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CITY OF BELLEVILLE
Mark Fluhrer, Director
Recreation, Culture & Community Services
Report No. DRCCS-2019-03
April 2, 2019

To: Mayor and Members of Council

Subject: Proposed New Staff – RCCS – Facilities Supervisor

Recommendation:

“THAT pursuant to the Director of RCCS, Report No. DRCCS-2019-03, a full time Facilities Supervisor in the Recreation, Culture & Community Services Department be received and referred to Issue No. 1-04”

Strategic Plan Alignment:

The City of Belleville’s Strategic Plan identifies nine strategic themes. This report aligns with Culture and Recreation to create opportunities for residents to participate in meaningful cultural and recreational activities and enhance the City’s quality of life and lifestyle including stimulation of community pride.

Background:

On May 1, 2009, staff submitted a lengthy and detailed report to Council, The Belleville Multiplex Recreation Community Centre Project Business Case & Rationale which laid the foundation for the development of the Multiplex Project.

In the business case and rationale staff outlined with the consolidation and centralization of the staff and operations into one new, energy efficient, multi-purpose facility by 2012 and 2013, RCCS would be able to increase the capacity of programs and operations that support those projected programs and their numbers.

Since that time the number of programs and events being hosted and in many cases run by the RCCS staff, have increased in both profile and number considerably (see Schedule A attached). The new normal operations have expanded to nineteen (19) hours per day, seven (7) days per week, and 360 days a year. When hosting the many higher demand and profile events, the hours of staffing and operations increase to twenty-four (24) hours per day at that time. The non-union supervisory staff complement of the facility has not increased since 2003 when the first Facilities Supervisor was hired.

The current supervisor works thirty-five (35) hours per week, with facilities staff working during this time approximately 133 hours per week. The current supervisor responds to many urgent calls, issues and participates in an on-call schedule as needed. We are operating the Quinte Sports & Wellness Centre one hundred (100) hours per week under the new normal operations, and up to an additional ten (10) events that require twenty-four (24) hours coverage, much of the time without management supervision.

Council have asked RCCS management to look into increasing the number of high profile special events such as: music concerts, conferences, home shows- etc; At this time, the incumbent facilities management team are struggling to keep on top of present activities let alone increase the number and intensity of high profile events. The time it takes to plan, organize, implement, tear down and re-establish each and every event in each area within the over 330,000 square foot QSWC requires expertise and energy that is, as said earlier, in excess of the present demand and certainly well beyond any future demands.

Operating a high volume, multi-purpose large facility requires a number of full-time and part-time staff on hand, in order to maintain on a daily, weekly and monthly basis without management supervisory coverage can lead to inefficiencies and gaps that will cost precious time, money and a level of customer service that is not desirable.

The hiring of the additional Facilities Supervisor, combined with the present Facilities Supervisor, will provide much needed management supervisory coverage during the majority of our operating hours per week.

Financial/Analysis:

The Facilities Supervisor position pay rate is Grade 8 of the Administration By-Law. The estimated start date for this position, if approved, is July 1, 2019. The impact on the 2019 operating budget would be a total of \$52,400 and with an annualized effect of \$100,500 in 2020 with incremental and step increases expected thereafter as prescribed by the Administrative Bylaw. On-boarding costs of \$3,500 have been included to cover initial start-up expenses such as IT and other equipment, supplies, licences, etc.

This position will partially fund the present dollars spent on overtime, and replenish supervisory time taken in lieu of overtime worked. Additionally, it is our assertion that with the new supervisory position in place we will be able to maintain a high standard of maintenance on the building and address more customer service issues in a timelier manner. Finally, this position will allow the Facilities management to take on larger high profile events as there will be more supervisory direction, planning and oversight available to make the necessary adjustments on site.

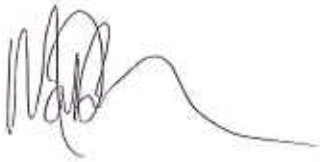
Cost components are broken down as follows:

	Fiscal	Annual
Salary (Grade 8)	\$37,100	\$74,200
Benefits	\$6,600	\$13,100
Pension	\$5,200	\$10,400
Onboarding/outfitting	\$3,500	
Total	\$52,400	\$100,500

Conclusion:

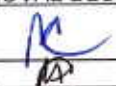

Therefore, staff recommends Council approve the hiring of a full time Facilities Supervisor. The estimated start date for this position if approved is July 1, 2019.

