDY

CCBF- CANADA COMMUNITY BENEFIT FUND

OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND

HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES

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2025 Proposed Capital Budget as of October 21, 2024

PROJECT TITLE	CAPITAL SUPPORT SHEET - PAGE REFERENCE	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVES & RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
FIRE										
REPLACE TRAINING TRUCK (2003 SUBURBAN)	15	75,000								75,000
REPLACE 2003 PUMPER FORT GARY	16	1,250,000								1,250,000
MASTER FIRE PLAN	17	100,000			10,000			90,000	DC	
TOTAL FIRE		**1,425,000**			**10,000**			**90,000**		**1,325,000**
FLEET										
FLEET CAPITAL REPLACEMENT - GENERAL	18	2,553,000				160,930	FL	192,070	DC	2,200,000
TOTAL FLEET		**2,553,000**				**160,930**		**192,070**		**2,200,000**
GENERAL										
NEW GATEWAY CIP	19	115,000			11,500			103,500	DC	
TOTAL GENERAL		**115,000**			**11,500**			**103,500**		
PARKS/OPEN SPACES										
WESTBROOKE PARK PLAYGROUND REPLACEMENT & RELATED LANDSCAPING	20	400,000				400,000	CIL			
PRE-APPROVED JOHN DEERE PARK REPLACE PARK PLAYGROUND & RELATED LANDSCAPING	21	400,000				400,000	CIL			
MEMORIAL PARK REVITALIZATION	22	600,000				209,133	CIL	390,867	DC	
TRAIL IMPROVEMENTS	23	75,000			75,000					
GENERAL PARKLAND RENEWAL AND RESTORATION	24	300,000				239,440	CIL	60,560	DC	
PLAYFIELD REPAIR & RENEWAL	25	20,000			20,000					
PUBLIC ART RENEWAL	26	20,000			20,000					
PRE-APPROVED RIVER ROAD PLAYGROUND REPLACEMENT & RELATED LANDSCAPING	27	400,000				400,000	CIL			
EMPIRE AND WIFC PARKING DESIGN	28	100,000			100,000					
TOTAL PARKS		**2,315,000**			**215,000**	**1,648,573**		**451,427**		

FOOTNOTE:

GOVERNMENT SUBSIDY

CCBF- CANADA COMMUNITY BENEFIT FUND

OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND

HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES

CH- COURTHOUSE RESERVE

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OTHER FUNDING

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ROADWAYS										
BROADWAY AREA INFRASTRUCTURE RENEWALS PHASE II CONSTRUCTION (ROADS)	29	1,812,800	1,812,800	CCBF						
YOUNG STREET INFRASTRUCTURE RENEWALS (ROADS)	30	536,300								536,300
2025 TOP ASPHALT PROGRAM	31	1,235,800			373,800	862,000	INFR			
ONTARIO RD TRUNK SANITARY SEWER - PHASE 1 (CONSTRUCTION -ROADS)	32	328,544	239,837	HEWSF				88,707	DC	
FIRST STREET INFRASTRUCTURE RENEWALS PART 2 (ROADS)	33	548,900								548,900
2025 ROAD RECONSTRUCTION AND WATERMAIN REPLACEMENT(ROADS)	34	1,221,400	1,221,400	OCIF						
QUAKER ROAD RECONSTRUCTION - DESIGN	35	643,000			643,000					
CHURCH STREET INFRASTRUCTURE RENEWALS (ROADS)	36	330,200	330,200	OCIF						
CRACK SEALING	37	70,000			70,000					
SURFACE TREATMENT PROGRAM - RURAL ROADS	38	860,500								860,500
ASPHALT PATCHING	39	240,000			240,000					
TOTAL ROADWAYS		**7,827,444**	**3,604,237**		**1,326,800**	**862,000**		**88,707**		**1,945,700**
SIDEWALKS										
BROADWAY AREA INFRASTRUCTURE RENEWALS PHASE II CONSTRUCTION (SIDEWALK)	29	340,600	340,600	CCBF						
YOUNG STREET INFRASTRUCTURE RENEWALS (SIDEWALK)	30	143,500			143,500					
FIRST STREET INFRASTRUCTURE RENEWALS PART 2 (SIDEWALK)	33	151,700								151,700
2025 ROAD RECONSTRUCTION AND WATERMAIN REPLACEMENT (SIDEWALK)	34	210,900	210,900	OCIF						
CHURCH STREET INFRASTRUCTURE RENEWALS (SIDEWALK)	36	92,400	92,400	OCIF						
SIDEWALKS - CONDITION RELATED REPLACEMENTS & MISSING LINKS	40	275,000			275,000					
TOTAL SIDEWALKS		**1,214,100**	**643,900**		**418,500**					**151,700**

FOOTNOTE:

GOVERNMENT SUBSIDY

CCBF- CANADA COMMUNITY BENEFIT FUND

OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND

HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES

CH- COURTHOUSE RESERVE

CIL- CASH IN LIEU OF PARKLANDS

FL-FLEET RESERVE

INFR- INFRTASTRUCURE RENEWAL

OTHER FUNDING

OT-OTHER FUNDING

DC- DEVELOPMENT CHARGES

VZ-VISON ZERO PROGRAM

CS-COST SHARING

2025 Proposed Capital Budget as of October 21, 2024

PROJECT TITLE	CAPITAL SUPPORT SHEET - PAGE REFERENCE	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVES & RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
STORM SEWERS										
STORM SEWER MODEL UPDATE	41	25,000			6,250			18,750	DC	
BROADWAY AREA INFRASTRUCTURE RENEWALS PHASE II CONSTRUCTION	29	779,700	116,600	CCBF						663,100
RURAL STORM CATCHMENT REVIEW	42	250,000			250,000					
CCTV PROGRAM (STORM)	43	150,000			150,000					
YOUNG STREET INFRASTRUCTURE RENEWALS (STORM)	30	100,900			100,900					
ONTARIO RD TRUNK SANITARY SEWER - PHASE 1 -CONSTRUCTION - (STORM)	32	450,000	450,000	HEWSF						
FIRST STREET INFRASTRUCTURE RENEWALS PART 2 (STORM)	33	57,600			57,600					
2025 ROAD RECONSTRUCTION AND WATERMAIN REPLACEMENT (STORM)	34	244,600	244,600	OCIF						
CHURCH STREET INFRASTRUCTURE RENEWALS (STORM)	36	131,700	131,700	OCIF						
STORMWATER MANAGEMENT POND RETROFITS AND CLEANING	44	2,394,000			1,128,450					1,265,550
TOTAL STORM SEWERS		**4,583,500**	**942,900**		**1,693,200**			**18,750**		**1,928,650**
TRAFFIC										
TRAFFIC CONTROL HARDWARE	45	90,000			90,000					
STREETLIGHTING - WIRING & POLE REPLACEMENTS	46	60,000			60,000					
40 KM/H NEIGHBOURHOOD AREA SPEED SIGNS	47	218,000			138,000			80,000	VZ	
TOTAL TRAFFIC		**368,000**			**288,000**			**80,000**		

FOOTNOTE:

GOVERNMENT SUBSIDY

CCBF- CANADA COMMUNITY BENEFIT FUND

OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND

HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES

CH- COURTHOUSE RESERVE

CIL- CASH IN LIEU OF PARKLANDS

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WASTEWATER										
BROADWAY AREA INFRASTRUCTURE RENEWALS PHASE II CONSTRUCTION (WASTEWATER)	29	3,151,200			389,837			2,440,702	DC	320,661
YOUNG STREET INFRASTRUCTURE RENEWALS (WASTEWATER)	30	772,600								772,600
CCTV PROGRAM (WASTEWATER)	43	250,000			250,000					
ONTARIO ROAD TRUNK SANITARY SEWER PHASE I - CONSTRUCTION (WASTEWATER)	32	14,283,712	10,305,610	HEWSF				3,978,102	DC	
ONTARIO ROAD TRUNK SANITARY SEWER PHASE II DESIGN	48	644,630	470,580	HEWSF				174,050	DC	
FIRST STREET INFRASTRUCTURE RENEWALS PART 2 (WASTEWATER)	33	675,300								675,300
SANITARY SEWER LINING AND SPOT REPAIRS	49	1,000,000			750,000			250,000	DC	
CROWLAND AVENUE INFRASTRUCTURE RENEWALS (WASTEWATER)	50	124,800			124,800					
CHURCH STREET INFRASTRUCTURE RENEWALS (WASTEWATER)	36	574,600	180,237	OCIF	394,363					
PRE-APPROVED WATER METER REPLACEMENTS- PHASE 2	51	1,183,000								1,183,000
CSO & SEWER SYSTEM FLOW LEVEL MONITORING (MANDATORY)	52	300,000			55,000			145,000	CS	
								100,000	DC	
SANITARY SEWER MODEL UPDATE	53	25,000						25,000	DC	
TOTAL WASTEWATER		**22,984,842**	**10,956,427**		**1,964,000**			**7,112,855**		**2,951,561**

FOOTNOTE:

GOVERNMENT SUBSIDY

CCBF- CANADA COMMUNITY BENEFIT FUND

OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND

HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES

CH- COURTHOUSE RESERVE

CIL- CASH IN LIEU OF PARKLANDS

FL-FLEET RESERVE

INFR- INFRTASTRUCURE RENEWAL

OTHER FUNDING

OT-OTHER FUNDING

DC- DEVELOPMENT CHARGES

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CS-COST SHARING

2025 Proposed Capital Budget as of October 21, 2024

PROJECT TITLE	CAPITAL SUPPORT SHEET - PAGE REFERENCE	TOTAL CAPITAL COST	GOVERNMENT SUBSIDY	CODE	CAPITAL CONTRIBUTION FROM OPERATING BUDGET	CAPITAL CONTRIBUTION FROM RESERVES & RESERVE FUNDS	CODE	OTHER FUNDING	CODE	DEBENTURES FUNDING
WATERWORKS										
YOUNG STREET INFRASTRUCTURE RENEWALS (WATER)	30	450,300			450,300					
FIRST STREET INFRASTRUCTURE RENEWALS PART 2 (WATER)	33	667,500			667,500					
2025 ROAD RECONSTRUCTION AND WATERMAIN REPLACEMENT (WATER)	34	788,000	788,000	OCIF						
CROWLAND AVENUE INFRASTRUCTURE RENEWALS (WATER)	50	136,500			136,500					
NIAGARA STREET WATERMAIN REPLACEMENT AND UPSIZING	54	50,000			50,000					
CHURCH STREET INFRASTRUCTURE RENEWALS (WATER)	36	379,900	180,237	OCIF	199,663					
WATER MODEL UPDATE	55	25,000						25,000	DC	
PRE-APPROVED WATER METER REPLACEMENTS- PHASE 2	51	1,183,000								1,183,000
FLEET REPLACEMENTS WATER ENG	56	353,000			349,037	3,963	FL			
TOTAL WATERWORKS		**4,033,200**	**968,237**		**1,853,000**	**3,963**		**25,000**		**1,183,000**

FOOTNOTE:

GOVERNMENT SUBSIDY
CCBF- CANADA COMMUNITY BENEFIT FUND
OCIF - ONTARIO COMMUNITY INFRASTRUTURE FUND
HEWSF- HOUSING-ENABLING WATER SYSTEMS FUND

CAPITAL CONTRIBUTUION FROM RESERVES
CH- COURTHOUSE RESERVE
CIL- CASH IN LIEU OF PARKLANDS
FL-FLEET RESERVE
INFR- INFRTASTRUCURE RENEWAL

OTHER FUNDING
OT-OTHER FUNDING
DC- DEVELOPMENT CHARGES
VZ-VISON ZERO PROGRAM
CS-COST SHARING

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Facilities Security System Renewal

ACCOUNT NUMBER: 10-430-25452

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[ ]

Project Description: For the updating of the existing security systems to include remote monitoring, access and updating by City Staff at the following facilities:

Municipal Service Centre (MSC)
Welland Community Centre (WCC)
Welland International Flatwater Centre (WIFC)

Capital Levy:

TRANSFER FROM OPERATING	($50,000.00)
TOTAL Capital Levy	($50,000.00)

Costs:

OUTSIDE CONTRACTS	$50,000.00
TOTAL Costs	$50,000.00

DEPARTMENT: 430 - FACILITIES - MNTCE/LABOUR

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: General Facilities Maintenance & Renewals

ACCOUNT NUMBER: 10-430-25451

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	☐

Project Description: For repairs, upgrades and renewals at all facilities based on health & safety needs, repairs due to building system failures, maintenance and general upkeep to maintain facilities operations and extend lifecycle. Works to include but not limited to:

Flooring Replacements
Painting
Roofing Repairs
Graffiti & Vandalism Repairs
Amenities & Accessories

Capital Levy:

TRANSFER FROM OPERATING	($200,000.00)
TOTAL Capital Levy	($200,000.00)

Costs:

OUTSIDE CONTRACTS	$200,000.00
TOTAL Costs	$200,000.00

DEPARTMENT: 430 - FACILITIES - MNTCE/LABOUR

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Welland Community Centre Partial Roof Replacement

ACCOUNT NUMBER: 10-434-25474

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Based on consultants recommendations, 2020 roofing analysis and 2022 BCA, the removal and replacement of roofing sections 2.2, 2.4 & 4.0 at the Welland Community Centre (WCC)

Capital Levy Funding:	
DEBENTURE PROCEEDS	($675,000.00)
TOTAL Capital Levy Funding	($675,000.00)

Costs:	
OUTSIDE CONTRACTS	$675,000.00
TOTAL Costs	$675,000.00

DEPARTMENT: 434 - FACILITIES - WELLAND COMMUNITY CENTRE

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Rosie Smith Pool Restoration/Renewal

ACCOUNT NUMBER: 10-438-25475

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Based on 2022 BCA recommendations, improvements to include the removal and replacement of the coping at the perimeter of the pool and replacement of the existing shower controls.

Capital Levy:	
TRANSFER FROM OPERATING	($50,000.00)
TOTAL Capital Levy	($50,000.00)

Costs:	
OUTSIDE CONTRACTS	$50,000.00
TOTAL Costs	$50,000.00

DEPARTMENT: 438 - FACILITIES - SWIMMING POOLS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: City Hall Repair & Renewal

ACCOUNT NUMBER: 10-439-25476

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Based on 2022 BCA recommendations, replacements and upgrades to include, but not limited to:

Plumbing Fixtures
Fire Safety Improvements
VFD Replacement

Capital Levy:	
TRANSFER FROM OPERATING	($70,000.00)
TOTAL Capital Levy Funding	($70,000.00)

Costs:	
OUTSIDE CONTRACTS	$70,000.00
TOTAL Costs	$70,000.00

DEPARTMENT: 439 - FACILITIES - CIVIC CENTRE

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Hooker Street Tennis Club Building Envelope Improvements

ACCOUNT NUMBER: 10-450-25480

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Based on the BCA recommendations, improvements to the Hooker Street Tennis Club building envelope, to include, but not limited to:

Replacement of soffit
Window upgrades
Exterior door improvements

Capital Levy:	
TRANSFER FROM OPERATING	($35,000.00)
TOTAL Capital Levy	($35,000.00)

Costs:	
OUTSIDE CONTRACTS	$35,000.00
TOTAL Costs	$35,000.00

DEPARTMENT: 450 - FACILITIES - HOOKER STREET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: BAS Assessment and Design

ACCOUNT NUMBER: 10-430-25453

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Review of the existing BAS systems across the city & development of a design to standardize across the facilities to track and limit energy consumption, greenhouse gas emissions and provide staff with remote access control

Capital Levy:

TRANSFER FROM OPERATING	($75,000.00)
TOTAL Capital Levy	($75,000.00)

Costs:

OUTSIDE CONTRACTS	$75,000.00
TOTAL Costs	$75,000.00

DEPARTMENT: 430 - FACILITIES - MNTCE/LABOUR

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Facilities Accessibility Upgrades

ACCOUNT NUMBER: 10-430-25454

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Completion of the remaining priority one improvements identified in the 2023 AODA Audit. Upgrades to existing facilities to ensure AODA compliance, to include but not limited to:

Automatic Door Operators
Ramps
Handrails
Grab Bars
Life Safety Improvements
Various Accessibility Upgrades

Capital Levy:	
TRANSFER FROM OPERATING	($350,000.00)
TOTAL Capital Levy	($350,000.00)

Costs:	
OUTSIDE CONTRACTS	$350,000.00
TOTAL Costs	$350,000.00

DEPARTMENT: 430 - FACILITIES - MNTCE/LABOUR

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Arena Facilities Required Repairs

ACCOUNT NUMBER: 10-432-25455

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New [X]

Enhancement [X]

Replacement [X]

Project Description: Based on the 2022 Building Condition Assessment recommended repairs & upgrades include, but are not limited to:

Youth Arena structural review & recommendations
Youth Arena masonry repairs
Youth Arena roof & soffit at Zamboni room
Youth Arena millwork replacements
Arena interior door replacements
Arena refrigeration equipment replacements
Arena lighting & electrical equipment upgrades

Capital Levy Funding:	
DEBENTURE PROCEEDS	($282,500.00)
TOTAL Capital Levy Funding	($282,500.00)

Costs:	
OUTSIDE CONTRACTS	$282,500.00
TOTAL Costs	$282,500.00

DEPARTMENT: 432 - FACILITIES - ARENA

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Market Mechanical, Flooring & Doors

ACCOUNT NUMBER: 10-436-25457

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Based on 2022 BCA recommendations, the replacement of the existing AHU, new epoxy flooring and exterior door replacements at the Market

Capital Levy:

TRANSFER FROM OPERATING	($60,000.00)
TOTAL Capital Levy	($60,000.00)

Costs:

OUTSIDE CONTRACTS	$60,000.00
TOTAL Costs	$60,000.00

DEPARTMENT: 436 - FACILITIES - MARKET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Civic Square Partial Roof Replacement

ACCOUNT NUMBER: 10-439-25464

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Based on consultants recommendations, 2020 roofing analysis and 2022 BCA, the removal and replacement of roofing sections 3.1, 3.2, 3.3, 4.1, 4.2 & 5.0

Capital Levy Funding:	
DEBENTURE PROCEEDS	($1,000,000.00)
TOTAL Capital Levy	($1,000,000.00)

Costs:	
OUTSIDE CONTRACTS	$1,000,000.00
TOTAL Costs	$1,000,000.00

DEPARTMENT: 439 - FACILITIES - CIVIC CENTRE

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Courthouse Elevator Replacement

ACCOUNT NUMBER: 10-442-25461

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New [ ]

Enhancement [X]

Replacement [X]

Project Description: 2022 BCA recommends updating & replacing the obsolete elevators currently being used at the Courthouse to minimize the risk of unscheduled shutdowns, failure to the system and supply chain delays with sourcing and procuring replacement parts.