Respectfully submitted,



Mark Fluhrer
Director



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CITY OF BELLEVILLE
Brandon Ferguson, TCA Accounting Coordinator
Finance Department
Report No. TAC-2019-01
April 2, 2019

To: Mayor and Members of Council

Subject: Asset Management Contribution

Recommendation:

“THAT pursuant to the Tangible Capital Asset Accounting Coordinator’s Report No. TAC-2019-01; Asset Management Contribution be received and referred to Issue No. 3-01”

Strategic Plan Alignment:

The City of Belleville’s Strategic plan identifies nine strategic themes. This report aligns with the strategic themes “Infrastructure.” This project is consistent with the strategic objectives to “Develop asset management strategies and programs to resolve delivery shortfalls and protect our investment in existing infrastructure.”

Background:

The City of Belleville completed its asset management plan on May 2014. The report outlined some key information and required investment in asset maintenance and replacement for the City of Belleville. At this time the Replacement value of the City’s infrastructure totaled over \$1.15 billion. Based on a general rule of thumb of a 2-4% investment this would require annual asset maintenance and replacement infrastructure investments by the City between \$23 – \$46 million. In addition the current “backlog” of repairs was identified as over \$175 million. The City has been making significant efforts in the past years to address its infrastructure requirements through large capital investments, and continued improvements in data coordination and updates.

Ontario Regulation 588/17 was introduced on December 27, 2017 and will require the City to significantly increase its efforts and governance surrounding asset management. By July 1, 2021 the City will be required to update the Asset Management plan and

given the previous backlog (over \$175 million), new infrastructure additions, improved inventory data and inflationary costs for materials and construction services, the results will still be a deficiency in capital investment.

Analysis/Financial:

The City's Asset Management Plan incorporates the City's operations and other corporate plans into an asset focused service delivery plan. Over the years it has become very apparent that Municipalities have significant infrastructure gaps, and the successful delivery of their services is deeply tied to proper asset management.

This issue is not uncommon among municipalities. Quinte West and Prince Edward County are also making significant efforts to address the infrastructure gap through increased investment. In 2019 an incremental 1% tax levy increase was approved by Quinte West, and a 2.5% tax levy increase by Prince Edward County.

A critical component of capital funding is the Asset Management contribution from the Operating budget. These contributions are added to the Asset Management Reserve fund maintained by the City, and moving forward will provide the funding for the City's Capital Budget. This is consistent with the approach utilized in User funded areas.

In 2019 the proposed contribution to capital (inclusive of Police) amounts to \$10,063,100, as outlined below;

	<i>Proposed 2019</i>
City – Asset Management Contribution	2,500,000
Police - Asset Management Contribution	1,000,000
Fleet - Asset Management Contributions	460,000
<i>Subtotal – AM Contribution</i>	<i>3,960,000</i>
City Capital Budget (To be reclassified - AM Contribution in 2020)	5,421,000
Police Capital Budget (Net) (To be reclassified - AM Contribution in 2020)	682,100
<i>Subtotal – Taxation Funding</i>	<i>6,103,100</i>
<i>Total</i>	<i>10,063,100</i>

Contributions required (2015-2029) under the 2014 Asset Management Plan are outlined below;

Asset Management Contributions		(\$ million)
Contributions recommended	2015-2029	194.1
Less: Actual contributions	2015-2018	32.2
Balance to be Funded	2019-2029	161.9
Average Contribution – annual		14.7

As shown, to fund the shortfall over the period 2019-2029, an annual contribution of \$14.7 million is required. In 2019, this would mean adding \$6.0 million to the Operating Budget, which represents a municipal tax levy increase of 6.3%. To mitigate the tax impact, the following contribution schedule is recommended;

	(\$ million)
2019	10.1
2020	10.8
2021	11.6
2022	12.6
2023	13.6
2024	14.6
2025	15.6
2026	16.6
2027	17.6
2028	18.8
2029	20.0
	161.9

It is critical to maintaining existing service levels that these contributions continue to increase annually as outlined above. These contributions will be reviewed and updated annually in conjunction with asset management plan updates, and all future increases will require council approval.