Capital Levy Funding:

RES FUND - COURTHOUSE MNTCE	($90,000.00)
DEBENTURE PROCEEDS	($410,000.00)
TOTAL Capital Levy Funding	($500,000.00)

Costs:

OUTSIDE CONTRACTS	$500,000.00
TOTAL Costs	$500,000.00

DEPARTMENT: 442 - FACILITIES - COURTHOUSE

STARTING DATE(MM/YYYY): **1-1-2024 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2024 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Civic Square Plaza Revitalization - Detailed Design

ACCOUNT NUMBER: 10-439-25460

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Construction of proposed Civic Square Plaza Revitalization, replacement/upgrade of the Civic Square Plaza was also identified in 2022 Building Condition Assessment
Design to be completed in 2025. Construction slated for 2026.

Capital Levy:

TRANSFER FROM OPERATING	($175,000.00)
TOTAL Capital Levy Funding	($175,000.00)

Costs:

OUTSIDE CONTRACTS	$175,000.00
TOTAL Costs	$175,000.00

DEPARTMENT: 439 - FACILITIES - CIVIC CENTRE

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Empire Sportsplex Repair & Renewal

ACCOUNT NUMBER: 10-435-25481

NEED:

[X]	**Health and Safety**
[X]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Memorandum of understanding with Developer to contribute $50,000 from 2022-2031 – Funding to be utilized for improvements, repairs, and renewal of entire facility – including building, entrance, court surfacing, pathways, fencing, storage areas, signage, program related equipment to animate facility, and any emergency repairs

Capital Levy Funding:	
OTHER FUNDING	($50,000.00)
TOTAL Capital Levy Funding	($50,000.00)
Costs:	
OUTSIDE CONTRACTS	$50,000.00
TOTAL Costs	$50,000.00

DEPARTMENT: 435 - FACILITIES -EMPIRE OUTDOOR SPORTS COMPLEX

STARTING DATE(MM/YYYY): **1-1-2034 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2034 12:00:00 AM**

PREPARED BY: Frank Pearson

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Replace Training Truck (2003 Suburban)

ACCOUNT NUMBER: 10-210-25051

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
X	**Growth Related**
☐	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Replacing the fire department's SUV is a necessary step to ensure that our fleet remains reliable and aligned with the city's 10-year vehicle life expectancy policy. The current SUV is nearing the end of its serviceable life, with increasing maintenance costs and mechanical issues that could compromise its dependability during critical operations. The new vehicle will be a ¾ ton pickup truck, equipped with a plow for winter snow removal and during these inclement weather events it will be in-service at Fire Station 3. This is not possible with the current SUV, but will match the same method as the other two stations. The vehicle will also be assigned to tow one of the departments trailers which the current SUV does. Replacing the SUV will reduce the risk of unexpected breakdowns but also improve service, fuel efficiency, lower emissions, and enhance operational effectiveness. By adhering to the city's 10-year life expectancy guideline, we also avoid the escalated costs of prolonged use and keep our fleet current, ensuring long-term sustainability and preparedness.

Capital Levy Funding:

DEBENTURE PROCEEDS	($75,000.00)
TOTAL Capital Levy Funding	($75,000.00)

Costs:

CAPITAL EQUIP & VEHICLES	$75,000.00
TOTAL Costs	$75,000.00

DEPARTMENT: 210 - FIRE

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Stephanie Testa

APPROVED BY: Adam Eckhart

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Replace 2003 Pumper Fort Gary

ACCOUNT NUMBER: 10-210-25055

NEED:

- [ ] **Health and Safety**
- [ ] **Mandated Programs**
- [ ] **Growth Related**
- [x] **Department Initiative**
- [ ] **Council Initiative**

New [ ]

Enhancement [ ]

Replacement [x]

Project Description: Replacing the fire department's pumper truck is a crucial investment to ensure the continued effectiveness and safety of our emergency response operations. The current pumper truck has reached its 20 year service life and is experiencing increasing maintenance costs and mechanical failures, which pose risks to both the safety of our personnel and the reliability of our firefighting capabilities. A new pumper truck will offer modern safety features, enhanced water flow capabilities, and improved fuel efficiency, all of which are vital for responding to a wide range of emergencies. This vehicle will serve as the primary district pumper truck allowing the current pumper to be cycled into reserve and displace the 2003 pumper truck currently housed at Headquarters.

Capital Levy Funding:	
DEBENTURE PROCEEDS	($1,250,000.00)
TOTAL Capital Levy Funding	($1,250,000.00)

Costs:	
CAPITAL EQUIP & VEHICLES	$1,250,000.00
TOTAL Costs	$1,250,000.00

DEPARTMENT: 210 - FIRE

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Stephanie Testa

APPROVED BY: Adam Eckhart

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Master Fire Plan

ACCOUNT NUMBER: 10-210-25053

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	X
Enhancement	X
Replacement	☐

Project Description: A Master Fire Plan (MFP) is a comprehensive strategy designed to address the fire protection and emergency service needs of a community, grounded in a detailed Community Risk Assessment (CRA). The CRA is current and will support the MFP in its current state. A MFP typically spans 5-10 years and is used to address the hazards identified in the CRA, evaluates the capabilities of fire services, and outlines targeted initiatives to mitigate hazards. It includes resource allocation, public education programs, and infrastructure improvements. To remain effective, the plan must be regularly updated to reflect changes in community demographics, building developments, emerging hazards, and advances in firefighting technology and techniques. With an average expectancy of 5 to 10 years. Continuous reassessment ensures that the fire department adapts to evolving risks and provides optimal protection.

Capital Levy:	
TRANSFER FROM OPERATING	($10,000.00)
TOTAL Capital Levy	($10,000.00)
Capital Levy Funding:	
DEVELOPMENT CHARGES	($90,000.00)
TOTAL Capital Levy Funding	($90,000.00)
Costs:	
OUTSIDE CONSULTING	($100,000.00)
TOTAL Costs	($100,000.00)

DEPARTMENT: 210 - FIRE

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Stephanie Testa
APPROVED BY: Adam Eckhart

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: FLEET CAPITAL REPLACEMENT - GENERAL

ACCOUNT NUMBER: 10-323-25300

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
x	**Department Initiative**
☐	**Council Initiative**

New	x
Replacement	x

Project Description: Canal Lands
Unit 921-0 2015 Pickup truck replacement $75,328 (5-year Maintenance $10,200 Odometer: 115,500km)
Unit 941-0 Outboard motor replacement $4,488

Parks / Forestry
New Front mount mower, 144" $100,971 (Can be trailered to reduce need of driving equipment under canal)
New Chipper truck with box $123,089
New Pickup truck dump box insert $9,082
New Pickup truck 3/4 ton $75,328
New Bunker and Field Rake, Infields $29,383
New Remote control mower with cutting decks $68,562
New Silt seeder $10,685
New Stripe infield mower $4,274
New Weed Killer, Graffiti removal unit $51,287
Unit 316-0 1980 Turf tractor replacement $72,742 (Maint $4,000) 7,500hrs
Unit 348-13 Landscape trailer replacement $14,959, beyond service life

By-Laws, Parking
Unit 444-0 2014 Sedan replacement $37,717 (Maint $4,000, Odometer 88,000km) Unit was rusted.

Public Works
Unit 177-0 2014 Utility van replacement $79,068 (Maint $5,800, Odometer 89,550km) Unit is rusted

Roads
Unit 292-0 2000 Loader replacement #1 $446,625 (Maint $34,700, 4050hrs) Unit is beyond service life
Unit 420-0 2006 Loader replacement #2 $353,667 (Maint $22,940, 8787hrs) Unit is beyond service life
Unit 479-0 2015 Plow truck replacement #1 $381,768 (Maint $15,743 Odometer 114,363km & 7453hrs) Frame will not pass inspection
Unit 480-0 2015 Plow truck replacement #2 $381,768 (Maint $14,750 Odometer 106,575km & 7529hrs) Frame will not pass inspection
New Clam bucket for loader $33,123
New Sweeper for loaders $57,164
New Pot hole patcher, heated $51,287
New Virtual driver training, plow ops $53,424

Engineering
New Four door sedan $37,717

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

Capital Levy Funding:	
DEBENTURE PROCEEDS	($2,200,000.00)
DEVELOPMENT CHARGES	($192,070.00)
RES FUND - FLEET	($160,930.00)
TOTAL Capital Levy Funding	($2,553,000.00)
Costs:	
CAPITAL EQUIP & VEHICLES	$2,553,000.00
TOTAL Costs	$2,553,000.00

DEPARTMENT: 323 - FLEET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Adam Beres

APPROVED BY: Elizabeth Pankoff

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: New Gateway CIP

ACCOUNT NUMBER: 10-825-25650

NEED:

[ ]	**Health and Safety**
[ ]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: The Gateway CIP will need to be updated to ensure that it is relevant for the social, economic and environmental conditions in 2025 and beyond.

Capital Levy:	
TRANSFER FROM OPERATING	($11,500.00)
TOTAL Capital Levy	($11,500.00)
Capital Levy Funding:	
DEVELOPMENT CHARGES	($103,500.00)
TOTAL Capital Levy Funding	($103,500.00)
Costs:	
OUTSIDE CONSULTING	$115,000.00
TOTAL Costs	$115,000.00

DEPARTMENT: 825 - GENERAL MISC

STARTING DATE(MM/YYYY): **6-2-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **6-5-2026 12:00:00 AM**

PREPARED BY: Grant Munday
APPROVED BY: Grant Munday

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Westbrooke Park Playground Replacement & Related Landscaping

ACCOUNT NUMBER: 10-410-25401

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[X]

Project Description: Replace Park Playground structure and surfacing to improve accessibility and AODA compliance. Project to include play areas for different age groups, new site furnishing, protection of existing trees and the addition of new trees for canopy enhancement, new pathways, accessible walks, and connecting play features. Park Life cycle renewal project.

Capital Levy Funding:

CASH IN LIEU OF PARKLANDS RESERVE	($400,000.00)
TOTAL Capital Levy Funding	($400,000.00)

Costs:

OUTSIDE CONTRACTS	$400,000.00
TOTAL Costs	$400,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-6-2025 12:00:00 AM**

COMPLETION DATE (MM/YYYYY):

PREPARED BY: Dave Steven

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Pre-Approved John Deere Park Replace Park Playground & Related Landscaping

ACCOUNT NUMBER: 10-410-25421

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[X]

Project Description: Replace Park Playground structure and surfacing to improve accessibility and AODA compliance. Project to include play areas for different age groups, new site furnishing, enhanced shade options, protection of existing trees and the addition of new trees for canopy enhancement, new pathways, accessible walks, and connecting play features. Park Life cycle renewal project._Project Approved CS-2023-21-Playground Renewal Advancement - July 18, 2023.

Capital Levy Funding:

CASH IN LIEU OF PARKLANDS RESERVE	($400,000.00)
TOTAL Capital Levy Funding	($400,000.00)

Costs:

OUTSIDE CONTRACTS	$400,000.00
TOTAL Costs	$400,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Dave Steven
APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Memorial Park Revitalization

ACCOUNT NUMBER: 10-410-25404

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[X]

Project Description: Placeholder Funding for Memorial Park Revitalization - Project Description: Continuation of Memorial Park improvements with Phase 6 of 7. Park trails, swale's, tree planting, landscaping and enhancement of park entrances. Report R&C-2020-05

Capital Levy Funding:

CASH IN LIEU OF PARKLANDS RESERVE	($209,133.00)
DEVELOPMENT CHARGES	($390,867.00)
TOTAL Capital Levy Funding	($600,000.00)

Costs:

OUTSIDE CONTRACTS	$600,000.00
TOTAL Costs	$600,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Dave Steven

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Trail Improvements

ACCOUNT NUMBER: 10-410-25500

NEED:

X	**Health and Safety**
	Mandated Programs
X	**Growth Related**
X	**Department Initiative**
	Council Initiative

New	
Enhancement	X
Replacement	X

Project Description: The Parks Recreation and Culture Master Plan (PRCMP) recognizes that the City has three primary trail networks – the Welland Canal Parkway Trail, Merritt Island trail, and Stop 19 Pathway (Steve Bauer Trail) – and a series of internal park pathways. The existing trail network should strive toward creating safe, accessible, and convenient linkages. For each subsequent year, investment in the trail system will be required for upkeep and enhancements to meet the direction noted in the Trails Strategy.

Capital Levy:

TRANSFER FROM OPERATING	($75,000.00)
TOTAL Capital Levy	($75,000.00)

Costs:

OUTSIDE CONTRACTS	$75,000.00
TOTAL Costs	$75,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Dave Steven

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: General Parkland Renewal and Restoration

ACCOUNT NUMBER: 10-410-25405

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[ ]

Project Description: Funding for various projects and locations: Garden bed creation, trail expansion, new benches, park lighting, irrigation, fencing, tree planting, turf restoration, drainage design and work, program's related equipment to animate parkland, Linear asset restoration and renewals, paving parks pathways and repairs, adding new parking at various locations, and emergency repairs.

Capital Levy Funding:

DEVELOPMENT CHARGES	($60,560.00)
CASH IN LIEU OF PARKLANDS RESERVE	($239,440.00)
TOTAL Capital Levy Funding	($300,000.00)

Costs:

OUTSIDE CONTRACTS	$300,000.00
TOTAL Costs	$300,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Dave Steven

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Playfield Repair & Renewal

ACCOUNT NUMBER: 10-412-25488

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	X

Project Description: Playfield Repair & Renewal - funding for ongoing renewal, maintenance and best cultural practices of playing field surfaces, players benches and bleachers, fencing, lighting upgrades, required materials, and emergency repairs.

Capital Levy:

TRANSFER FROM OPERATING	($20,000.00)
TOTAL Capital Levy	($20,000.00)

Costs:

OUTSIDE CONTRACTS	$20,000.00
TOTAL Costs	$20,000.00

DEPARTMENT: 412 - PLAYING FIELDS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Dave Steven

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Public Art Renewal

ACCOUNT NUMBER: 10-410-25419

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	X

Project Description: Funding for existing public art repair as identified through public art condition assessment.

Capital Levy:

TRANSFER FROM OPERATING	($20,000.00)
TOTAL Capital Levy	($20,000.00)

Costs:

OUTSIDE CONTRACTS	$20,000.00
TOTAL Costs	$20,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Dave Steven

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Pre-Approved River Road Playground Replacement & Related Landscaping

ACCOUNT NUMBER: 10-410-25420

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[X]

Project Description: Replace Park Playground structure and surfacing to improve accessibility and AODA compliance. Project to include play areas for different age groups, new site furnishing, enhanced shade options, protection of existing trees and the addition of new trees for canopy enhancement, new pathways, accessible walks, and connecting play features. Park Life cycle renewal project. Project Approved CS-2023-21-Playground Renewal Advancement - July 18, 2023.

Capital Levy Funding:

CASH IN LIEU OF PARKLANDS RESERVE	($400,000.00)
TOTAL Capital Levy Funding	($400,000.00)

Costs:

OUTSIDE CONTRACTS	$400,000.00
TOTAL Costs	$400,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **1-31-2025 12:00:00 AM**

PREPARED BY: Dave Steven
APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Empire and WIFC Parking Design

ACCOUNT NUMBER: 10-410-25416

NEED:

[ ]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[ ]

Project Description: Funding for design and costing work for the future paving of the WIFC and Empire parking lots from Townline Road to Shaw St.

Capital Levy:

TRANSFER FROM OPERATING	($100,000.00)
TOTAL Capital Levy	($100,000.00)

Costs:

OUTSIDE CONTRACTS	$100,000.00
TOTAL Costs	$100,000.00

DEPARTMENT: 410 - PARKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-29-2025 12:00:00 AM**

PREPARED BY: Dave Steven

APPROVED BY: Jessica Ruddell

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Broadway Area Infrastructure Renewals Phase II Construction (Multi Asset)

ACCOUNT NUMBER: 10-320-25744 / 10-316-25744 / 10-327-25744 / 10-330-25744

NEED:

	Health and Safety
	Mandated Programs
X	**Growth Related**
X	**Department Initiative**
	Council Initiative

New	
Enhancement	
Replacement	X

Project Description: Broadway Area Phase II - Sanitary sewer replacement, full road reconstruction, storm repairs/improvements, and sidewalk replacement on the following streets:
- St. George Street Infrastructure Renewals - Kilgour Avenue to Santone Avenue (335m)
- Kilgour Avenue Infrastructure Renewals - Broadway Avenue to St. George Street (520m)
- Clifford Avenue Infrastructure Renewals - Broadway Avenue to St. George Street (260m)

Roads -$1,812,800 / Sidewalks - $340,600 / Storm - $779,700 / Wastewater - $3,151,200

Capital Levy:	
TRANSFER FROM OPERATING	($389,836.65)
TOTAL Capital Levy	($389,836.65)
Capital Levy Funding:	
DEBENTURE PROCEEDS	($983,761.00)
DEVELOPMENT CHARGES	($2,440,702.35)
CCBF- CANADA COMMUNITY BUILDING FUND	($2,270,000.00)
TOTAL Capital Levy Funding	($5,694,463.35)
Costs:	
OUTSIDE CONTRACTS	$6,084,300.00
TOTAL Costs	$6,084,300.00

DEPARTMENT:MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Young Street Infrastructure Renewals (Multi-Asset)

ACCOUNT NUMBER: 10-320-25741/ 10-316-25741/ 10-327-2571 / 10-330-25741/ 10-910-25741

NEED:

- [ ] **Health and Safety**
- [ ] **Mandated Programs**
- [ ] **Growth Related**
- [x] **Department Initiative**
- [ ] **Council Initiative**

New [ ]

Enhancement [ ]

Replacement [x]

Project Description: Young Street from King Street to Hellems Avenue
Project prioritized after CCTV review of sanitary sewers. Full watermain and sanitary replacement with new services to each property. Full road reconstruction and sidewalk replacement, including new catch basins.
Roads - $536,300/ Sidewalks - $143,500/ Storm -$100,900/ Wastewater - $772,600/ Water- $450,300

Capital Levy:	
TRANSFER FROM OPERATING	($694,700.00)
TOTAL Capital Levy	($694,700.00)
Capital Levy Funding:	
DEBENTURE PROCEEDS	($1,308,900.00)
TOTAL Capital Levy Funding	($1,308,900.00)
Costs:	
OUTSIDE CONTRACTS	$2,003,600.00
TOTAL Costs	$2,003,600.00

DEPARTMENT:MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern
APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: 2025 Top Asphalt Program

ACCOUNT NUMBER: 10-320-25170

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Top asphalt coat to be applied, including final curb restoration at catch basins and infrastructure adjustments to final grade on the following streets:

Broadway Area Phase 1 from Riverside Drive Road to Semley Street (1070m)
Edgar Elgin Area Phase 3 (975m)
Edgar Elgin Area Phase 4 (660m)
Dufferin Street Niagara Street to Aqueduct Street (255m)
Garner, Grove, Randolph (1200m)
Iva Street from 135m West of Louise Street to Louise Street (135m) Development cost share.