Conclusion:



It is recommended that an increase of \$500,000 is made to the Asset Management Contribution for the 2019 Operating Budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Brandon Ferguson', is written over the typed name.

Brandon Ferguson, CPA, CA
TCA Accounting Coordinator



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CITY OF BELLEVILLE
Joseph Reid, General Manager
Transportation and Operations Services
Report No. GMTOS-2019-04
April 2, 2019

To: Mayor and Members of Council

Subject: Operating Budget Issue #4-03, Full-time Customer Service Representative

Recommendation:

That pursuant to the General Manager of Transportation and Operations Services Report No. GMTOS-2019-04, a full-time Customer Service Representative in the Department of Transportation and Operations Services be received and referred to Issue No.4-03.”

Strategic Plan Alignment:

The City of Belleville's Strategic plan identifies nine strategic themes. This report aligns with the “Infrastructure” strategic theme to “develop asset management strategies and programs to protect our investment in existing infrastructure”.

Background:

Customer Service includes any and all City Services (roads, waste, recreation, parks, winter control, finance etc.) that someone wants to request, register for, pay for or get information about. Every time we interact with a resident or business, whether it's in person, by phone or email – that's customer service in action! Customer service is of critical importance to our operation because it's key to ensuring a positive experience for our ratepayers and retaining the residents in our community. Our Customer service experience to the residents should be just as important as -- if not more important than -- providing the service itself.

Customer expectations are growing as customers expect access to public services to match private sector systems and levels. Residents and businesses expect access to consistent, reliable, efficient and effective information where, when and how they want it. Increasingly there is a desire to have mobile and online solutions, in addition to traditional phone and in person contact.

The resulting increases in demand for service cannot be handled by our current staffing and processes, particularly given the scope of services delivered by Transportation & Operations Services. Improving the level of Front Line staffing

will help bridge these gaps and allow Transportation & Operations Services and the City of Belleville to better meet the needs of our growing city now and in the future.

A full-time Customer Service Representative is one of three new positions proposed in the 2008 E&OS reorganization plan. Following the move to an Integrated Operations Centre at 31 Wallbridge Crescent, this position was highlighted as a gap that is not being adequately addressed.

In 2018, Transportation and Operations Services (Public Works Section) implemented a new work order system to better respond, track, and manage resident requests and inquiries. Over 4500 work order requests were received from residents in 2018. Currently the Transportation Services Administrative Assistant fills the role of customer service as it relates to requests and inquiries from residents and stakeholders. After a year of using WorkTech, Management believes there are opportunities for improvement and creating a Customer Service Representative position will help achieve them.

Further, the front reception area of 31 Wallbridge Crescent requires a second staff member for continuation of operations and to provide an added level of staff security at minimum. In addition, initiatives brought forward by the Finance and IT Departments are not being fully implemented due to staffing constraints. The current structure has an Accounts Receivable Representative covering lunch breaks, which caused operational issues this past year. This would be eliminated with the new CSR covering lunch hours, in addition to sick and vacation coverage. The CSR would also be responsible for tracking and compiling of operational data, key performance indicators, and compliance related information as operational and legislated requirements grow.

Financial/Analysis:

Management is recommending that a Full-time Customer Service Representative position be created; reasons include:

- Integration and further implementation of the City of Belleville's WorkTech program across T&OS (Transit, Parks and Public Works) for customer contact
- Increase customer service metrics, data collection from residents and follow up with residents to increase positive experiences
- Implement customer satisfaction surveys within the department
- Succession planning and knowledge transfer over time
- Added security of having two front line staff at reception vs only one.

This position will be allocated in the Transportation and Operation Services Department. It is recommended that this position fall into the Collective Bargaining Agreement Schedule "A1" grade 4.

On-boarding costs of \$3,500 have been included to cover initial start-up expenses such as IT and other equipment, supplies, licences, etc.

Cost components are broken down as follows:

	Fiscal	Annual
Salaries (Grade 4)	\$27,500.00	\$55,100.00
Benefits & Pensions	\$9,300.00	\$18,400.00
On-boarding	\$3,500.00	
Total	\$40,300.00	\$73,500.00

Conclusion:

It is recommended that that a full-time Customer Service Representative position be approved within the Transportation and Operations Services Department. The anticipated hire date will be June 2019.