Capital Levy:	
TRANSFER FROM OPERATING	($373,800.00)
TOTAL Capital Levy	($373,800.00)
Capital Levy Funding:	
RES FUND : INFRASTRUCTURE RENEWAL	($862,000.00)
TOTAL Capital Levy Funding	($862,000.00)
Costs:	
OUTSIDE CONTRACTS	$1,235,800.00
TOTAL Costs	$1,235,800.00

DEPARTMENT: 320 - ROADS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Ontario Road Trunk Sanitary Sewer Phase I - Construction (Multi-Asset)

ACCOUNT NUMBER: 10-320-25705 / 10-327-25705/ 10-330-25705

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
X	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	X

Project Description: Ontario Road from the Sewage Pumping Station to Southworth Street.
Sanitary trunk sewer construction by trenchless methods. Includes relocation of some storm sewer to accommodate trench pit location.
PPCP recommendation to extend, deepen and upsize sanitary trunk system. Expected trenchless construction as per KTH review. KTH Phase 1.
Anticipated partial Regional cost share.
HEWSF Application Approved. Roads - $328,544/ Storm - $450,000/ Wastewater - $14,283,712

Capital Levy Funding:

DEVELOPMENT CHARGES	($4,066,809.12)
HEWSF- HOUSING ENABLING WATER SYSTEMS FUND	($10,995,446.88)
TOTAL Capital Levy Funding	($15,062,256.00)

Costs:

OUTSIDE CONTRACTS	$15,062,256.00
TOTAL Costs	$15,062,256.00

DEPARTMENT:MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: First Street Infrastructure Renewals Part 2 (Multi-Asset)

ACCOUNT NUMBER: 10-320-25156/10-316-25156/ 10-327-25156/ 10-330-25156/ 10-910-25156

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[X]

Project Description: First Street Infrastructure Renewals - King Street to Plymouth Street
Full watermain and sanitary replacement with new water services and laterals to each property. Full road reconstruction and sidewalk replacement, including new catch basins. Part 2 of 2 - Plymouth Street to Dover Street was approved in 2024.
Roads - $548,900 / Sidewalks - $151,700 / Storm - $57,600 / Wastewater - $675,300 / Water- $667,500

Capital Levy:	
TRANSFER FROM OPERATING	($725,100.00)
TOTAL Capital Levy	($725,100.00)
Capital Levy Funding:	
DEBENTURE PROCEEDS	($1,375,900.00)
TOTAL Capital Levy Funding	($1,375,900.00)
Costs:	
OUTSIDE CONTRACTS	$2,101,000.00
TOTAL Costs	$2,101,000.00

DEPARTMENT: MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: 2025 Road Reconstruction and Watermain Replacement (Multi-Asset)

ACCOUNT NUMBER: 10-320-25167/ 10-316-25167/ 10-327-25167/ 10-910-25167

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Lincoln Street Road Reconstruction from Memorial Park Drive to East Limit (290m) - Reconstruct the road, replace curb and gutter, improve drainage (install subdrain, extend storm sewer, and replace CBs), install new sidewalk (both sides), replace existing 150mm CI watermain.

Patricia Avenue Road Reconstruction from Thorold Road to North Limit (270m) - Reconstruct the road, install new curb and gutter, improve drainage (install subdrain and replace CBs), install new sidewalk (one side only), replace existing 100mm CI watermain.

Ascot Court Road Reconstruction from Chapel Hill Crescent to North Limit (110m) - Reconstruct the road, replace curb and gutter, improve drainage (extend storm sewer, install subdrain, and replace/add CBs), replace and widen the existing sidewalk, upsize existing 100mm PVC watermain.
Roads - $1,221,400/ Sidewalks - $210,900/ Storm - $244,600 / Water- $788,000

Capital Levy Funding:

ONTARIO COMMUNITY INFR FUND	($2,464,900.00)
TOTAL Capital Levy Funding	($2,464,900.00)

Costs:

OUTSIDE CONTRACTS	$2,464,900.00
TOTAL Costs	$2,464,900.00

DEPARTMENT: MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Quaker Road Reconstruction - Design

ACCOUNT NUMBER: 10-320-25157

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Preliminary design of Quaker Road from Clare Avenue to Towpath Road (all three phases - 3.2 km) including, confirmation of underground needs, street lighting, utility relocations, traffic impacts, drainage, geotechnical investigations, etc. Also includes the detailed design of Quaker Road (Phase III) from Niagara Street to Towpath Road.

Capital Levy:

TRANSFER FROM OPERATING	($643,000.00)
TOTAL Capital Levy	($643,000.00)

Costs:

OUTSIDE CONTRACTS	$643,000.00
TOTAL Costs	$643,000.00

DEPARTMENT: 320 - ROADS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Church Street Infrastructure Renewals (Multi-Asset)

ACCOUNT NUMBER: 10-320-25742/ 10-316-25742 / 10-327-25741/ 10-910-25742/ 10-330-25742

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Church Street from Niagara Street to Aqueduct Street
Project prioritized after CCTV review of sanitary sewers. Full watermain and sanitary replacement with new services to each property. Full road reconstruction and sidewalk replacement, including new catch basins and storm sewer extension.
Roads- $330,200/ Sidewalks - $92,400 / Storm -$131,700 / Wastewater - $574,600 / Waterworks- $379,900

Capital Levy:	
TRANSFER FROM OPERATING	($594,026.00)
TOTAL Capital Levy	($594,026.00)
Capital Levy Funding:	
ONTARIO COMMUNITY INFR FUND	($914,774.00)
TOTAL Capital Levy Funding	($914,774.00)
Costs:	
OUTSIDE CONTRACTS	$1,508,800.00
TOTAL Costs	$1,508,800.00

DEPARTMENT: MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern
APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Crack Sealing

ACCOUNT NUMBER: 10-320-25151

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Sealant will be applied to pavement surface cracks to prevent moisture infiltration to prevent premature pavement deterioration and extend pavement life.

Capital Levy:

TRANSFER FROM OPERATING	($70,000.00)
TOTAL Capital Levy	($70,000.00)

Costs:

OUTSIDE CONTRACTS	$70,000.00
TOTAL Costs	$70,000.00

DEPARTMENT: 320 - ROADS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Surface Treatment Program - Rural Roads

ACCOUNT NUMBER: 10-320-25153

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Carl Road from the West Limit to Matthews Road
Young Road from the West Limit to Matthews Road

Capital Levy Funding:	
DEBENTURE PROCEEDS	($860,500.00)
TOTAL Capital Levy Funding	($860,500.00)
Costs:	
OUTSIDE CONTRACTS	$860,500.00
TOTAL Costs	$860,500.00

DEPARTMENT: 320 - ROADS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Asphalt Patching

ACCOUNT NUMBER: 10-320-25154

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Sawcut and remove degraded/broken asphalt areas, complete base repairs, mill joints and repave surface.

Capital Levy:

TRANSFER FROM OPERATING	($240,000.00)
TOTAL Capital Levy	($240,000.00)

Costs:

OUTSIDE CONTRACTS	$240,000.00
TOTAL Costs	$240,000.00

DEPARTMENT: 320 - ROADS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Sidewalks - Condition Related Replacements & Missing Links

ACCOUNT NUMBER: 10-316-25102

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Sidewalk repairs to achieve minimum maintain standards. In addition, missing link sidewalks will be installed where identified.

Capital Levy:	
TRANSFER FROM OPERATING	($275,000.00)
TOTAL Capital Levy	($275,000.00)

Costs:	
OUTSIDE CONTRACTS	$275,000.00
TOTAL Costs	$275,000.00

DEPARTMENT: 316 - SIDEWALKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Storm Sewer Model Update

ACCOUNT NUMBER: 10-327-25350

NEED:

[ ]	**Health and Safety**
[ ]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[ ]

Project Description: Annual updates to model required to reflect system revisions/additions/etc. made in the previous year.

Capital Levy:	
TRANSFER FROM OPERATING	($6,250.00)
TOTAL Capital Levy	($6,250.00)
Capital Levy Funding:	
DEVELOPMENT CHARGES	($18,750.00)
TOTAL Capital Levy Funding	($18,750.00)
Costs:	
OUTSIDE CONTRACTS	$25,000.00
TOTAL Costs	$25,000.00

DEPARTMENT: 327 - STORM WATER

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Matthew Main
APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Rural Storm Catchment Review

ACCOUNT NUMBER: 10-327-25353

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[ ]
Replacement	[ ]

Project Description: Review and identification of rural storm catchment areas and existing drainage patterns.

Capital Levy:

TRANSFER FROM OPERATING	($250,000.00)
TOTAL Capital Levy	($250,000.00)

Costs:

OUTSIDE CONTRACTS	$250,000.00
TOTAL Costs	$250,000.00

DEPARTMENT: 327 - STORM WATER

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: CCTV Program (Multi-Asset)

ACCOUNT NUMBER: 10-327-25354/ 10-330-25730

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[ ]

Project Description: Inspection of approximately 20% of the City's storm sewer network. Storm - $150,000 / Wastewater- $250,000

Capital Levy:

TRANSFER FROM OPERATING	($400,000.00)
TOTAL Capital Levy	($400,000.00)

Costs:

OUTSIDE CONTRACTS	$400,000.00
TOTAL Costs	$400,000.00

DEPARTMENT: MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri- Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Stormwater Management Pond Retrofits and Cleaning

ACCOUNT NUMBER: 10-327-25351

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	☐

Project Description: ENG2025-501
As per recommendations in the 2024 WSP Assessment Report for Coyle Creek Park Pond, Towpath Village Ponds North, and Michael Estates Pond.

Capital Levy:	
TRANSFER FROM OPERATING	($1,128,450.00)
TOTAL Capital Levy	($1,128,450.00)
Capital Levy Funding:	
DEBENTURE PROCEEDS	($1,265,550.00)
TOTAL Capital Levy Funding	($1,265,550.00)
Costs:	
OUTSIDE CONTRACTS	$2,394,000.00
TOTAL Costs	$2,394,000.00

DEPARTMENT: 327 - STORM WATER

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Matthew Main
APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Traffic Control Hardware

ACCOUNT NUMBER: 10-321-25251

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[ ]
Replacement	[ ]

Project Description: These funds will be utilized on installation of PXO (pedestrian crossover) on First Avenue (north end of Chippewa Park) . Installation of PXO will provide full stop control and improve safety for pedestrians crossing.

Capital Levy:

TRANSFER FROM OPERATING	($90,000.00)
TOTAL Capital Levy	($90,000.00)

Costs:

OUTSIDE CONTRACTS	$90,000.00
TOTAL Costs	$90,000.00

DEPARTMENT: 321 - TRAFFIC

STARTING DATE(MM/YYYY): **1-8-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **9-1-2025 12:00:00 AM**

PREPARED BY: Ali Khan

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Streetlighting - Wiring & Pole Replacements

ACCOUNT NUMBER: 10-321-25253

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[ ]
Replacement	[ ]

Project Description: Now that the Corporation has upgraded to LED Streetlighting, these funds are to ensure that the wiring and poles replacement continue to ensuring proper functionality.

Capital Levy:

TRANSFER FROM OPERATING	($60,000.00)
TOTAL Capital Levy	($60,000.00)

Costs:

OUTSIDE CONTRACTS	$60,000.00
TOTAL Costs	$60,000.00

DEPARTMENT: 321 - TRAFFIC

STARTING DATE(MM/YYYY): **1-6-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Ali Khan

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: 40 km/h Neighbourhood Area Speed Signs

ACCOUNT NUMBER: 10-321-25254

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[ ]	**Growth Related**
[X]	**Department Initiative**
[X]	**Council Initiative**

New	[X]
Enhancement	[ ]
Replacement	[ ]

Project Description: These funds will be used to purchase and install 40 km/ area speed signs .40 km/h speed limit are reflective of the city's goal to reduce speed limits in residential neighbourhoods with focus on safety and eliminating serious collisions, a key principle of a vision zero approach.

Capital Levy:	
TRANSFER FROM OPERATING	($138,000.00)
TOTAL Capital Levy	($138,000.00)
Capital Levy Funding:	
VISION ZERO PROGRAM	($80,000.00)
TOTAL Capital Levy Funding	($80,000.00)
Costs:	
OUTSIDE CONTRACTS	$218,000.00
TOTAL Costs	$218,000.00

DEPARTMENT: 321 - TRAFFIC

STARTING DATE(MM/YYYY): **1-6-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-1-2025 12:00:00 AM**

PREPARED BY: Ali Khan

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Ontario Road Trunk Sanitary Sewer Phase II - Design

ACCOUNT NUMBER: 10-330-25701

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
X	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	X

Project Description: Phase II Ontario Road Sanitary Trunk Sewer from Southworth Street to King Street.
Project includes watermain replacement and road reconstruction.
PPCP recommendation to extend, deepen and upsize sanitary trunk system. KTH Phase 4a (Southworth to Alberta) & Phase 6 (Alberta to King) on Ontario Road.
HEWSF Approved

Capital Levy Funding:	
HEWSF- HOUSING ENABLING WATER SYSTEMS FUND	($470,580.15)
DEVELOPMENT CHARGES	($174,050.19)
TOTAL Capital Levy Funding	($644,630.34)

Costs:	
OUTSIDE CONTRACTS	$644,630.34
TOTAL Costs	$644,630.34

DEPARTMENT: 330 - WASTEWATER

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Sanitary Sewer Lining and Spot Repairs

ACCOUNT NUMBER: 10-330-25707

NEED:

[X]	**Health and Safety**
[ ]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[X]
Enhancement	[X]
Replacement	[X]

Project Description: Repair Priority 1 (as determined from annual CCTV reviews)

Capital Levy:	
TRANSFER FROM OPERATING	($750,000.00)
TOTAL Capital Levy	($750,000.00)
Capital Levy Funding:	
DEVELOPMENT CHARGES	($250,000.00)
TOTAL Capital Levy Funding	($250,000.00)
Costs:	
OUTSIDE CONTRACTS	$1,000,000.00
TOTAL Costs	$1,000,000.00

DEPARTMENT: 330 - WASTEWATER

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern
APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Crowland Avenue Infrastructure Renewals (Multi-Asset)

ACCOUNT NUMBER: 10-330-25757/ 10-910-25757

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Crowland Avenue from Welland Street to Cozy Street
Development cost share for watermain and sanitary sewer replacements required for servicing 151 Crowland Avenue.
WasteWater $124,800 Waterworks $136,500

Capital Levy:	
TRANSFER FROM OPERATING	($261,300.00)
TOTAL Capital Levy	($261,300.00)

Costs:	
OUTSIDE CONTRACTS	$261,300.00
TOTAL Costs	$261,300.00

DEPARTMENT:MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Pre-Approved Water Meter Replacements- Phase 2 (Multi-Asset)

ACCOUNT NUMBER: 10-330-25751 /10-910-25751

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	X

Project Description: Currently the Public Works Division is replacing $400,000 worth of water meters annually, the volume of meters being replaced declines annually as projects cost increase.
As water meters age they become less accurate, especially at lower flow rates. Water uses that would be considered lower flow rates could include uses such as running toilet, leaky faucet, leaky hose bibs or turning on a faucet partially.
Without accurate water meters unbilled consumption is spread amongst all rate payers, an accurate water meter plays an important role in ensuring all users pay for their consumption.
At the present water meter project budget, it will take an additional 12 years (using 2023 pricing) to change the original meters that were installed during the first universal metering project.
With a faster transition to all radio frequency water meters Staff will be given the opportunity to increase customer service by shortening billing periods and creating an online portal for users.
Both the shorter billing period and the online portal put consumption information in the hands of the rate payer, improving their ability to track usage and monitor consumption.
Wastewater- $1,183,000/ Water- $1,183,000

Capital Levy Funding:	
DEBENTURE PROCEEDS	($2,366,000.00)
TOTAL Capital Levy Funding	($2,366,000.00)

Costs:	
OUTSIDE CONTRACTS	$2,366,000.00
TOTAL Costs	$2,366,000.00

DEPARTMENT: MULTI-ASSET

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: CSO & Sewer System Flow Level Monitoring (Mandatory)

ACCOUNT NUMBER: 10-330-25702

NEED:

☐	**Health and Safety**
X	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New ☐

Enhancement X

Project Description: CSO & Sewer System Flow Level Monitoring is required for the following reasons:

1A) Mandatory flow monitoring and reporting of combined sewer overflows as required by the MECP (Ministry of Environment, Conservation and Parks) for the Hagar Area (Hagar McAlpine, Hagar Wallace, Hagar Camrose). These overflows are required to alleviate localized basement and monitoring required indefinitely until the overflow are able to be removed.

1B) Flow monitoring of the Combined Sewer Overflows in the Lincoln & Coventry area are mandated by the MECP. Three combined sewer overflows exist with one located at the intersection of Lincoln Street and Coventry; the next 150 meters to the east of 317 Lincoln Street, and the third at the intersection of Coventry and Simpson. These overflows exist to alleviate basement flooding in the local area during periods of high intensity rainfall. The continued flow monitoring in this area will also assist with creating an action for removing the overflows by 2022 as prescribed by the MECP

1C) Flow monitoring and volumetric reporting of combined sewer overflows located at various locations within the City (17). The volumes are determined through flow monitoring levels, rainfall data, and sewer modelling. Reports are submitted to the Region of Niagara and Environment Canada.

2) Flow monitoring of sanitary sewer is necessary in order to determine volume and location of inflow and infiltration (I/I) into the sanitary sewer system. High I/I rates result in increased treatment costs of sanitary sewer effluent at the Regional wastewater treatment plant. Flow monitoring programs have been successful in determining locations of I/I and ultimately result in capital improvement projects that reduce and eliminate both I/I and CSO locations

3) Flow monitoring is required in areas where future development is expected to happen, the information collected is used to conducted infrastructure capacity reviews/reports.

Capital Levy:	
TRANSFER FROM OPERATING	($55,000.00)
TOTAL Capital Levy	($55,000.00)
Capital Levy Funding:	
COST SHARING	($145,000.00)
DEVELOPMENT CHARGES	($100,000.00)
TOTAL Capital Levy Funding	($245,000.00)
Costs:	
OUTSIDE CONTRACTS	$300,000.00
TOTAL Costs	$300,000.00

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

DEPARTMENT: 330 - WASTEWATER

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Sanitary Sewer Model Update

ACCOUNT NUMBER: 10-330-25722

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
X	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	X
Replacement	☐

Project Description: Annual updates to model required to reflect system revisions/additions/etc. made in the previous year.

Capital Levy Funding:

DEVELOPMENT CHARGES	($25,000.00)
TOTAL Capital Levy Funding	($25,000.00)

Costs:

OUTSIDE CONTRACTS	$25,000.00
TOTAL Costs	$25,000.00

DEPARTMENT: 330 - WASTEWATER

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Matthew Main

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Niagara Street Watermain Replacement and Upsizing

ACCOUNT NUMBER: 10-910-25756

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	☐
Enhancement	☐
Replacement	X

Project Description: Niagara Street from Quaker Road to 330m North of Quaker Road Development Cost Share - Watermain upsizing for future development 200 CI to 300 PVC.

Capital Levy:

TRANSFER FROM OPERATING	($50,000.00)
TOTAL Capital Levy	($50,000.00)

Costs:

OUTSIDE CONTRACTS	$50,000.00
TOTAL Costs	$50,000.00

DEPARTMENT: 910 - WATERWORKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Water Model Update

ACCOUNT NUMBER: 10-910-25755

NEED:

[ ]	**Health and Safety**
[ ]	**Mandated Programs**
[X]	**Growth Related**
[X]	**Department Initiative**
[ ]	**Council Initiative**

New	[ ]
Enhancement	[X]
Replacement	[ ]

Project Description: Annual updates to model required to reflect system revisions/additions/etc. made in the previous year. As well as modeling scenarios to confirm proposed diameters for 2025 projects.

Capital Levy Funding:

DEVELOPMENT CHARGES	($25,000.00)
TOTAL Capital Levy Funding	($25,000.00)

Costs:

OUTSIDE CONTRACTS	$25,000.00
TOTAL Costs	$25,000.00

DEPARTMENT: 910 - WATERWORKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 CAPITAL BUDGET PROJECT SUBMISSIONS

PROJECT NAME: Fleet Replacements Water Eng

ACCOUNT NUMBER: 10-910-25301

NEED:

☐	**Health and Safety**
☐	**Mandated Programs**
☐	**Growth Related**
X	**Department Initiative**
☐	**Council Initiative**

New	X
Enhancement	X
Replacement	X

Project Description: Water
Unit 428-0 2007 Service body truck replacement #1 $130,355 (Maint $25,800 Odometer 116,623km) Beyond service life
Unit 153-0 2006 Service body truck replacement #2 $130,355 (Maint $22,342 Odometer 153,250km) Beyond service life
Unit 466-0 2011Sedan replacement, replace with SUV $39,534 (Maint $3,300 Odometer 71,320km) Unit is rusted and beyond service life
Unit 176-0 2013 Cube van replacement $53,424 (Maint $10,200 Odometer 49,624km) Unit is too small for intended purpose. Replace with larger unit.

Capital Levy:	
TRANSFER FROM OPERATING	($349,037.00)
TOTAL Capital Levy	($349,037.00)

Capital Levy Funding:	
FLEET RESERVE	($3,963.00)
TOTAL Capital Levy Funding	($3,963.00)

Costs:	
CAPITAL EQUIP & VEHICLES	$353,000.00
TOTAL Costs	$353,000.00

DEPARTMENT: 910 - WATERWORKS

STARTING DATE(MM/YYYY): **1-1-2025 12:00:00 AM**
COMPLETION DATE (MM/YYYYY): **12-31-2025 12:00:00 AM**

PREPARED BY: Livia McEachern

APPROVED BY: Sherri-Marie Millar

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

as of October 21, 2024

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
BRIDGES										
10-320-26201 - 2026 Bridge & Culvert Inspections and Report (Biannual)	-	30,000	-	-	-	-	-	-	-	-
10-320-26205 - Canal Monolith Wall Maintenance and Inspections	-	325,000	-	-	-	-	-	-	-	-
10-320-27216 - Canal Bank Road Bridge	-	-	1,140,250	-	-	-	-	-	-	-
10-320-27230 - Welland River Aqueduct Siphon Cleaning	-	-	1,100,000	-	-	-	-	-	-	-
10-320-28201 - 2028 Bridge & Culvert Inspections and Report (Biannual)	-	-	-	30,000	-	-	-	-	-	-
10-320-28205 - Canal Monolith Wall Maintenance and Inspections	-	-	-	325,000	-	-	-	-	-	-
10-320-28211 - South Pelham Road Bridge	-	-	-	1,012,000	-	-	-	-	-	-
10-320-29230 - Welland River Aqueduct Siphon Cleaning	-	-	-	-	1,000,000	-	-	-	-	-
10-320-30201 - 2030 Bridge & Culvert Inspections and Report (Biannual)	-	-	-	-	-	30,000	-	-	-	-
10-320-30205 - Canal Monolith Wall Maintenance and Inspections	-	-	-	-	-	325,000	-	-	-	-
10-320-31230 - Welland River Aqueduct Siphon Inspection	-	-	-	-	-	-	100,000	-	-	-
10-320-32201 - 2032 Bridge & Culvert Inspections and Report (Biannual)	-	-	-	-	-	-	-	30,000	-	-
10-320-32205 - Canal Monolith Wall Maintenance and Inspections	-	-	-	-	-	-	-	325,000	-	-
10-320-34201 - 2032 Bridge & Culvert Inspections and Report (Biannual)	-	-	-	-	-	-	-	-	-	30,000
10-320-34205 - Canal Monolith Wall Maintenance and Inspections	-	-	-	-	-	-	-	-	-	325,000
Total BRIDGES	**-**	**355,000**	**2,240,250**	**1,367,000**	**1,000,000**	**355,000**	**100,000**	**355,000**	**-**	**355,000**
FACILITIES										
10-430-25451 - General Facilities Maintenance & Renewals	200,000	-	-	-	-	-	-	-	-	-
10-430-25452 - Facilities Security System Renewal	50,000	-	-	-	-	-	-	-	-	-
10-430-25453 - BAS Assessment and Design	75,000	-	-	-	-	-	-	-	-	-
10-430-25454 - Facilities Accessibility Upgrades	350,000	-	-	-	-	-	-	-	-	-
10-430-26451 - General Facilities Maintenance & Renewals	-	150,000	-	-	-	-	-	-	-	-
10-430-26452 - Facilities Equipment Renewal	-	75,000	-	-	-	-	-	-	-	-
10-430-26453 - Electrical Upgrade & Renewal	-	100,000	-	-	-	-	-	-	-	-
10-430-27451 - General Facilities Maintenance & Renewals	-	-	150,000	-	-	-	-	-	-	-
10-430-27452 - Facilities Equipment Renewal	-	-	75,000	-	-	-	-	-	-	-
10-430-28451 - General Facilities Maintenance & Renewals	-	-	-	150,000	-	-	-	-	-	-
10-430-28452 - Facilities Equipment Renewal	-	-	-	75,000	-	-	-	-	-	-
10-430-29451 - General Facilities Maintenance & Renewals	-	-	-	-	150,000	-	-	-	-	-
10-430-29452 - Facilities Equipment Renewal	-	-	-	-	75,000	-	-	-	-	-
10-430-30451 - General Facilities Maintenance & Renewals	-	-	-	-	-	150,000	-	-	-	-
10-430-30452 - Facilities Equipment Renewal	-	-	-	-	-	75,000	-	-	-	-
10-430-31451 - General Facilities Maintenance & Renewals	-	-	-	-	-	-	150,000	-	-	-
10-430-31452 - Facilities Equipment Renewal	-	-	-	-	-	-	75,000	-	-	-
10-430-32451 - General Facilities Maintenance & Renewals	-	-	-	-	-	-	-	150,000	-	-
10-430-32452 - Facilities Equipment Renewal	-	-	-	-	-	-	-	75,000	-	-
10-430-33451 - General Facilities Maintenance & Renewals	-	-	-	-	-	-	-	-	150,000	-
10-430-33452 - Facilities Equipment Renewal	-	-	-	-	-	-	-	-	75,000	-
10-430-34450 - General Facilities Maintenance & Renewals	-	-	-	-	-	-	-	-	-	150,000
10-430-34451 - Facilities Equipment Renewal	-	-	-	-	-	-	-	-	-	75,000
Total 430 - FACILITIES - MNTCE/LABOUR	675,000	325,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
432 - FACILITIES - ARENA										
10-432-25455 - Arena Facilities Required Repairs	282,500	-	-	-	-	-	-	-	-	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-432-26455 - Arena Facilities Renewal & Restoration	-	450,000	-	-	-	-	-	-	-	-
10-432-27455 - Arena Facilities Renewal & Restoration	-	-	450,000	-	-	-	-	-	-	-
10-432-28455 - Arena Facilities Renewal & Restoration	-	-	-	450,000	-	-	-	-	-	-
10-432-29455 - Arena Facilities Renewal & Restoration	-	-	-	-	450,000	-	-	-	-	-
10-432-30455 - Arena Facilities Renewal & Restoration	-	-	-	-	-	450,000	-	-	-	-
10-432-31455 - Arena Facilities Renewal & Restoration	-	-	-	-	-	-	450,000	-	-	-
10-432-32453 - New Arena & Community Centre	-	-	-	-	-	-	-	40,000,000	-	-
Total 432 - FACILITIES - ARENA	282,500	450,000	450,000	450,000	450,000	450,000	450,000	40,000,000	-	-
434 - FACILITIES - WELLAND COMMUNITY CENTRE										
10-434-25474 - Welland Community Centre Partial Roof Replacement	675,000	-	-	-	-	-	-	-	-	-
10-434-26467 - Welland Community Centre Repair & Renewal	-	200,000	-	-	-	-	-	-	-	-
10-434-27474 - Welland Community Centre Repair & Renewal	-	-	200,000	-	-	-	-	-	-	-
10-434-28474 - Welland Community Centre Repair & Renewal	-	-	-	200,000	-	-	-	-	-	-
10-434-29474 - Welland Community Centre Repair & Renewal	-	-	-	-	200,000	-	-	-	-	-
10-434-30464 - Welland Community Centre Repair & Renewal	-	-	-	-	-	200,000	-	-	-	-
10-434-31489 - Welland Community Centre Repair & Renewal	-	-	-	-	-	-	200,000	-	-	-
10-434-32474 - Welland Community Centre Repair & Renewal	-	-	-	-	-	-	-	200,000	-	-
10-434-33452 - Welland Community Centre Repair & Renewal	-	-	-	-	-	-	-	-	200,000	-
10-434-34474 - Welland Community Centre Repair & Renewal	-	-	-	-	-	-	-	-	-	200,000
Total 434 - FACILITIES - WELLAND COMMUNITY CENTRE	675,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
435 - FACILITIES -EMPIRE OUTDOOR SPORTS COMPLEX										
10-435-25481 - Empire Sportsplex Repair & Renewal	50,000	-	-	-	-	-	-	-	-	-
10-435-26481 - Empire Sportsplex Repair & Renewal	-	50,000	-	-	-	-	-	-	-	-
10-435-27481 - Empire Sportsplex Repair & Renewal	-	-	50,000	-	-	-	-	-	-	-
10-435-28481 - Empire Sportsplex Repair & Renewal	-	-	-	50,000	-	-	-	-	-	-
10-435-29481 - Empire Sportsplex Repair & Renewal	-	-	-	-	50,000	-	-	-	-	-
10-435-30481 - Empire Sportsplex Repair & Renewal	-	-	-	-	-	50,000	-	-	-	-
10-435-31481 - Empire Sportsplex Repair & Renewal	-	-	-	-	-	-	50,000	-	-	-
Total 435 - FACILITIES -EMPIRE OUTDOOR SPORTS COMPLEX	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-
436 - FACILITIES - MARKET										
10-436-25457 - Market Mechanical, Flooring & Doors	60,000	-	-	-	-	-	-	-	-	-
10-436-26482 - Market Repair & Renewal	-	100,000	-	-	-	-	-	-	-	-
10-436-27482 - Market Repair & Renewal	-	-	75,000	-	-	-	-	-	-	-
10-436-28482 - Market Repair & Renewal	-	-	-	75,000	-	-	-	-	-	-
10-436-29482 - Market Repair & Renewal	-	-	-	-	75,000	-	-	-	-	-
10-436-30482 - Market Repair & Renewal	-	-	-	-	-	100,000	-	-	-	-
10-436-31482 - Market Repair & Renewal	-	-	-	-	-	-	100,000	-	-	-
10-436-32482 - Market Repair & Renewal	-	-	-	-	-	-	-	100,000	-	-
10-436-33482 - Market Repair & Renewal	-	-	-	-	-	-	-	-	100,000	-
10-436-34482 - Market Repair & Renewal	-	-	-	-	-	-	-	-	-	100,000
Total 436 - FACILITIES - MARKET	60,000	100,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000
438 - FACILITIES - SWIMMING POOLS										
10-438-25475 - Rosie Smith Pool Restoration & Renewal	50,000	-	-	-	-	-	-	-	-	-
10-438-26468 - Rosie Smith Pool Restoration & Renewal	-	928,000	-	-	-	-	-	-	-	-
10-438-27475 - Swimming Pools Forecasted Improvements	-	-	100,000	-	-	-	-	-	-	-
10-438-28475 - Swimming Pools Forecasted Improvements	-	-	-	100,000	-	-	-	-	-	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-438-29475 - Swimming Pools Forecasted Improvements	-	-	-	-	100,000	-	-	-	-	-
10-438-30465 - Swimming Pools Forecasted Improvements	-	-	-	-	-	100,000	-	-	-	-
10-438-31490 - Swimming Pools Forecasted Improvements	-	-	-	-	-	-	100,000	-	-	-
10-438-32454 - Swimming Pools Forecasted Improvements	-	-	-	-	-	-	-	100,000	-	-
10-438-33453 - Swimming Pools Forecasted Improvements	-	-	-	-	-	-	-	-	100,000	-
10-438-34475 - Swimming Pools Forecasted Improvements	-	-	-	-	-	-	-	-	-	100,000
Total 438 - FACILITIES - SWIMMING POOLS	50,000	928,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
439 - FACILITIES - CIVIC CENTRE										
10-439-25460 - Civic Square Plaza Revitalization - Detailed Design	175,000	-	-	-	-	-	-	-	-	-
10-439-25464 - Civic Square Partial Roof Replacement	1,000,000	-	-	-	-	-	-	-	-	-
10-439-25476 - City Hall Repair & Renewal	70,000	-	-	-	-	-	-	-	-	-
10-439-26460 - Civic Square Plaza Revitalization - Construction	-	1,575,000	-	-	-	-	-	-	-	-
10-439-26469 - City Hall Repair & Renewal	-	300,000	-	-	-	-	-	-	-	-
10-439-27476 - City Hall Repair & Renewal	-	-	300,000	-	-	-	-	-	-	-
10-439-28476 - City Hall Repair & Renewal	-	-	-	300,000	-	-	-	-	-	-
10-439-29476 - City Hall Repair & Renewal	-	-	-	-	300,000	-	-	-	-	-
10-439-30466 - City Hall Repair & Renewal	-	-	-	-	-	300,000	-	-	-	-
10-439-31491 - City Hall Repair & Renewal	-	-	-	-	-	-	300,000	-	-	-
10-439-32476 - City Hall Repair & Renewal	-	-	-	-	-	-	-	300,000	-	-
10-439-33454 - City Hall Repair & Renewal	-	-	-	-	-	-	-	-	300,000	-
10-439-34476 - City Hall Repair & Renewal	-	-	-	-	-	-	-	-	-	300,000
Total 439 - FACILITIES - CIVIC CENTRE	1,245,000	1,875,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
442 - FACILITIES - COURTHOUSE										
10-442-25461 - Courthouse Elevator Replacement	500,000	-	-	-	-	-	-	-	-	-
10-442-26470 - Courthouse Repairs & Renewal	-	300,000	-	-	-	-	-	-	-	-
10-442-27477 - Courthouse Repairs & Renewal	-	-	300,000	-	-	-	-	-	-	-
10-442-28477 - Courthouse Repairs & Renewal	-	-	-	300,000	-	-	-	-	-	-
10-442-29477 - Courthouse Repairs & Renewal	-	-	-	-	300,000	-	-	-	-	-
10-442-30467 - Courthouse Repairs & Renewal	-	-	-	-	-	300,000	-	-	-	-
10-442-31492 - Courthouse Repairs & Renewal	-	-	-	-	-	-	300,000	-	-	-
10-442-32477 - Courthouse Repairs & Renewal	-	-	-	-	-	-	-	300,000	-	-
10-442-33455 - Courthouse Repairs & Renewal	-	-	-	-	-	-	-	-	300,000	-
10-442-34477 - Courthouse Repairs & Renewal	-	-	-	-	-	-	-	-	-	300,000
Total 442 - FACILITIES - COURTHOUSE	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
444 - FACILITIES - SERVICE CENTRE										
10-444-26459 - Municipal Service Centre Parking Lot Replacement	-	2,500,000	-	-	-	-	-	-	-	-
10-444-26471 - Service Centre Repairs & Renewal	-	200,000	-	-	-	-	-	-	-	-
10-444-27478 - Service Centre Repairs & Renewal	-	-	200,000	-	-	-	-	-	-	-
10-444-28478 - Service Centre Repairs & Renewal	-	-	-	200,000	-	-	-	-	-	-
10-444-29478 - Service Centre Repairs & Renewal	-	-	-	-	200,000	-	-	-	-	-
10-444-30468 - Service Centre Repairs & Renewal	-	-	-	-	-	200,000	-	-	-	-
10-444-31493 - Service Centre Repairs & Renewal	-	-	-	-	-	-	200,000	-	-	-
10-444-32478 - Service Centre Repairs & Renewal	-	-	-	-	-	-	-	200,000	-	-
10-444-33456 - Service Centre Repairs & Renewal	-	-	-	-	-	-	-	-	200,000	-
10-444-34478 - Service Centre Repairs & Renewal	-	-	-	-	-	-	-	-	-	200,000
Total 444 - FACILITIES - SERVICE CENTRE	-	2,700,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
445 - FACILITIES - WOODLAWN RD SPORT										