Respectfully submitted,



Joseph D. Reid CRS-S, CET
General Manager, Transportation and Operation Services



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CITY OF BELLEVILLE
Joseph Reid, General Manager
Transportation and Operations Services
Report No. GMT&OS-2019-05
April 2, 2019

To: Mayor and Members of Council

Subject: Operating Budget Issue #4-04, two (2) full-time permanent Operators

Recommendation:

“That pursuant to the General Manager of Transportation and Operations Services Report No. GMTOS-2019-05, that two (2) full-time permanent Operator positions for Transportation and Operations Services be received and referred to Issue 4-04.”

Strategic Plan Alignment:

The City of Belleville’s Strategic plan identifies nine strategic themes. This report aligns with the “Infrastructure” strategic theme to “develop asset management strategies and programs to protect our investment in existing infrastructure”.

Background:

Transportation and Operation Services was created in the summer of 2017 to build upon synergies that the section within has in common. The department is separated into four core Sections; Public Works, Parks, Fleet and Transit Operations. Parks and Public Works share similar core maintenance and operational services; road, parks and open space, forestry maintenance, event management, after-hours emergencies, and winter activities. Management continues to review efficiencies but staffing levels are stretched; as the community grows and service requirements expand it becomes increasingly challenging to maintain an acceptable level of service.

Public Works section has a total of 49 fulltime unionized staff members who perform a wide array of jobs within the Section; i.e. road repairs, winter maintenance, road side cutting, etc. This staffing level has not changed since amalgamation with Thurlow Township in 1998, in which staff from both Thurlow and Hastings County merged with City staff to what was called Public Works. In addition to the full time staff, there is approximately 12 casual staff employed annually for winter and summer assignments, in addition to a couple summer students.

The Parks staff complement includes ten (10) full-time positions, with approximately thirty (30) casual staff employed annually, for varying time frames, to perform maintenance functions during the busiest seasons; from April to November.

Since 1998 there have been fundamental changes in how the Department is required to operate. Regulation 239/02, Minimum Maintenance Standards was introduced which mandates the Municipality to patrol roads on a regular basis. This requirement evolved the Road Patroller position in 2010 from an existing operator's position who had retired. The Department is now also required to have staff dedicated to doing locates daily. It is being held to a higher standard for sidewalk maintenance, street lighting, bike lane maintenance, tree maintenance, sign maintenance, road maintenance as part of regulations. The municipality's current assets are aging and are requiring more preventative and reactive maintenance; inaction to addressing these items are putting the municipality at risk and liability exposure.

Our current asset inventory, such as roads, sidewalks, trees, parks, events and recreational facilities, has increased, however there has been no increase in staffing to maintain.

Financial/Analysis:

The Department would benefit greatly from employing two (2) full-time permanent Operators to work in "Operations"; Public Works and Parks. These 2 new positions would be shared between groups year round to maximize efficiencies; Parks in the summer for event set-up, grass cutting, flower bed maintenance and weeding, and Public Works in winter for winter storm event management and snow clearing operations.

Management is recommending that two (2) full-time permanent Operator positions be created for the following reasons:

- Parks maintained by the City of Belleville have increased from 202 hectares in 2016 to 227 hectares in 2017; an increase of approximately 11%. Trails maintained by TOS have increased from 25.4 kilometers in 2011 to 45.5 kilometers in 2017. An active community is utilizing Recreational Trails year round.
- Winter snow and ice control service level requirements and workload has increased dramatically; i.e. Bike lanes, new paths/trails, sidewalks, new development and roads.
- Liability has increased due to Reg 239/02 MMS and associated recent changes. Joint and Several Liability issues; slip and fall concerns on City sidewalks, trails and the 19 parking lots maintained by the TOS. The potential for lawsuits resulting from slip and fall injuries at civic building entrances and on recreational trails year round.

- The installation, maintenance, dismantling and storage of Belleville Civic Christmas displays is a big undertaking and requires significant time and resources from Parks staff.
- The new generation of staff are not willing to work in temporary roles as seen in the past; making recruitment and retention of appropriately skilled temporary/casual staff increasingly difficult. The turn-over of Casual staff has grown from approximately 20% in 2010, to 50% in 2018.
- Increased investments in training casual staff are required to meet legislative, safety, productivity requirements. The investment in training is lost when Casual Staff do not return to the City's employ. Reduced equipment repair costs are anticipated due to the hiring of full time Operators, rather than temporary positions.

Metrics and areas of focus to be improved by hiring two (2) full time Operators:

- Grass maintenance within Parks system.
 - Currently there is no trim crew for sports fields. Between the sports crew and trim crews they fit it in; although this causes backlog and impedes the crews from achieving their list goals.
 - Currently, Trim Crew #1 (2 staff) can cut & trim approximately 4.7 ha/shift (based on four year average). Their total area to cut is 56.91 ha; including, all slope mower areas, fenced playgrounds, skate parks, splash pads, Glanmore, Corby Rose Garden, Riverfront trail, & other high profile locations.
 - Further added to the lists for 2019 are 2.29 ha on Haig Road extension.
 - On average it takes 12 working days to cut the entire list to start again. After the first week the crew is 7 working days behind on the one week cutting cycle.
- Tree Planting Programs
 - During the fall the two Operators will be able to help address tree related issues.
- Winter maintenance – meeting MMS new requirements.
 - Regulations to have sidewalks cleared within 48 hours, and added Bike Lane requirements. Currently there is no crew assigned regularly to bike lane clearing. With the purchase of a skidsteer last year and with additional staffing, sidewalk and bike lane clearing will be enhanced. This will help address accessibility concerns at crosswalks and intersections.

These positions will be allocated in the Transportation and Operations Services department. It is recommended that these positions fall into the Collective Bargaining Agreement Schedule "B1" Operator Category.

Cost components are broken down as follows:

	Fiscal	Annual
Salary	\$55,400	\$110,800
Benefits	\$11,500	\$23,000
Pension	\$7,700	\$15,400
Total	\$74,600	\$149,200

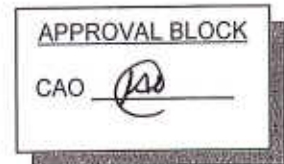
Conclusion:

It is recommended that two (2) full-time Operator positions be created within Transportation and Operations Services.

Respectfully submitted,



Joseph D. Reid CRS-S, CET
General Manager, Transportation and Operation Services



CITY OF BELLEVILLE
Brian T. Cousins, Director of Finance/Treasurer
Finance Department
Report No. DF-2019-09
April 2, 2019

To: Mayor and Members of Council

Subject: Property Tax Rebate Programs for
Low Income Seniors and Disabled Persons

Recommendation:

“THAT pursuant to the Director of Finance/Treasurer’s Report No. DF-2019-09, Property Tax Rebate Programs, the increase phase-in of \$100 per year for the term of Council, be received and referred to Issue No. 5-01”.

Strategic Plan Alignment:

The City of Belleville’s Strategic Plan identifies nine strategic themes. The City’s municipal tax rates outlined within this report aligns with each of the City’s nine strategic themes and the City’s vision statement of financial sustainability.

Background:

At the January 14, 2019 Council meeting, Council approved the following recommendation:

“THAT the issue of a Property Tax Credit for Low Income Seniors and Disabled Persons be referred to the 2019 Operating Budget deliberations; and

THAT staff prepare a report for Council’s consideration on the impact and options related to a potential phase in increase of the credit amount to \$800 for the term of Council (2019-2022)”.

Financial:

The estimated municipal costs for the City’s rebate programs will be dependent on the actual number of eligible applicants that apply annually. The budget estimate includes 330 applicants.

Assuming 330 applicants and a \$100 increase per year for the period 2019-2022, the following analysis is presented:

	2018	2019	2020	2021	2022
Actual	115,000				
Budget	100,000	165,000	198,000	231,000	264,000
Increase		65,000	33,000	33,000	33,000
Cumulative					\$164,000

Conclusion:

Based on the direction provided by Council, management will proceed accordingly.

Respectfully submitted,



Brian T. Cousins, CPA, CMA
Director of Finance/Treasurer

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CITY OF BELLEVILLE
Paul Buck, Manager of Transit Services
Transportation and Operations Services
Report No. MT-2019-03
April 2, 2019

To: Mayor and Members of Council

Subject: Operating Budget Issue #5-14, Transit Route 11 Late Night on Demand Service Increase

Recommendation:

“THAT pursuant to the Manager of Transit Services Report No. MT-2019-03, that the Route 11 Late Night on Demand Service hours be increased, and;

THAT two (2) permanent Operator positions in the Transit Services section of the Department of Transportation and Operations Services be received and referred to Issue No.5-14.”