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-445-26458 - Youngs Sportsplex Repair & Renewal	-	75,000	-	-	-	-	-	-	-	-
10-445-27458 - Youngs Sportsplex Repair & Renewal	-	-	75,000	-	-	-	-	-	-	-
10-445-28458 - Youngs Sportsplex Repair & Renewal	-	-	-	75,000	-	-	-	-	-	-
10-445-29458 - Youngs Sportsplex Repair & Renewal	-	-	-	-	75,000	-	-	-	-	-
10-445-30458 - Youngs Sportsplex Repair & Renewal	-	-	-	-	-	75,000	-	-	-	-
10-445-31458 - Youngs Sportsplex Repair & Renewal	-	-	-	-	-	-	75,000	-	-	-
10-445-32458 - Youngs Sportsplex Repair & Renewal	-	-	-	-	-	-	-	75,000	-	-
10-445-33457 - Youngs Sportsplex Repair & Renewal	-	-	-	-	-	-	-	-	75,000	-
10-445-34458 - Youngs Sportsplex Repair & Renewal	-	-	-	-	-	-	-	-	-	75,000
Total 445 - FACILITIES - WOODLAWN RD SPORT	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
446 - FACILITIES - QUAKER RD BALL PK										
10-446-26464 - Welland Stadium Repairs & Renewal	-	150,000	-	-	-	-	-	-	-	-
10-446-27464 - Welland Stadium Repairs & Renewal	-	-	150,000	-	-	-	-	-	-	-
10-446-28464 - Welland Stadium Repairs & Renewal	-	-	-	150,000	-	-	-	-	-	-
10-446-29464 - Welland Stadium Repairs & Renewal	-	-	-	-	150,000	-	-	-	-	-
10-446-30471 - Welland Stadium Repairs & Renewal	-	-	-	-	-	150,000	-	-	-	-
10-446-31464 - Welland Stadium Repairs & Renewal	-	-	-	-	-	-	150,000	-	-	-
10-446-32464 - Welland Stadium Repairs & Renewal	-	-	-	-	-	-	-	150,000	-	-
10-446-33458 - Welland Stadium Repairs & Renewal	-	-	-	-	-	-	-	-	150,000	-
10-446-34464 - Welland Stadium Repairs & Renewal	-	-	-	-	-	-	-	-	-	75,000
Total 446 - FACILITIES - QUAKER RD BALL PK	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	75,000
447 - FACILITIES - WELLAND REC CANAL										
10-447-26501 - Rec Rentals Equipment Renewal	-	10,000	-	-	-	-	-	-	-	-
10-447-27501 - Rec Rentals Equipment Renewal	-	-	10,000	-	-	-	-	-	-	-
10-447-28501 - Rec Rentals Equipment Renewal	-	-	-	10,000	-	-	-	-	-	-
10-447-29453 - WIFC Main Building Work	-	-	-	-	124,300	-	-	-	-	-
10-447-29454 - WIFC Tower Work	-	-	-	-	290,000	-	-	-	-	-
10-447-29501 - Rec Rentals Equipment Renewal	-	-	-	-	10,000	-	-	-	-	-
10-447-30501 - Rec Rentals Equipment Renewal	-	-	-	-	-	10,000	-	-	-	-
10-447-31496 - WIFC Forecasted Improvements	-	-	-	-	-	-	200,000	-	-	-
10-447-31501 - Rec Rentals Equipment Renewal	-	-	-	-	-	-	10,000	-	-	-
10-447-32501 - Rec Rentals Equipment Renewal	-	-	-	-	-	-	-	10,000	-	-
10-447-33459 - WIFC Repairs & Renewals	-	-	-	-	-	-	-	-	200,000	-
10-447-34501 - WIFC Repairs & Renewals	-	-	-	-	-	-	-	-		100,000
Total 447 - FACILITIES - WELLAND REC CANAL	-	10,000	10,000	10,000	424,300	10,000	210,000	10,000	200,000	100,000
449 - FACILITIES - MUSEUM 140 KING										
10-449-26472 - Museum Repair & Renewal	-	80,000	-	-	-	-	-	-	-	-
10-449-27479 - Museum Repair & Renewal	-	-	80,000	-	-	-	-	-	-	-
10-449-28479 - Museum Repair & Renewal	-	-	-	80,000	-	-	-	-	-	-
10-449-29479 - Museum Repair & Renewal	-	-	-	-	80,000	-	-	-	-	-
10-449-30469 - Museum Repair & Renewal	-	-	-	-	-	80,000	-	-	-	-
10-449-31494 - Museum Repair & Renewal	-	-	-	-	-	-	80,000	-	-	-
10-449-32479 - Museum Repair & Renewal	-	-	-	-	-	-	-	80,000	-	-
10-449-33460 - Museum Repair & Renewal	-	-	-	-	-	-	-	-	80,000	-
10-449-34479 - Museum Repair & Renewal	-	-	-	-	-	-	-	-	-	80,000
Total 449 - FACILITIES - MUSEUM 140 KING	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
450 - FACILITIES - HOOKER STREET										

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-450-25480 - Hooker Street Tennis Club Building Envelope Improvements	35,000	-	-	-	-	-	-	-	-	-
10-450-26450 - Hooker Street Maintenance & Renewals	-	30,000	-	-	-	-	-	-	-	-
10-450-28451 - Hooker Street Maintenance & Renewals	-	-	-	30,000	-	-	-	-	-	-
10-450-30452 - Hooker Street Maintenance & Renewals	-	-	-	-	-	30,000	-	-	-	-
10-450-32452 - Hooker Street Maintenance & Renewals	-	-	-	-	-	-	-	30,000	-	-
10-450-34499 - Hooker Street Maintenance & Renewals	-	-	-	-	-	-	-	-	-	30,000
Total 450 - FACILITIES - HOOKER STREET	35,000	30,000	-	30,000	-	30,000	-	30,000	-	30,000
454 - FACILITIES - ANCILLARY BLDGS										
10-454-26456 - Merritt Island Park Washroom Renewal - Phase 2 New Facility Construction	-	425,000	-	-	-	-	-	-	-	-
10-454-26473 - Facilities - Ancillary Buildings Repairs & Renewal	-	75,000	-	-	-	-	-	-	-	-
10-454-27480 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	75,000	-	-	-	-	-	-	-
10-454-28480 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	-	75,000	-	-	-	-	-	-
10-454-29480 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	-	-	75,000	-	-	-	-	-
10-454-30470 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	-	-	-	75,000	-	-	-	-
10-454-31495 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	-	-	-	-	75,000	-	-	-
10-454-32480 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	-	-	-	-	-	75,000	-	-
10-454-33461 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	-	-	-	-	-	-	75,000	-
10-454-34480 - Facilities - Ancillary Buildings Repairs & Renewal	-	-	-	-	-	-	-	-	-	75,000
Total 454 - FACILITIES - ANCILLARY BLDGS	-	500,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
461 - FACILITIES- CHIPPAWA PARK CC										
10-461-26477 - Chippawa Park Community Centre Lighting Improvements	-	20,000	-	-	-	-	-	-	-	-
10-461-27450 - Chippawa Park Community Centre Repairs & Renewals	-	-	25,000	-	-	-	-	-	-	-
10-461-29451 - Chippawa Park Community Centre Repairs & Renewals	-	-	-	-	25,000	-	-	-	-	-
10-461-31452 - Chippawa Park Community Centre Repairs & Renewals	-	-	-	-	-	-	25,000	-	-	-
10-461-33463 - Chippawa Park Community Centre Repairs & Renewals	-	-	-	-	-	-	-	-	25,000	-
Total 461 - FACILITIES- CHIPPAWA PARK CC	-	20,000	25,000	-	25,000	-	25,000	-	25,000	-
Total FACILITIES	**3,572,500**	**7,793,000**	**2,315,000**	**2,320,000**	**2,729,300**	**2,345,000**	**2,540,000**	**-**	**2,030,000**	**1,860,000**
FIRE										
10-210-25051 - Replace Training Truck (2003 Suburban)	75,000	-	-	-	-	-	-	-	-	-
10-210-25053 - Master Fire Plan	100,000	-	-	-	-	-	-	-	-	-
10-210-25055 - Replace 2003 Pumper Fort Gary	1,250,000	-	-	-	-	-	-	-	-	-
10-210-26050 - Replace Fire Prevention Vehicle	-	80,000	-	-	-	-	-	-	-	-
10-210-26051 - Rope Rescue Equipment	-	50,000	-	-	-	-	-	-	-	-
10-210-26052 - Class B Foam Trailer Update	-	33,000	-	-	-	-	-	-	-	-
10-210-26053 - Rescue Equipment Replacement	-	75,000	-	-	-	-	-	-	-	-
10-210-26054 - Replace 2003 Pumper #5 (Rosenbauer)	-	1,300,000	-	-	-	-	-	-	-	-
10-210-26062 - Supply Hose Replacement	-	275,000	-	-	-	-	-	-	-	-
10-210-27049 - Car #4 - Replace Frontline and Standardize Fleet	-	-	350,000	-	-	-	-	-	-	-
10-210-27050 - Hazardous Materials Equipment	-	-	65,000	-	-	-	-	-	-	-
10-210-27062 - Attack Hose Replacement	-	-	475,000	-	-	-	-	-	-	-
10-210-28051 - Replace Training Pick-up Truck (2018 Ford F250)	-	-	-	85,000	-	-	-	-	-	-
10-210-28052 - Replace Thermal Imaging Cameras	-	-	-	150,000	-	-	-	-	-	-
10-210-28053 - Replace Car #1 and #2	-	-	-	175,000	-	-	-	-	-	-

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		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-210-28055 - Replace Breathing Air Compressor System		-	-	-	140,000	-	-	-	-	-	-
10-210-28056 - Public Education & Information board - Station # 1, #2 & #3		-	-	-	650,000	-	-	-	-	-	-
10-210-29050 - Replace Fire Prevention Vehicles		-	-	-	-	155,000	-	-	-	-	-
10-210-29051 - Career Replacement Bunker Gear		-	-	-	-	650,000	-	-	-	-	-
10-210-29052 - SCBA Upgrades		-	-	-	-	210,000	-	-	-	-	-
10-210-29062 - Radio System Upgrade		-	-	-	-	2,700,000	-	-	-	-	-
10-210-30050 - Replace Pumper #1		-	-	-	-	-	1,400,000	-	-	-	-
10-210-30052 - Replace F-250 Pick-up Truck		-	-	-	-	-	90,000	-	-	-	-
10-210-30062 - Flashover & Specialized Rescue Simulator		-	-	-	-	-	825,000	-	-	-	-
10-210-31050 - Replace Volunteer Firefighter bunker gear		-	-	-	-	-	-	290,000	-	-	-
10-210-31052 - New Pumper #4		-	-	-	-	-	-	1,400,000	-	-	-
10-210-31053 - Station 4 Land		-	-	-	-	-	-	1,200,000	-	-	-
10-210-32050 - Replace Crimson Aerial		-	-	-	-	-	-	-	2,750,000	-	-
10-210-32051 - SCBA Upgrades phase 5		-	-	-	-	-	-	-	580,000	-	-
10-210-32052 - Air Cylinder Replacement		-	-	-	-	-	-	-	585,000	-	-
10-210-32055 - Station 4 design and phase 1 construction		-	-	-	-	-	-	-	2,500,000	-	-
10-210-33052 - Station 4 phase 2 construction		-	-	-	-	-	-	-	-	5,500,000	-
10-210-33053 - Technical Rescue Equipment		-	-	-	-	-	-	-	-	625,000	-
10-210-34050 - Master Fire Plan & CRA Risk Assessment		-	-	-	-	-	-	-	-	-	175,000
10-210-34051 - PPE and FF Ensemble Replacement		-	-	-	-	-	-	-	-	-	85,000
10-210-34053 - Replace Rescue Boat and Trailer		-	-	-	-	-	-	-	-	-	300,000
	Total FIRE	**1,425,000**	**1,813,000**	**890,000**	**1,200,000**	**3,715,000**	**2,315,000**	**2,890,000**	**6,415,000**	**6,125,000**	**560,000**
FLEET											
10-323-25300 - Fleet Capital Replacement- General		2,553,000	-	-	-	-	-	-	-	-	-
10-323-26300 - Fleet Capital Replacement- General		-	1,100,000	-	-	-	-	-	-	-	-
10-323-27300 - Fleet Capital Replacement- General		-	-	1,200,000	-	-	-	-	-	-	-
10-323-28300 - Fleet Capital Replacement- General		-	-	-	1,100,000	-	-	-	-	-	-
10-323-29300 - Fleet Capital Replacement- General		-	-	-	-	1,420,000	-	-	-	-	-
10-323-30300 - Fleet Capital Replacement- General		-	-	-	-	-	1,400,000	-	-	-	-
10-323-31300 - Fleet Capital Replacement- General		-	-	-	-	-	-	1,430,000	-	-	-
10-323-32300 - Fleet Capital Replacement- General		-	-	-	-	-	-	-	1,010,000	-	-
10-323-33300 - Fleet Capital Replacement- General		-	-	-	-	-	-	-	-	1,400,000	-
10-323-34300 - Fleet Capital Replacement- General		-	-	-	-	-	-	-	-	-	2,400,000
	Total FLEET	**2,553,000**	**1,100,000**	**1,200,000**	**1,100,000**	**1,420,000**	**1,400,000**	**1,430,000**	**1,010,000**	**1,400,000**	**2,400,000**
GENERAL											
10-825-25650 - New Gateway CIP		115,000	-	-	-	-	-	-	-	-	-
10-825-26650 - Development Charges Update		-	150,000	-	-	-	-	-	-	-	-
10-825-27650 - New Official Plan		-	-	200,000	-	-	-	-	-	-	-
10-825-27651 - Update to Affordable Housing CIP		-	-	75,000	-	-	-	-	-	-	-
10-825-28650 - New Brownfield CIP		-	-	-	125,000	-	-	-	-	-	-
10-825-29650 - Update Downtown CIP		-	-	-	-	75,000	-	-	-	-	-
10-825-29651 - Update Gateway CIP		-	-	-	-	75,000	-	-	-	-	-
10-825-30650 - Development Charges Update		-	-	-	-	-	150,000	-	-	-	-
10-825-31650 - New Comprehensive Zoning By-law		-	-	-	-	-	-	200,000	-	-	-
10-825-32650 - Update Official Plan		-	-	-	-	-	-	-	225,000	-	-
10-825-33650 - Update Affordable Housing CIP		-	-	-	-	-	-	-	-	100,000	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-825-34650 - New Downtown Community Improvement Plan	-	-	-	-	-	-	-	-	-	110,000
10-825-34651 - Update Brownfield CIP	-	-	-	-	-	-	-	-	-	70,000
Total GENERAL	**115,000**	**150,000**	**275,000**	**125,000**	**150,000**	**150,000**	**200,000**	**225,000**	**100,000**	**180,000**
PARKS/OPEN SPACES										
10-410-25401 - Westbrooke Park Playground Replacement & Related Landscaping	400,000	-	-	-	-	-	-	-	-	-
10-410-25404 - Memorial Park Revitalization	600,000	-	-	-	-	-	-	-	-	-
10-410-25405 - General Parkland Renewal and Restoration	300,000	-	-	-	-	-	-	-	-	-
10-410-25416 - Empire and WIFC parking design and costing	100,000	-	-	-	-	-	-	-	-	-
10-410-25419 - Public Art Renewal	20,000	-	-	-	-	-	-	-	-	-
10-410-25420 - Pre-Approved River Road Playground Replacement & Related Landscaping	400,000	-	-	-	-	-	-	-	-	-
10-410-25421 - Pre-Approved John Deere Park Replace Park Playground & Related Landscaping	400,000	-	-	-	-	-	-	-	-	-
10-410-25500 - Trail Improvements	75,000	-	-	-	-	-	-	-	-	-
10-410-26400 - Vista Park	-	250,000	-	-	-	-	-	-	-	-
10-410-26401 - Gram Avenue Playground Replacement & Related Landscaping	-	400,000	-	-	-	-	-	-	-	-
10-410-26402 - Recreational Corridor Improvements	-	200,000	-	-	-	-	-	-	-	-
10-410-26404 - Memorial Park Revitalization	-	300,000	-	-	-	-	-	-	-	-
10-410-26405 - General Parkland Renewal and Restoration	-	300,000	-	-	-	-	-	-	-	-
10-410-26407 - Paving WIFC and Empire Parking	-	1,300,000	-	-	-	-	-	-	-	-
10-410-26408 - Trail Strategy Implementation	-	300,000	-	-	-	-	-	-	-	-
10-410-26410 - Cemetery Columbarium	-	65,000	-	-	-	-	-	-	-	-
10-410-26411 - Woodlawn Cemetery Fence	-	250,000	-	-	-	-	-	-	-	-
10-410-26414 - Rotary Parking Paving and Sand Area Construction	-	650,000	-	-	-	-	-	-	-	-
10-410-26415 - Parks Sanitation Improvements	-	100,000	-	-	-	-	-	-	-	-
10-410-26419 - Public Art Renewal	-	20,000	-	-	-	-	-	-	-	-
10-410-26420 - Chippawa Park Junior Playground Replacement & Related Landscaping	-	400,000	-	-	-	-	-	-	-	-
10-410-26421 - Trelawn Playground Replacement & Related Landscaping	-	400,000	-	-	-	-	-	-	-	-
10-410-26500 - Trail Improvements	-	75,000	-	-	-	-	-	-	-	-
10-410-27400 - Vista Park	-	-	250,000	-	-	-	-	-	-	-
10-410-27401 - Broadway Park Replace Playground & Related Landscaping	-	-	400,000	-	-	-	-	-	-	-
10-410-27402 - Recreational Corridor Improvements	-	-	200,000	-	-	-	-	-	-	-
10-410-27405 - General Parkland Renewal and Restoration	-	-	300,000	-	-	-	-	-	-	-
10-410-27407 - Paving WIFC and Empire Parking	-	-	1,300,000	-	-	-	-	-	-	-
10-410-27408 - Trail Strategy Implementation	-	-	300,000	-	-	-	-	-	-	-
10-410-27415 - Parks Sanitation Improvements	-	-	35,000	-	-	-	-	-	-	-
10-410-27419 - Public Art Renewal	-	-	20,000	-	-	-	-	-	-	-
10-410-27420 - Aqueduct Park Replacement & Related Landscaping	-	-	400,000	-	-	-	-	-	-	-
10-410-27421 - Winstonville Park Playground Replacement & Related Landscaping	-	-	400,000	-	-	-	-	-	-	-
10-410-27500 - Trail Improvements	-	-	75,000	-	-	-	-	-	-	-

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-410-28400 - Vista Park	-	-	-	250,000	-	-	-	-	-	-
10-410-28402 - Recreational Corridor Improvements	-	-	-	200,000	-	-	-	-	-	-
10-410-28405 - General Parkland Renewal and Restoration	-	-	-	300,000	-	-	-	-	-	-
10-410-28415 - Parks Sanitation Improvements	-	-	-	35,000	-	-	-	-	-	-
10-410-28416 - Civic Boardwalk Seating Area	-	-	-	200,000	-	-	-	-	-	-
10-410-28417 - Second Dog Park	-	-	-	150,000	-	-	-	-	-	-
10-410-28419 - Public Art Renewal	-	-	-	20,000	-	-	-	-	-	-
10-410-28420 - Ricelawn Park Playground Replacement & Related Landscaping	-	-	-	400,000	-	-	-	-	-	-
10-410-28421 - Stop 19 Playground Replacement & Related Landscaping	-	-	-	400,000	-	-	-	-	-	-
10-410-28422 - Sherwood Forest Playground Replacement & Related Landscaping	-	-	-	400,000	-	-	-	-	-	-
10-410-28500 - Trail Improvements	-	-	-	75,000	-	-	-	-	-	-
10-410-29400 - Vista Park	-	-	-	-	250,000	-	-	-	-	-
10-410-29402 - Recreational Corridor Improvements	-	-	-	-	200,000	-	-	-	-	-
10-410-29405 - General Parkland Renewal and Restoration	-	-	-	-	300,000	-	-	-	-	-
10-410-29415 - Parks Sanitation Improvements	-	-	-	-	35,000	-	-	-	-	-
10-410-29419 - Public Art Renewal	-	-	-	-	20,000	-	-	-	-	-
10-410-29420 - Glen Park Playground Replacement & Related Landscaping	-	-	-	-	400,000	-	-	-	-	-
10-410-29421 - Dover Court Playground Replacement & Related Landscaping	-	-	-	-	400,000	-	-	-	-	-
10-410-29422 - Dunkirk Playground Replacement & Related Landscaping	-	-	-	-	400,000	-	-	-	-	-
10-410-29500 - Trail Improvements	-	-	-	-	75,000	-	-	-	-	-
10-410-30400 - Vista Park	-	-	-	-	-	250,000	-	-	-	-
10-410-30402 - Recreational Corridor Improvements	-	-	-	-	-	200,000	-	-	-	-
10-410-30405 - General Parkland Renewal and Restoration	-	-	-	-	-	300,000	-	-	-	-
10-410-30410 - Kingsway Forest Trail	-	-	-	-	-	150,000	-	-	-	-
10-410-30415 - Parks Sanitation Improvements	-	-	-	-	-	35,000	-	-	-	-
10-410-30419 - Public Art Renewal	-	-	-	-	-	20,000	-	-	-	-
10-410-30420 - Hooker Street Playground Replacement & Related Landscaping	-	-	-	-	-	400,000	-	-	-	-
10-410-30421 - Jennifer Park Playground Replacement & Related Landscaping	-	-	-	-	-	400,000	-	-	-	-
10-410-30422 - Winfield Park Playground Replacement & Related Landscaping	-	-	-	-	-	400,000	-	-	-	-
10-410-30500 - Trail Improvements	-	-	-	-	-	75,000	-	-	-	-
10-410-31400 - Vista Park	-	-	-	-	-	-	250,000	-	-	-
10-410-31401 - Broadway Park Replace Park Playground & Related Landscaping	-	-	-	-	-	-	200,000	-	-	-
10-410-31402 - Recreational Corridor Improvements	-	-	-	-	-	-	200,000	-	-	-
10-410-31405 - General Parkland Renewal and Restoration	-	-	-	-	-	-	300,000	-	-	-
10-410-31410 - Kingsway Forest Trail	-	-	-	-	-	-	150,000	-	-	-
10-410-31415 - Parks Sanitation Improvements	-	-	-	-	-	-	35,000	-	-	-
10-410-31419 - Public Art Renewal	-	-	-	-	-	-	20,000	-	-	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-410-31420 - Almond Park Playground Replacement & Related Landscaping	-	-	-	-	-	-	400,000	-	-	-
10-410-31421 - Woodlawn Park Playground Replacement & Related Landscaping	-	-	-	-	-	-	400,000	-	-	-
10-410-31422 - Lancaster Park Playground Replacement & Related Landscaping	-	-	-	-	-	-	400,000	-	-	-
10-410-31500 - Trail Improvements	-	-	-	-	-	-	75,000	-	-	-
10-410-32400 - Vista Park	-	-	-	-	-	-	-	250,000	-	-
10-410-32405 - General Parkland Renewal and Restoration	-	-	-	-	-	-	-	300,000	-	-
10-410-32410 - Kingsway Forest Trail	-	-	-	-	-	-	-	150,000	-	-
10-410-32415 - Parks Sanitation Improvements	-	-	-	-	-	-	-	35,000	-	-
10-410-32419 - Public Art Renewal	-	-	-	-	-	-	-	20,000	-	-
10-410-32420 - Station Park Playground Replacement & Related Landscaping	-	-	-	-	-	-	-	400,000	-	-
10-410-32421 - Seaway Park Playground Replacement & Related Landscaping	-	-	-	-	-	-	-	400,000	-	-
10-410-32422 - Quaker Road Playground Replacement & Related Landscaping	-	-	-	-	-	-	-	400,000	-	-
10-410-32423 - Trail Improvements	-	-	-	-	-	-	-	75,000	-	-
10-410-33402 - Bridlewood Park Playground and Related Landscaping	-	-	-	-	-	-	-	-	400,000	-
10-410-33403 - Recreational Corridor Improvements	-	-	-	-	-	-	-	-	200,000	-
10-410-33404 - General Parkland Renewal	-	-	-	-	-	-	-	-	300,000	-
10-410-33405 - Kingsway Forest Trail	-	-	-	-	-	-	-	-	150,000	-
10-410-33406 - Playground Surface Renewal	-	-	-	-	-	-	-	-	25,000	-
10-410-33407 - Public Art Renewal	-	-	-	-	-	-	-	-	20,000	-
10-410-33408 - Trail Improvements	-	-	-	-	-	-	-	-	75,000	-
10-410-34401 - General Parkland Renewal and Restoration	-	-	-	-	-	-	-	-	-	300,000
10-410-34402 - Recreational Corridor Improvements	-	-	-	-	-	-	-	-	-	150,000
10-410-34403 - Kingsway Forest Trail	-	-	-	-	-	-	-	-	-	150,000
10-410-34404 - Parks Sanitation Improvements	-	-	-	-	-	-	-	-	-	35,000
10-410-34405 - Public Art Renewal	-	-	-	-	-	-	-	-	-	20,000
10-410-34407 - Trail Improvements	-	-	-	-	-	-	-	-	-	75,000
Total 410 - PARKS	2,295,000	5,010,000	3,680,000	2,430,000	2,080,000	2,230,000	2,430,000	2,030,000	1,170,000	730,000
412 - PLAYING FIELDS										
10-412-25488 - Playfield Repair & Renewal	20,000	-	-	-	-	-	-	-	-	-
10-412-26488 - Playfield Repair & Renewal	-	20,000	-	-	-	-	-	-	-	-
10-412-27488 - Playfield Repair & Renewal	-	-	720,000	-	-	-	-	-	-	-
10-412-28488 - Playfield Repair & Renewal	-	-	-	20,000	-	-	-	-	-	-
10-412-29488 - Playfield Repair & Renewal	-	-	-	-	20,000	-	-	-	-	-
10-412-30488 - Playfield Repair & Renewal	-	-	-	-	-	20,000	-	-	-	-
10-412-31488 - Playfield Repair & Renewal	-	-	-	-	-	-	20,000	-	-	-
10-412-32488 - Playfield Repair & Renewal	-	-	-	-	-	-	-	20,000	-	-
10-412-33488 - Playfield Repair & Renewal	-	-	-	-	-	-	-	-	20,000	-
10-412-34488 - Playfield Repair & Renewal	-	-	-	-	-	-	-	-	-	20,000
Total 412 - PLAYING FIELDS	20,000	20,000	720,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total PARKS/OPEN SPACES	**2,315,000**	**5,030,000**	**4,400,000**	**2,450,000**	**2,100,000**	**2,250,000**	**2,450,000**	**2,050,000**	**1,190,000**	**750,000**

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ROADWAYS	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-320-25151 - Crack Sealing	70,000	-	-	-	-	-	-	-	-	-
10-320-25153 - Surface Treatment Program - Rural Roads	860,500	-	-	-	-	-	-	-	-	-
10-320-25154 - Asphalt Patching	240,000	-	-	-	-	-	-	-	-	-
10-320-25156 - First Street Infrastructure Renewals Part 2 (Roads)	548,900	-	-	-	-	-	-	-	-	-
10-320-25157 - Quaker Road Reconstruction - Design	643,000	-	-	-	-	-	-	-	-	-
10-320-25167 - 2025 Road Reconstruction and Watermain Replacement (Roads)	1,221,400	-	-	-	-	-	-	-	-	-
10-320-25170 - 2025 Top Asphalt Program	1,235,800	-	-	-	-	-	-	-	-	-
10-320-25705 - Ontario Road Trunk Sanitary Sewer Phase I - Construction (Roads)	328,544	-	-	-	-	-	-	-	-	-
10-320-25741 - Young Street Infrastructure Renewals (Roads)	536,300	-	-	-	-	-	-	-	-	-
10-320-25742 - Church Street Infrastructure Renewals (Roads)	330,200	-	-	-	-	-	-	-	-	-
10-320-25744 - Broadway Area Infrastructure Renewals Phase II Construction (Roads)	1,812,800	-	-	-	-	-	-	-	-	-
10-320-26151 - Crack Sealing	-	50,000	-	-	-	-	-	-	-	-
10-320-26153 - Surface Treatment Program - Rural Roads	-	650,000	-	-	-	-	-	-	-	-
10-320-26154 - Asphalt Patching	-	240,000	-	-	-	-	-	-	-	-
10-320-26156 - Road Needs Study - Urban Area	-	75,000	-	-	-	-	-	-	-	-
10-320-26161 - Quaker Road Urbanization Phase 1 (Roads)	-	900,000	-	-	-	-	-	-	-	-
10-320-26168 - 2026 Road Reconstruction/Rehabilitation (Roads)	-	4,150,000	-	-	-	-	-	-	-	-
10-320-26356 - Dain City Infrastructure Improvements Phase 1 (Roads)	-	800,000	-	-	-	-	-	-	-	-
10-320-26701 - Ontario Road Trunk Sanitary Sewer Phase II - Construction (Roads)	-	1,886,563	-	-	-	-	-	-	-	-
10-320-26799 - 2026 Infrastructure Renewals (Roads)	-	300,000	-	-	-	-	-	-	-	-
10-320-27151 - Crack Sealing	-	-	50,000	-	-	-	-	-	-	-
10-320-27153 - Surface Treatment Program - Rural Roads	-	-	650,000	-	-	-	-	-	-	-
10-320-27154 - Asphalt Patching	-	-	240,000	-	-	-	-	-	-	-
10-320-27160 - Townline Tunnel Road (58A) Left Turn Lane Construction	-	-	1,050,000	-	-	-	-	-	-	-
10-320-27161 - Quaker Road Urbanization Phase 2 (Roads)	-	-	2,200,000	-	-	-	-	-	-	-
10-320-27163 - Towpath Road Urbanization (Road)	-	-	900,000	-	-	-	-	-	-	-
10-320-27168 - 2027 Road Reconstruction/Rehabilitation (Roads)	-	-	1,050,000	-	-	-	-	-	-	-
10-320-27799 - 2027 Infrastructure Renewals (Roads)	-	-	300,000	-	-	-	-	-	-	-
10-320-28150 - Asset Management Plan Update	-	-	-	10,000	-	-	-	-	-	-
10-320-28151 - Crack Sealing	-	-	-	50,000	-	-	-	-	-	-
10-320-28153 - Surface Treatment Program - Rural Roads	-	-	-	650,000	-	-	-	-	-	-
10-320-28154 - Asphalt Patching	-	-	-	240,000	-	-	-	-	-	-
10-320-28168 - 2028 Road Reconstruction/Rehabilitation (Roads)	-	-	-	250,000	-	-	-	-	-	-
10-320-28172 - Brown Road Reconstruction (Roads)	-	-	-	2,125,000	-	-	-	-	-	-
10-320-28356 - Dain City Infrastructure Improvements Phase 2 (Roads)	-	-	-	800,000	-	-	-	-	-	-
10-320-28799 - 2028 Infrastructure Renewals (Roads)	-	-	-	250,000	-	-	-	-	-	-
10-320-29151 - Crack Sealing	-	-	-	-	50,000	-	-	-	-	-
10-320-29153 - Surface Treatment Program - Rural Roads	-	-	-	-	650,000	-	-	-	-	-
10-320-29154 - Asphalt Patching	-	-	-	-	240,000	-	-	-	-	-
10-320-29168 - 2029 Road Reconstruction/Rehabilitation (Roads)	-	-	-	-	3,600,000	-	-	-	-	-

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-320-29744 - Broadway Area Infrastructure Renewals Phase III (Roads)	-	-	-	-	1,450,200	-	-	-	-	-
10-320-29798 - Buchner Road Road Improvements and Infrastructure Extensions (Road)	-	-	-	-	700,000	-	-	-	-	-
10-320-29799 - 2029 Infrastructure Renewals (Roads)	-	-	-	-	300,000	-	-	-	-	-
10-320-30151 - Crack Sealing	-	-	-	-	-	50,000	-	-	-	-
10-320-30153 - Surface Treatment Program - Rural Roads	-	-	-	-	-	650,000	-	-	-	-
10-320-30154 - Asphalt Patching	-	-	-	-	-	240,000	-	-	-	-
10-320-30156 - Road Needs Study - Urban Area	-	-	-	-	-	75,000	-	-	-	-
10-320-30164 - Oxford Road Road Urbanization and Sanitary Crossing (Road)	-	-	-	-	-	500,000	-	-	-	-
10-320-30168 - 2030 Road Reconstruction/Rehabilitation (Roads)	-	-	-	-	-	3,100,000	-	-	-	-
10-320-30356 - Dain City Infrastructure Improvements Phase 3 (Roads)	-	-	-	-	-	800,000	-	-	-	-
10-320-30701 - Ontario Road Trunk Sanitary Sewer Phase III (on Southworth Street) Part 1 of 2 (Roads)	-	-	-	-	-	982,000	-	-	-	-
10-320-30799 - 2030 Infrastructure Renewals (Roads)	-	-	-	-	-	850,000	-	-	-	-
10-320-31151 - Crack Sealing	-	-	-	-	-	-	50,000	-	-	-
10-320-31153 - Surface Treatment Program - Rural Roads	-	-	-	-	-	-	650,000	-	-	-
10-320-31154 - Asphalt Patching	-	-	-	-	-	-	240,000	-	-	-
10-320-31162 - First Avenue Urbanization and New Watermain (Road)	-	-	-	-	-	-	700,000	-	-	-
10-320-31168 - 2031 Road Reconstruction/Rehabilitation (Roads)	-	-	-	-	-	-	5,650,000	-	-	-
10-320-31701 - Ontario Road Trunk Sanitary Sewer Phase III (on Southworth Street) Part 2 of 2 (Roads)	-	-	-	-	-	-	982,000	-	-	-
10-320-31796 - Morwood Avenue Extension and Bradley Avenue Watermain Looping (Road)	-	-	-	-	-	-	250,000	-	-	-
10-320-31797 - Ross Street Watermain and Road Urbanization (Road)	-	-	-	-	-	-	800,000	-	-	-
10-320-31799 - 2031 Infrastructure Renewals (Roads)	-	-	-	-	-	-	800,000	-	-	-
10-320-32151 - Crack Sealing	-	-	-	-	-	-	-	50,000	-	-
10-320-32153 - Surface Treatment Program - Rural Roads	-	-	-	-	-	-	-	650,000	-	-
10-320-32154 - Asphalt Patching	-	-	-	-	-	-	-	240,000	-	-
10-320-32161 - Quaker Road Urbanization Phase 3 (Roads)	-	-	-	-	-	-	-	1,100,000	-	-
10-320-32168 - 2032 Road Reconstruction/Rehabilitation (Roads)	-	-	-	-	-	-	-	5,650,000	-	-
10-320-32701 - Ontario Road Trunk Sanitary Sewer Phase IV (on Southworth) (Roads)	-	-	-	-	-	-	-	1,400,000	-	-
10-320-32799 - 2032 Infrastructure Renewals (Roads)	-	-	-	-	-	-	-	1,650,000	-	-
10-320-33151 - Crack Sealing	-	-	-	-	-	-	-	-	50,000	-
10-320-33153 - Surface Treatment Program - Rural Roads	-	-	-	-	-	-	-	-	650,000	-
10-320-33154 - Asphalt Patching	-	-	-	-	-	-	-	-	240,000	-
10-320-33168 - 2033 Road Reconstruction/Rehabilitation (Roads)	-	-	-	-	-	-	-	-	5,650,000	-
10-320-33180 - Chantler Road Reconstruction and Urbanization (Roads)	-	-	-	-	-	-	-	-	500,000	-
10-320-33701 - Ontario Road Trunk Sanitary Sewer Phase V (Albert & Commercial) Part 1 of 2 (Roads)	-	-	-	-	-	-	-	-	1,016,000	-
10-320-33799 - 2033 Infrastructure Renewals (Roads)	-	-	-	-	-	-	-	-	2,650,000	-
10-320-34151 - Crack Sealing	-	-	-	-	-	-	-	-	-	50,000
10-320-34153 - Surface Treatment Program - Rural Roads	-	-	-	-	-	-	-	-	-	650,000
10-320-34154 - Asphalt Patching	-	-	-	-	-	-	-	-	-	240,000

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-320-34157 - Transportation Master Plan Update	-	-	-	-	-	-	-	-	-	150,000
10-320-34168 - 2034 Road Reconstruction/Rehabilitation (Roads)	-	-	-	-	-	-	-	-	-	5,650,000
10-320-34701 - Ontario Road Trunk Sanitary Sewer Phase V (Albert & Commercial) Part 2 of 2 (Roads)	-	-	-	-	-	-	-	-	-	1,016,000
10-320-34744 - Broadway Area Infrastructure Renewals Phase IV (Roads)	-	-	-	-	-	-	-	-	-	1,706,700
10-320-34799 - 2034 Infrastructure Renewals (Roads)	-	-	-	-	-	-	-	-	-	2,150,000
Total ROADWAYS	**7,827,444**	**9,051,563**	**6,440,000**	**4,375,000**	**6,990,200**	**7,247,000**	**10,122,000**	**10,740,000**	**10,756,000**	**11,612,700**
SIDEWALKS										
10-316-25102 - Sidewalks - Condition Related Replacements & Missing Links	275,000	-	-	-	-	-	-	-	-	-
10-316-25156 - First Street Infrastructure Renewals Part 2 (Sidewalk)	151,700	-	-	-	-	-	-	-	-	-
10-316-25167 - 2025 Road Reconstruction and Watermain Replacement (Sidewalk)	210,900	-	-	-	-	-	-	-	-	-
10-316-25741 - Young Street Infrastructure Renewals (Sidewalk)	143,500	-	-	-	-	-	-	-	-	-
10-316-25742 - Church Street Infrastructure Renewals (Sidewalk)	92,400	-	-	-	-	-	-	-	-	-
10-316-25744 - Broadway Area Infrastructure Renewals Phase II Construction (Sidewalk)	340,600	-	-	-	-	-	-	-	-	-
10-316-26102 - Sidewalks - Condition Related Replacements & Missing Links	-	275,000	-	-	-	-	-	-	-	-
10-316-26126 - River Road New Sidewalk	-	200,000	-	-	-	-	-	-	-	-
10-316-26168 - 2026 Road Reconstruction/Rehabilitation (Sidewalk)	-	500,000	-	-	-	-	-	-	-	-
10-316-26356 - Dain City Infrastructure Improvements Phase 1 (Sidewalk)	-	200,000	-	-	-	-	-	-	-	-
10-316-26701 - Ontario Road Trunk Sanitary Sewer Phase II - Construction (Sidewalk)	-	251,540	-	-	-	-	-	-	-	-
10-316-26709 - Niagara Street Infrastructure Renewals Construction (Sidewalk)	-	75,000	-	-	-	-	-	-	-	-
10-316-26799 - 2026 Infrastructure Renewals (Sidewalk)	-	50,000	-	-	-	-	-	-	-	-
10-316-27102 - Sidewalks - Condition Related Replacements & Missing Links	-	-	275,000	-	-	-	-	-	-	-
10-316-27161 - Quaker Road Urbanization Phase 2 (Sidewalk)	-	-	400,000	-	-	-	-	-	-	-
10-316-27163 - Towpath Road Urbanization (Sidewalk)	-	-	200,000	-	-	-	-	-	-	-
10-316-27168 - 2027 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	100,000	-	-	-	-	-	-	-
10-316-27361 - Woodlawn Road Storm Cost Share (Sidewalk)	-	-	350,000	-	-	-	-	-	-	-
10-316-27799 - 2027 Infrastructure Renewals (Sidewalk)	-	-	50,000	-	-	-	-	-	-	-
10-316-28102 - Sidewalks - Condition Related Replacements & Missing Links	-	-	-	275,000	-	-	-	-	-	-
10-316-28150 - Asset Management Plan Update	-	-	-	10,000	-	-	-	-	-	-
10-316-28168 - 2028 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	-	25,000	-	-	-	-	-	-
10-316-28172 - Brown Road Reconstruction (Sidewalk)	-	-	-	180,000	-	-	-	-	-	-
10-316-28356 - Dain City Infrastructure Improvements Phase 2 (Sidewalks)	-	-	-	200,000	-	-	-	-	-	-
10-316-28799 - 2028 Infrastructure Renewals (Sidewalk)	-	-	-	50,000	-	-	-	-	-	-
10-316-29102 - Sidewalks - Condition Related Replacements & Missing Links	-	-	-	-	275,000	-	-	-	-	-