Strategic Plan Alignment:

The City of Belleville’s Strategic Plan identifies nine strategic themes. This report aligns with the “Transportation and Mobility” strategic theme to “Plan and develop a safe and efficient road and transportation system that addresses the needs of our residents and businesses”.

Background:

On September 17, 2018, Belleville Transit launched www.btletsgo.ca, an on demand transit service, allowing passengers to book a ride at the pickup time of their choice from any transit stop in Belleville, to any transit stop in Belleville, using a computer application designed by Pantonium Inc.

The On Demand Service was an instant success and over the past six months has continued to see unprecedented increases in demand.

RT 11 ON DEMAND RIDERSHIP

August 2018	1246	Pre On Demand Launch
September 2018	1725	On Demand Sept 17
October 2018	3149	
November 2018	3890	

December 2018	2717
January 2019	4375
February 2019	3912

The service currently operates three (3) buses on demand seven days per week.

Weekdays 9:30 PM to 12:30 AM

Saturdays 7:00 PM to 12:30 AM

Sundays 6:30 PM to 12:30 AM

The passenger demand is exceeding the capacity available for service.

As early as October, passengers began raising concerns about an inability to book a ride at their requested time. Belleville Transit and Pantonium Inc. worked to review the programming and reviewed system settings to ensure all efficiencies were made to increase ridership opportunities. Following each efficiency improvement passenger demand continued to increase. Ridership demands continued to increase, and passenger complaints of missed service, or inability to book service continued to increase. In January 2019 a total of 1489 passengers were unaccommodated as a result of insufficient capacity; February 2019, 1395 passengers were unaccommodated.

With ridership continually increasing Transit staff and Pantonium Inc. have reviewed the current demand, including the unaccommodated passengers, and have determined that with the increase of two (2) additional buses and changes to the computer programming that schedules and plans the service delivery, ridership capacity can be increased to accommodate an additional 2500 riders per month, on average. Noting that there are variables that could affect the capacity that are currently unknown.

Financial/Analysis:

Management is recommending the following actions:

- Route 11 Late Night Service to be increased by 53 hours per week effective July 1, 2019. This is a 32% increase in late night service hours.
- Two (2) permanent transit operators employed to cover the additional service hours.

It is recommended that the permanent Transit Operators Positions be employed starting July 2, for a total of 26 weeks in 2019. The cost for this position in 2019, for 26 weeks, would be a total of \$131,500.00 including operator cost, fuel, service agreements and hardware requirements.

Anticipate additional 12,000 passengers in the 26 week period, revenue would be a total of:

\$30,000.00 less 40% for pass use = **\$18,000.00 (approx.)**

The Annualized Costs would be as follows:

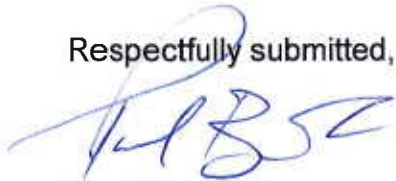
Requirement	Fiscal 2019	Annual
Permanent Transit Operator X2	\$52,500.00	\$105,000.00
Benefits	\$12,200.00	\$24,400.00
Pension	\$7,200.00	\$14,400.00
Fuel	\$27,600.00	\$55,200.00
Service Agreement/Licensing (Pantonium)	\$30,000.00	\$30,000.00
Driver Hardware (tablets)	\$2,000.00	-
Additional Annualized Costs	\$131,500.00	\$229,000.00
Estimated Revenue	\$18,000.00	\$36,000.00
Cost of Service	\$113,500.00	\$193,000.00

The cost of increasing the Route 11 Late Night service by 53 hours per week for 26 weeks in 2019 including two permanent Operators, benefits, pensions, vacations, fuel, service agreements, hardware and the estimated revenue increase is \$113,500.00. The estimated ongoing year over year cost would be \$193,000.00, plus any Collective Bargaining Agreement Impacts, fuel cost increases and changes to transit fares.