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-316-29168 - 2029 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	-	-	250,000	-	-	-	-	-
10-316-29744 - Broadway Area Infrastructure Renewals Phase III (Sidewalk)	-	-	-	-	361,900	-	-	-	-	-
10-316-29799 - 2029 Infrastructure Renewals (Sidewalk)	-	-	-	-	50,000	-	-	-	-	-
10-316-30102 - Sidewalks - Condition Related Replacements & Missing Links	-	-	-	-	-	275,000	-	-	-	-
10-316-30168 - 2030 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	-	-	-	200,000	-	-	-	-
10-316-30356 - Dain City Infrastructure Improvements Phase 3 (Sidewalks)	-	-	-	-	-	200,000	-	-	-	-
10-316-30799 - 2030 Infrastructure Renewals (Sidewalk)	-	-	-	-	-	125,000	-	-	-	-
10-316-31102 - Sidewalks - Condition Related Replacements & Missing Links	-	-	-	-	-	-	275,000	-	-	-
10-316-31162 - First Avenue Urbanization and New Watermain (Sidewalk)	-	-	-	-	-	-	100,000	-	-	-
10-316-31168 - 2031 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	-	-	-	-	600,000	-	-	-
10-316-31796 - Morwood Avenue Extension and Bradley Avenue Watermain Looping (Sidewalk)	-	-	-	-	-	-	100,000	-	-	-
10-316-31799 - 2031 Infrastructure Renewals (Sidewalk)	-	-	-	-	-	-	100,000	-	-	-
10-316-32102 - Sidewalks - Condition Related Replacements and Missing Links	-	-	-	-	-	-	-	275,000	-	-
10-316-32161 - Quaker Road Urbanization Phase 3 (Sidewalks)	-	-	-	-	-	-	-	200,000	-	-
10-316-32168 - 2032 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	-	-	-	-	-	600,000	-	-
10-316-32799 - 2032 Infrastructure Renewals (Sidewalk)	-	-	-	-	-	-	-	150,000	-	-
10-316-33102 - Sidewalks - Condition Related Replacements and Missing Links	-	-	-	-	-	-	-	-	275,000	-
10-316-33168 - 2033 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	-	-	-	-	-	-	600,000	-
10-316-33180 - Chantler Road Reconstruction and Urbanization (Sidewalk)	-	-	-	-	-	-	-	-	100,000	-
10-316-33799 - 2033 Infrastructure Renewals (Sidewalk)	-	-	-	-	-	-	-	-	300,000	-
10-316-34102 - Sidewalks - Condition Related Replacements and Missing Links	-	-	-	-	-	-	-	-	-	275,000
10-316-34168 - 2034 Road Reconstruction/Rehabilitation (Sidewalk)	-	-	-	-	-	-	-	-	-	600,000
10-316-34744 - Broadway Area Infrastructure Renewals Phase IV (Sidewalk)	-	-	-	-	-	-	-	-	-	416,300
10-316-34799 - 2034 Infrastructure Renewals (Sidewalk)	-	-	-	-	-	-	-	-	-	250,000
Total SIDEWALKS	**1,214,100**	**1,551,540**	**1,375,000**	**740,000**	**936,900**	**800,000**	**1,175,000**	**1,225,000**	**1,275,000**	**1,541,300**
STORM SEWERS										
10-327-25156 - First Street Infrastructure Renewals Part 2 (Storm)	57,600	-	-	-	-	-	-	-	-	-
10-327-25167 - 2025 Road Reconstruction and Watermain Replacement (Storm)	244,600	-	-	-	-	-	-	-	-	-
10-327-25350 - Storm Sewer Model Update	25,000	-	-	-	-	-	-	-	-	-
10-327-25351 - Stormwater Management Pond Retrofits and Cleaning	2,394,000	-	-	-	-	-	-	-	-	-
10-327-25353 - Rural Storm Catchment Review	250,000	-	-	-	-	-	-	-	-	-
10-327-25354 - CCTV Program (Storm)	150,000	-	-	-	-	-	-	-	-	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-327-25705 - Ontario Road Trunk Sanitary Sewer Phase I - Construction (Storm)	450,000	-	-	-	-	-	-	-	-	-
10-327-25741 - Young Street Infrastructure Renewals (Storm)	100,900	-	-	-	-	-	-	-	-	-
10-327-25742 - Church Street Infrastructure Renewals (Storm)	131,700	-	-	-	-	-	-	-	-	-
10-327-25744 - Broadway Area Infrastructure Renewals Phase II Construction (Storm)	779,700	-	-	-	-	-	-	-	-	-
10-327-26161 - Quaker Road Urbanization Phase 1 (Storm)	-	1,100,000	-	-	-	-	-	-	-	-
10-327-26168 - 2026 Road Reconstruction/Rehabilitation (Storm)	-	1,500,000	-	-	-	-	-	-	-	-
10-327-26350 - Storm Sewer Model Update	-	25,000	-	-	-	-	-	-	-	-
10-327-26352 - Stormwater Management Pond Assessment	-	200,000	-	-	-	-	-	-	-	-
10-327-26354 - CCTV Program (Storm)	-	150,000	-	-	-	-	-	-	-	-
10-327-26356 - Dain City Infrastructure Improvements Phase 1 (Storm)	-	1,240,000	-	-	-	-	-	-	-	-
10-327-26701 - Ontario Road Trunk Sanitary Sewer Phase II - Construction (Storm)	-	377,313	-	-	-	-	-	-	-	-
10-327-27161 - Quaker Road Urbanization Phase 2 (Storm)	-	-	2,600,000	-	-	-	-	-	-	-
10-327-27163 - Towpath Road Urbanization (Storm)	-	-	1,100,000	-	-	-	-	-	-	-
10-327-27350 - Storm Sewer Model Update	-	-	25,000	-	-	-	-	-	-	-
10-327-27354 - CCTV Program (Storm)	-	-	150,000	-	-	-	-	-	-	-
10-327-27361 - Woodlawn Road Storm Cost Share (Storm)	-	-	300,000	-	-	-	-	-	-	-
10-327-27390 - Climate Change Adaptation Planning and Initiatives - Update	-	-	20,000	-	-	-	-	-	-	-
10-327-28150 - Asset Management Plan Update	-	-	-	10,000	-	-	-	-	-	-
10-327-28172 - Brown Road Reconstruction (Storm)	-	-	-	1,400,000	-	-	-	-	-	-
10-327-28350 - Storm Sewer Model Update	-	-	-	25,000	-	-	-	-	-	-
10-327-28354 - CCTV Program (Storm)	-	-	-	150,000	-	-	-	-	-	-
10-327-28356 - Dain City Infrastructure Improvements Phase 2 (Storm)	-	-	-	1,240,000	-	-	-	-	-	-
10-327-29350 - Storm Sewer Model Update	-	-	-	-	25,000	-	-	-	-	-
10-327-29351 - Stormwater Management Pond Cleaning	-	-	-	-	1,000,000	-	-	-	-	-
10-327-29354 - CCTV Program (Storm)	-	-	-	-	150,000	-	-	-	-	-
10-327-29744 - Broadway Area Infrastructure Renewals Phase III (Storm)	-	-	-	-	910,400	-	-	-	-	-
10-327-29796 - Rice Road Watermain Upgrade and New Sanitary Sewer (Storm)	-	-	-	-	1,300,000	-	-	-	-	-
10-327-30350 - Storm Sewer Model Update	-	-	-	-	-	25,000	-	-	-	-
10-327-30354 - CCTV Program (Storm)	-	-	-	-	-	150,000	-	-	-	-
10-327-30356 - Dain City Infrastructure Improvements Phase 3 (Storm)	-	-	-	-	-	1,240,000	-	-	-	-
10-327-31162 - First Avenue Urbanization and New Watermain (Storm)	-	-	-	-	-	-	800,000	-	-	-
10-327-31168 - 2031 Road Reconstruction/Rehabilitation (Storm)	-	-	-	-	-	-	1,500,000	-	-	-
10-327-31350 - Storm Sewer Model Update	-	-	-	-	-	-	25,000	-	-	-
10-327-31354 - CCTV Program (Storm)	-	-	-	-	-	-	150,000	-	-	-
10-327-31707 - Sanitary/Storm Sewer Lining (and Spot Repairs) (Storm)	-	-	-	-	-	-	250,000	-	-	-
10-327-32161 - Quaker Road Urbanization Phase 3 (Storm)	-	-	-	-	-	-	-	1,300,000	-	-
10-327-32168 - 2032 Road Reconstruction/Rehabilitation (Storm)	-	-	-	-	-	-	-	1,500,000	-	-
10-327-32350 - Storm Sewer Model Update	-	-	-	-	-	-	-	25,000	-	-
10-327-32354 - CCTV Program (Storm)	-	-	-	-	-	-	-	150,000	-	-
10-327-33168 - 2033 Road Reconstruction/Rehabilitation (Storm)	-	-	-	-	-	-	-	-	1,500,000	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-327-33180 - Chantler Road Reconstruction and Urbanization (Storm)	-	-	-	-	-	-	-	-	600,000	-
10-327-33350 - Storm Sewer Model Update	-	-	-	-	-	-	-	-	25,000	-
10-327-33354 - CCTV Program (Storm)	-	-	-	-	-	-	-	-	150,000	-
10-327-33707 - Sanitary/Storm Sewer Lining (and Spot Repairs) (Storm)	-	-	-	-	-	-	-	-	250,000	-
10-327-34168 - 2034 Road Reconstruction/Rehabilitation (Storm)	-	-	-	-	-	-	-	-	-	1,500,000
10-327-34350 - Storm Sewer Model Update	-	-	-	-	-	-	-	-	-	25,000
10-327-34354 - CCTV Program (Storm)	-	-	-	-	-	-	-	-	-	150,000
10-327-34744 - Broadway Area Infrastructure Renewals Phase IV (Storm)	-	-	-	-	-	-	-	-	-	198,400
Total STORM SEWERS	**4,583,500**	**4,592,313**	**4,195,000**	**2,825,000**	**3,385,400**	**1,415,000**	**2,725,000**	**2,975,000**	**2,525,000**	**1,873,400**
TRAFFIC										
10-321-25251 - Traffic Control Hardware	90,000	-	-	-	-	-	-	-	-	-
10-321-25253 - Streetlighting - Wiring & Pole Replacements	60,000	-	-	-	-	-	-	-	-	-
10-321-25254 - 40 km/h Neighbourhood Area Speed Signs	218,000	-	-	-	-	-	-	-	-	-
10-321-26251 - Traffic Control Hardware	-	30,000	-	-	-	-	-	-	-	-
10-321-26252 - Cycling Infrastructure	-	5,000	-	-	-	-	-	-	-	-
10-321-26253 - Streetlighting - Wiring & Pole Replacements	-	20,000	-	-	-	-	-	-	-	-
10-321-26254 - Temporary speed signs	-	25,000	-	-	-	-	-	-	-	-
10-321-26255 - Parking Machine Replacement	-	12,000	-	-	-	-	-	-	-	-
10-321-27251 - Traffic Control Hardware	-	-	30,000	-	-	-	-	-	-	-
10-321-27252 - Cycling Infrastructure	-	-	5,000	-	-	-	-	-	-	-
10-321-27253 - Streetlighting - Wiring & Pole Replacements	-	-	20,000	-	-	-	-	-	-	-
10-321-27254 - Temporary speed signs	-	-	5,000	-	-	-	-	-	-	-
10-321-27255 - Parking Machine Replacement	-	-	12,000	-	-	-	-	-	-	-
10-321-28251 - Traffic Control Hardware	-	-	-	30,000	-	-	-	-	-	-
10-321-28252 - Cycling Infrastructure	-	-	-	5,000	-	-	-	-	-	-
10-321-28253 - Streetlighting - Wiring & Pole Replacements	-	-	-	20,000	-	-	-	-	-	-
10-321-28254 - Temporary speed signs	-	-	-	5,000	-	-	-	-	-	-
10-321-28255 - Parking Machine Replacement	-	-	-	12,000	-	-	-	-	-	-
10-321-29251 - Traffic Control Hardware	-	-	-	-	30,000	-	-	-	-	-
10-321-29252 - Cycling Infrastructure	-	-	-	-	5,000	-	-	-	-	-
10-321-29253 - Streetlighting - Wiring & Pole Replacements	-	-	-	-	20,000	-	-	-	-	-
10-321-29254 - Temporary speed signs	-	-	-	-	5,000	-	-	-	-	-
10-321-29255 - Parking Machine Replacement	-	-	-	-	12,000	-	-	-	-	-
10-321-30251 - Traffic Control Hardware	-	-	-	-	-	50,000	-	-	-	-
10-321-30253 - Streetlighting - Wiring & pole Replacements	-	-	-	-	-	30,000	-	-	-	-
10-321-30254 - Temporary speed signs	-	-	-	-	-	15,000	-	-	-	-
10-321-31251 - Traffic Control Hardware	-	-	-	-	-	-	50,000	-	-	-
10-321-31253 - Streetlighting - Wiring & pole replacements	-	-	-	-	-	-	30,000	-	-	-
10-321-31254 - Temporary speed signs	-	-	-	-	-	-	15,000	-	-	-
10-321-32251 - Traffic Control Hardware	-	-	-	-	-	-	-	50,000	-	-
10-321-32253 - Streetlighting - Wiring & pole replacements	-	-	-	-	-	-	-	30,000	-	-
10-321-32254 - Temporary speed signs	-	-	-	-	-	-	-	15,000	-	-
10-321-33254 - Streetlighting - Wiring & pole replacements	-	-	-	-	-	-	-	-	60,000	-
10-321-34253 - Streetlighting - Wiring & pole replacements	-	-	-	-	-	-	-		-	60,000

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-321-34254 - Traffic Control Hardware	-	-	-	-	-	-	-	-	-	40,000
Total TRAFFIC	**368,000**	**92,000**	**72,000**	**72,000**	**72,000**	**95,000**	**95,000**	**95,000**	**60,000**	**100,000**
WASTEWATER										
10-330-25156 - First Street Infrastructure Renewals Part 2 (Wastewater)	675,300	-	-	-	-	-	-	-	-	-
10-330-25701 - Ontario Road Trunk Sanitary Sewer Phase II - Design	644,630	-	-	-	-	-	-	-	-	-
10-330-25702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	300,000	-	-	-	-	-	-	-	-	-
10-330-25705 - Ontario Road Trunk Sanitary Sewer Phase I - Construction (Wastewater)	14,283,712	-	-	-	-	-	-	-	-	-
10-330-25707 - Sanitary Sewer Lining and Spot Repairs	1,000,000	-	-	-	-	-	-	-	-	-
10-330-25722 - Sanitary Sewer Model Update	25,000	-	-	-	-	-	-	-	-	-
10-330-25730 - CCTV Program (Wastewater)	250,000	-	-	-	-	-	-	-	-	-
10-330-25741 - Young Street Infrastructure Renewals (Wastewater)	772,600	-	-	-	-	-	-	-	-	-
10-330-25742 - Church Street Infrastructure Renewals (Wastewater)	574,600	-	-	-	-	-	-	-	-	-
10-330-25744 - Broadway Area Infrastructure Renewals Phase II Construction (Wastewater)	3,151,200	-	-	-	-	-	-	-	-	-
10-330-25751 - Pre-Approved Water Meter Replacements- Phase 2	1,183,000	-	-	-	-	-	-	-	-	-
10-330-25757 - Crowland Avenue Infrastructure Renewals (Wastewater)	124,800	-	-	-	-	-	-	-	-	-
10-330-26302 - Fleet Replacements Sanitary Eng	-	437,000	-	-	-	-	-	-	-	-
10-330-26356 - Dain City Infrastructure Improvements Phase 1 (Wastewater)	-	1,000,000	-	-	-	-	-	-	-	-
10-330-26701 - Ontario Road Trunk Sanitary Sewer Phase II - Construction (Wastewater)	-	8,828,512	-	-	-	-	-	-	-	-
10-330-26702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	300,000	-	-	-	-	-	-	-	-
10-330-26703 - Major Street Area I/I Investigation and Reduction	-	75,000	-	-	-	-	-	-	-	-
10-330-26707 - Sanitary Sewer Lining (and Spot Repairs)	-	1,000,000	-	-	-	-	-	-	-	-
10-330-26708 - Fitch Street SPS Decommissioning	-	1,500,000	-	-	-	-	-	-	-	-
10-330-26709 - Niagara Street Infrastructure Renewals Construction (Wastewater)	-	180,455	-	-	-	-	-	-	-	-
10-330-26712 - PPCP Update	-	200,000	-	-	-	-	-	-	-	-
10-330-26722 - Sanitary Sewer Model Update	-	25,000	-	-	-	-	-	-	-	-
10-330-26730 - CCTV Program (Wastewater)	-	250,000	-	-	-	-	-	-	-	-
10-330-26751 - Water Meter Replacements	-	200,000	-	-	-	-	-	-	-	-
10-330-27161 - Quaker Road Urbanization Phase 2 (Wastewater)	-	-	500,000	-	-	-	-	-	-	-
10-330-27302 - Fleet Replacements Sanitary Eng	-	-	330,000	-	-	-	-	-	-	-
10-330-27702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	300,000	-	-	-	-	-	-	-
10-330-27722 - Sanitary Sewer Model Update	-	-	25,000	-	-	-	-	-	-	-
10-330-27730 - CCTV Program (Wastewater)	-	-	250,000	-	-	-	-	-	-	-
10-330-27751 - Water Meter Replacements	-	-	200,000	-	-	-	-	-	-	-
10-330-28150 - Asset Management Plan Update	-	-	-	10,000	-	-	-	-	-	-
10-330-28172 - Brown Road Reconstruction (Wastewater)	-	-	-	1,300,000	-	-	-	-	-	-

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-330-28302 - Fleet Replacements Sanitary Eng	-	-	-	728,000	-	-	-	-	-	-
10-330-28356 - Dain City Infrastructure Improvements Phase 2 (Wastewater)	-	-	-	1,000,000	-	-	-	-	-	-
10-330-28702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	-	300,000	-	-	-	-	-	-
10-330-28722 - Sanitary Sewer Model Update	-	-	-	25,000	-	-	-	-	-	-
10-330-28730 - CCTV Program (Wastewater)	-	-	-	250,000	-	-	-	-	-	-
10-330-28751 - Water Meter Replacements	-	-	-	200,000	-	-	-	-	-	-
10-330-29302 - Fleet Replacements Sanitary Eng	-	-	-	-	95,000	-	-	-	-	-
10-330-29702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	-	-	300,000	-	-	-	-	-
10-330-29722 - Sanitary Sewer Model Update	-	-	-	-	25,000	-	-	-	-	-
10-330-29730 - CCTV Program (Wastewater)	-	-	-	-	250,000	-	-	-	-	-
10-330-29744 - Broadway Area Infrastructure Renewals Phase III (Wastewater)	-	-	-	-	2,512,600	-	-	-	-	-
10-330-29751 - Water Meter Replacements	-	-	-	-	200,000	-	-	-	-	-
10-330-29796 - Rice Road Watermain Upgrade and New Sanitary Sewer (Wastewater)	-	-	-	-	700,000	-	-	-	-	-
10-330-29798 - Buchner Road Road Improvements and Infrastructure Extensions (Wastewater)	-	-	-	-	900,000	-	-	-	-	-
10-330-30164 - Oxford Road Road Urbanization and Sanitary Crossing (Wastewater)	-	-	-	-	-	1,123,000	-	-	-	-
10-330-30302 - Fleet Replacements Sanitary Eng	-	-	-	-	-	98,000	-	-	-	-
10-330-30356 - Dain City Infrastructure Improvements Phase 3 (Wastewater)	-	-	-	-	-	1,000,000	-	-	-	-
10-330-30701 - Ontario Road Trunk Sanitary Sewer Phase III (on Southworth Street) Part 1 of 2 (Wastewater)	-	-	-	-	-	1,542,000	-	-	-	-
10-330-30702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	-	-	-	300,000	-	-	-	-
10-330-30703 - PPCP Recommendations Follow up	-	-	-	-	-	625,000	-	-	-	-
10-330-30722 - Sanitary Sewer Model Update	-	-	-	-	-	25,000	-	-	-	-
10-330-30730 - CCTV Program (Wastewater)	-	-	-	-	-	250,000	-	-	-	-
10-330-30751 - Water Meter Replacements	-	-	-	-	-	200,000	-	-	-	-
10-330-30799 - 2030 Infrastructure Renewals (Wastewater)	-	-	-	-	-	750,000	-	-	-	-
10-330-31302 - Fleet Replacements Sanitary Eng	-	-	-	-	-	-	147,000	-	-	-
10-330-31701 - Ontario Road Trunk Sanitary Sewer Phase III (on Southworth Street) Part 2 of 2 (Wastewater)	-	-	-	-	-	-	1,542,000	-	-	-
10-330-31702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	-	-	-	-	300,000	-	-	-
10-330-31703 - PPCP Recommendations Follow up	-	-	-	-	-	-	2,750,000	-	-	-
10-330-31707 - Sanitary/Storm Sewer Lining (and Spot Repairs) (Wastewater)	-	-	-	-	-	-	1,000,000	-	-	-
10-330-31722 - Sanitary Sewer Model Update	-	-	-	-	-	-	25,000	-	-	-
10-330-31730 - CCTV Program (Wastewater)	-	-	-	-	-	-	250,000	-	-	-
10-330-31751 - Water Meter Replacements	-	-	-	-	-	-	200,000	-	-	-
10-330-32302 - Fleet Replacements Sanitary Eng	-	-	-	-	-	-	-	82,000	-	-

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	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-330-32701 - Ontario Road Trunk Sanitary Sewer Phase IV (on Southworth) (Wastewater)	-	-	-	-	-	-	-	2,126,000	-	-
10-330-32702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	-	-	-	-	-	300,000	-	-
10-330-32703 - PPCP Recommendations Follow up	-	-	-	-	-	-	-	4,432,000	-	-
10-330-32712 - PPCP Update	-	-	-	-	-	-	-	200,000	-	-
10-330-32722 - Sanitary Sewer Model Update	-	-	-	-	-	-	-	25,000	-	-
10-330-32730 - CCTV Program (Wastewater)	-	-	-	-	-	-	-	250,000	-	-
10-330-32751 - Water Meter Replacements	-	-	-	-	-	-	-	200,000	-	-
10-330-32799 - 2032 Infrastructure Renewals (Wastewater)	-	-	-	-	-	-	-	1,000,000	-	-
10-330-33302 - Fleet Replacements Sanitary Eng	-	-	-	-	-	-	-	-	63,000	-
10-330-33701 - Ontario Road Trunk Sanitary Sewer Phase V (Albert & Commercial) Part 1 of 2 (Wastewater)	-	-	-	-	-	-	-	-	2,124,000	-
10-330-33702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	-	-	-	-	-	-	300,000	-
10-330-33707 - Sanitary/Storm Sewer Lining (and Spot Repairs) (Wastewater)	-	-	-	-	-	-	-	-	1,000,000	-
10-330-33722 - Sanitary Sewer Model Update	-	-	-	-	-	-	-	-	25,000	-
10-330-33730 - CCTV Program (Wastewater)	-	-	-	-	-	-	-	-	250,000	-
10-330-33751 - Water Meter Replacements	-	-	-	-	-	-	-	-	200,000	-
10-330-33799 - 2033 Infrastructure Renewals (Wastewater)	-	-	-	-	-	-	-	-	1,750,000	-
10-330-34302 - Fleet Replacements Sanitary Eng	-	-	-	-	-	-	-	-	-	483,000
10-330-34701 - Ontario Road Trunk Sanitary Sewer Phase V (Albert & Commercial) Part 2 of 2 (Wastewater)	-	-	-	-	-	-	-	-	-	2,124,000
10-330-34702 - CSO & Sewer System Flow Level Monitoring (Mandatory)	-	-	-	-	-	-	-	-	-	300,000
10-330-34722 - Sanitary Sewer Model Update	-	-	-	-	-	-	-	-	-	25,000
10-330-34730 - CCTV Program (Wastewater)	-	-	-	-	-	-	-	-	-	250,000
10-330-34744 - Broadway Area Infrastructure Renewals Phase IV (Wastewater)	-	-	-	-	-	-	-	-	-	2,530,900
10-330-34751 - Water Meter Replacements	-	-	-	-	-	-	-	-	-	200,000
10-330-34799 - 2034 Infrastructure Renewals (Wastewater)	-	-	-	-	-	-	-	-	-	1,500,000
Total WASTEWATER	**22,984,842**	**13,995,967**	**1,605,000**	**3,813,000**	**4,982,600**	**5,913,000**	**6,214,000**	**8,615,000**	**5,712,000**	**7,412,900**
WATERWORKS										
10-910-25156 - First Street Infrastructure Renewals Part 2 (Water)	667,500	-	-	-	-	-	-	-	-	-
10-910-25167 - 2025 Road Reconstruction and Watermain Replacement (Water)	788,000	-	-	-	-	-	-	-	-	-
10-910-25301 - Fleet Replacements Water Eng	353,000	-	-	-	-	-	-	-	-	-
10-910-25741 - Young Street Infrastructure Renewals (Water)	450,300	-	-	-	-	-	-	-	-	-
10-910-25742 - Church Street Infrastructure Renewals (Water)	379,900	-	-	-	-	-	-	-	-	-
10-910-25751 - Pre-Approved Water Meter Replacements- Phase 2	1,183,000	-	-	-	-	-	-	-	-	-
10-910-25755 - Water Model Update	25,000	-	-	-	-	-	-	-	-	-
10-910-25756 - Niagara Street Watermain Replacement and Upsizing	50,000	-	-	-	-	-	-	-	-	-
10-910-25757 - Crowland Avenue Infrastructure Renewals (Water)	136,500	-	-	-	-	-	-	-	-	-
10-910-26301 - Fleet Replacements Water Eng	-	640,000	-	-	-	-	-	-	-	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-910-26356 - Dain City Infrastructure Improvements Phase 1 (Water)	-	500,000	-	-	-	-	-	-	-	-
10-910-26701 - Ontario Road Trunk Sanitary Sewer Phase II - Construction (Water)	-	904,050	-	-	-	-	-	-	-	-
10-910-26709 - Niagara Street Infrastructure Renewals Construction (Water)	-	127,500	-	-	-	-	-	-	-	-
10-910-26751 - Water Meter Replacements	-	200,000	-	-	-	-	-	-	-	-
10-910-26755 - Water Model Update	-	25,000	-	-	-	-	-	-	-	-
10-910-26799 - 2026 Infrastructure Renewals (Water)	-	250,000	-	-	-	-	-	-	-	-
10-910-27301 - Fleet Replacements Water Eng	-	-	231,000	-	-	-	-	-	-	-
10-910-27751 - Water Meter Replacements	-	-	200,000	-	-	-	-	-	-	-
10-910-27755 - Water Model Update	-	-	25,000	-	-	-	-	-	-	-
10-910-27794 - Ridge Road Watermain Extension	-	-	2,500,000	-	-	-	-	-	-	-
10-910-27795 - St. Andrews Terrace Water Booster Pumping Station Pump Upgrades	-	-	100,000	-	-	-	-	-	-	-
10-910-27799 - 2027 Infrastructure Renewals (Water)	-	-	250,000	-	-	-	-	-	-	-
10-910-28150 - Asset Management Plan Update	-	-	-	10,000	-	-	-	-	-	-
10-910-28172 - Brown Road Reconstruction (Water)	-	-	-	1,100,000	-	-	-	-	-	-
10-910-28301 - Fleet Replacements Water Eng	-	-	-	300,000	-	-	-	-	-	-
10-910-28356 - Dain City Infrastructure Improvements Phase 2 (Water)	-	-	-	500,000	-	-	-	-	-	-
10-910-28751 - Water Meter Replacements	-	-	-	200,000	-	-	-	-	-	-
10-910-28755 - Water Model Update	-	-	-	25,000	-	-	-	-	-	-
10-910-28799 - 2028 Infrastructure Renewals (Water)	-	-	-	100,000	-	-	-	-	-	-
10-910-29301 - Fleet Replacements Water Eng	-	-	-	-	99,000	-	-	-	-	-
10-910-29744 - Broadway Area Infrastructure Renewals Phase III (Water)	-	-	-	-	1,015,800	-	-	-	-	-
10-910-29751 - Water Meter Replacements	-	-	-	-	200,000	-	-	-	-	-
10-910-29755 - Water Model Update	-	-	-	-	25,000	-	-	-	-	-
10-910-29796 - Rice Road Watermain Upgrade and New Sanitary Sewer (Water)	-	-	-	-	400,000	-	-	-	-	-
10-910-29798 - Buchner Road Road Improvements and Infrastructure Extensions (Water)	-	-	-	-	650,000	-	-	-	-	-
10-910-29799 - 2029 Infrastructure Renewals (Water)	-	-	-	-	250,000	-	-	-	-	-
10-910-30164 - Oxford Road Road Urbanization and Sanitary Crossing (Water)	-	-	-	-	-	750,000	-	-	-	-
10-910-30301 - Fleet Replacements Water Eng	-	-	-	-	-	300,000	-	-	-	-
10-910-30356 - Dain City Infrastructure Improvements Phase 3 (Water)	-	-	-	-	-	500,000	-	-	-	-
10-910-30751 - Water Meter Replacements	-	-	-	-	-	200,000	-	-	-	-
10-910-30755 - Water Model Update	-	-	-	-	-	25,000	-	-	-	-
10-910-30799 - 2030 Infrastructure Renewals (Water)	-	-	-	-	-	750,000	-	-	-	-
10-910-31162 - First Avenue Urbanization and New Watermain (Water)	-	-	-	-	-	-	500,000	-	-	-
10-910-31301 - Fleet Replacements Water Eng	-	-	-	-	-	-	382,000	-	-	-
10-910-31751 - Water Meter Replacements	-	-	-	-	-	-	200,000	-	-	-
10-910-31755 - Water Model Update	-	-	-	-	-	-	25,000	-	-	-
10-910-31791 - South Pelham Road Watermain Replacement and Upsizing	-	-	-	-	-	-	1,300,000	-	-	-
10-910-31796 - Morwood Avenue Extension and Bradley Avenue Watermain Looping (Water)	-	-	-	-	-	-	500,000	-	-	-

2025 Proposed Capital Budget and 9 Year Forecast (2026-2034)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10-910-31797 - Ross Street Watermain and Road Urbanization (Water)	-	-	-	-	-	-	700,000	-	-	-
10-910-31799 - 2031 Infrastructure Renewals (Water)	-	-	-	-	-	-	500,000	-	-	-
10-910-32301 - Fleet Replacements Water Eng	-	-	-	-	-	-	-	165,000	-	-
10-910-32751 - Water Meter Replacements	-	-	-	-	-	-	-	200,000	-	-
10-910-32755 - Water Model Update	-	-	-	-	-	-	-	25,000	-	-
10-910-32799 - 2032 Infrastructure Renewals (Water)	-	-	-	-	-	-	-	1,000,000	-	-
10-910-33301 - Fleet Replacements Water Eng	-	-	-	-	-	-	-	-	391,000	-
10-910-33701 - Ontario Road Trunk Sanitary Sewer Phase V (Albert & Commercial) Part 1 of 2 (Water)	-	-	-	-	-	-	-	-	754,500	-
10-910-33751 - Water Meter Replacements	-	-	-	-	-	-	-	-	200,000	-
10-910-33755 - Water Model Update	-	-	-	-	-	-	-	-	25,000	-
10-910-33799 - 2033 Infrastructure Renewals (Water)	-	-	-	-	-	-	-	-	2,000,000	-
10-910-34301 - Fleet Replacements Water Eng	-	-	-	-	-	-	-	-	-	425,000
10-910-34701 - Ontario Road Trunk Sanitary Sewer Phase V (Albert & Commercial) Part 2 of 2 (Water)	-	-	-	-	-	-	-	-	-	754,500
10-910-34744 - Broadway Area Infrastructure Renewals Phase IV (Water)	-	-	-	-	-	-	-	-	-	617,200
10-910-34751 - Water Meter Replacements	-	-	-	-	-	-	-	-	-	200,000
10-910-34755 - Water Model Update	-	-	-	-	-	-	-	-	-	25,000
10-910-34799 - 2034 Infrastructure Renewals (Water)	-	-	-	-	-	-	-	-	-	1,500,000
Total WATERWORKS	**4,033,200**	**2,646,550**	**3,306,000**	**2,235,000**	**2,639,800**	**2,525,000**	**4,107,000**	**1,390,000**	**3,370,500**	**3,521,700**
Total Expenditures	**50,991,586**	**48,170,932**	**28,313,250**	**22,622,000**	**30,121,200**	**26,810,000**	**34,048,000**	**76,940,000**	**34,543,500**	**32,167,000**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Tax Supported	23,973,544	31,528,415	23,402,250	16,574,000	22,498,800	18,372,000	23,727,000	66,935,000	25,461,000	21,232,400
Wastewater Supported	22,984,842	13,995,967	1,605,000	3,813,000	4,982,600	5,913,000	6,214,000	8,615,000	5,712,000	7,412,900
Water Supported	4,033,200	2,646,550	3,306,000	2,235,000	2,639,800	2,525,000	4,107,000	1,390,000	3,370,500	3,521,700
Total Expenditures 2025 and 9 Year Forecast (2026-2034)	50,991,586	48,170,932	28,313,250	22,622,000	30,121,200	26,810,000	34,048,000	76,940,000	34,543,500	32,167,000

CORPORATION OF THE CITY OF WELLAND
SUMMARY OF RESERVE FUNDS AND DEFERRED REVENUE
as at September 30, 2024

RESERVE FUNDS SET ASIDE FOR SPECIFIC PURPOSES BY COUNCIL:

			Total Balance	Uncommitted Balance
402	ECONOMIC DEVELOPMENT	$	19,235,726.30	14,701,775.30
403	FIRE DEPARTMENT		8,336.76	8,336.76
405	ICE RESURFACER		102,264.41	102,264.41
406	SICK LEAVE		40,304.11	40,304.11
410	MUNICIPAL INCENTIVE GRANT		966,994.05	766,994.05
412	POOL MAINTENANCE		2,288.14	2,288.14
413	WORKERS SAFETY INSURANCE BOARD		668,043.75	668,043.75
425	PARKING		22,656.81	22,656.81
426	COURTHOUSE MAINTENANCE		98,371.56	98,371.56
427	FLEET		558,591.97	558,591.97
430	WATER/SEWER FUND SURPLUS		4,434,152.31	2,857,814.73
433	OPERATING SURPLUS		7,260,131.20	1,576,678.43
442	SPORTS & CULTURE INFRASTRUCTURE		905,292.00	292.00
445	RECREATIONAL CANAL LANDS		14,255,138.98	13,930,138.98
444	INSURANCE RESERVE		1,490,948.00	1,490,948.00
449	AFFORDABLE/ATTAINABLE HOUSING		676,000.00	676,000.00
1401	DOWNTOWN BROWNFIELD		1,329,417.34	1,109,417.34
1402	CAPITAL SURPLUS		5,182,676.15	3,412,294.71
1400	YSP SUSTAINABILITY		7,152,392.48	7,077,392.48
1403	TAX REDUCTION		786,928.99	786,928.99
1404	ELECTIONS		231,552.41	231,552.41
1406	ARENA REPLACEMENT RESERVE		50,000.00	50,000.00
2017	INFRASTRUCTURE RENEWAL		11,331,203.87	10,769,356.47
2018	ATLAS LANDFILL		3,014,137.60	3,014,137.60
414	UNDISTRIBUTED REVENUE 1		761,992.26	761,992.26
	TOTAL RESERVE FUNDS (UNAUDITED)	**$**	**80,565,541.45**	**64,714,571.26**

DEFERRED REVENUE (RESERVE FUNDS) SET ASIDE FOR SPECIFIC PURPOSES BY LEGISLATION, REGULATION OR AGREEMENT:

401	PLANNING ACT	$	7,493,912.59	3,095,153.58
408	SUBDIVIDERS - FUTURE SERVICES		6,145,151.70	6,145,151.70
1407	BUILDING PROVISION		2,661,072.36	2,335,072.36
438	CANADA COMMUNITY BUILDING FUND		2,681,514.16	(1,307,279.34)
	DEVELOPMENT CHARGES		17,942,336.95	774,195.75
	TOTAL DEFERRED REVENUE FUNDS (UNAUDITED)	**$**	**36,923,987.76**	**11,042,294.05**

TOTAL RESERVE FUNDS (UNAUDITED)		**$**	**117,489,529.21**	**75,756,865.31**

1 - This figure represents interest earned but not yet distributed to individual reserve funds. The interest will be distributed as of December 31, 2024 based on the average yearly balance of individual reserve funds.