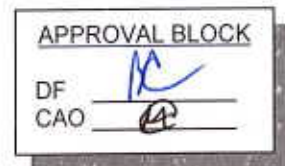
Conclusion:

It is recommended that the Route 11 Late Night Service be increased by 53 hours per week and that two (2) permanent transit operators are hired to cover the additional hours.

Respectfully submitted,



Paul Buck
Manager – Transit Services



CITY OF BELLEVILLE
Carol J. Hinze, Manager of Finance/Deputy Treasurer
Finance Department
Report No. DDF-2019-06
April 2, 2019

To: Mayor and Members of Council

Subject: Proposed Water and Wastewater Rates for the City of Belleville
Effective May 1, 2019

Recommendation:

“THAT a by-law to amend By-Law Number 2009-209 being a by-law to establish rates and procedures for Water and Wastewater, for the City of Belleville be prepared for Council’s consideration.”

Strategic Plan Alignment:

The City of Belleville identified nine strategic themes. The program identified in this Report aligns with the City’s strategic themes “Infrastructure”.

Background:

In 2006, City Council approved and adopted the Full Cost Recovery Plan prepared under the Bill 175 Sustainable Water and Sewage Systems Act. The Plan ensured that the user rates charged in future years would fully fund the City’s water and wastewater operations.

Staff have produced a model which will ensure that rates are sufficient to fund operating and asset management commitments – a regulatory priority to ensure that utilities are financially sound and able to continue to provide a safe and consistent water supply. Submission of a comprehensive financial plan, outlining each drinking water systems financial position, is required under Regulation 453/07 in order to maintain a municipal drinking water licence. The City of Belleville submitted a financial plan to the Ministry in May, 2015.

Water and wastewater rate modelling is a dynamic process. The rate model must be continually updated to consider

- Customer growth and the impact of new residential development
- Changes to water and wastewater regulations including those imposed for Asset Management

- Full cost recovery
- Increases to operating costs, including utilities
- Capital funding changes determined through an update to our Asset Management Plan
- The degree to which capital is debt funded and changes to borrowing rates
- Gradual rate impacts for all customer classes

Based on the water and wastewater rate model forecasts attached, a rate strategy has been implemented which mitigates the impact on the various customer classes to the greatest extent possible:

- Water rate increases of approximately 3.13% over the period 2019 to 2029;
- Residential and General Service wastewater surcharge increased from 75% to 77.5% in 2019 with gradual increases over the forecast period, reaching approximately 85% by 2027

Proposed Rate Changes Effective May 1, 2019

- Increase to Water rates of 3.13%
- Residential and General Service Wastewater surcharge increased from 75% to 77.5%

For 2019, the average residential customer using 18 cubic metres monthly will experience an increase in their combined water and wastewater bill of 4.34%:

Customer Charges Comparison

<u>Water Charges</u>	2018	2019
Water Service Size	5/8	5/8
Monthly Consumption	18	18
Consumption	\$ 32.40	\$ 33.48
Service Charge	\$ 24.02	\$ 24.77
Fire Protection	\$ 5.71	\$ 5.89
Total Water Charges	\$ 62.13	\$ 64.14
<u>Wastewater Charges</u>	2018	2019
Surcharge Rate	75%	77.5%
Total Wastewater Charges	\$ 42.32	\$ 45.14
Total Monthly Charges	\$ 104.45	\$ 109.28
Net \$ Change per month		\$ 4.83
Net \$ Change per day		\$0.16
Net Change %		4.62%

Following this strategy, both water and wastewater utilities will approximate the contributions required under the 2014 Asset Management Plan by 2029 as outlined in the following table:

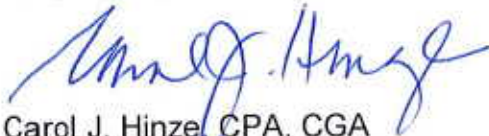
Water & Wastewater Asset Management Plan Contributions		Millions Water	Millions Sewer
	Period		
2014 Asset Management Plan			
Contributions recommended	2015-2029	\$133.26	\$73.27
Less: Actual contributions	2015-2018	(\$22.01)	(\$12.85)
Balance to be Funded	2019-2029	\$111.24	\$60.42
Forecast Contributions			
based on 3.10% Water Rate increase annually and gradual increase to Wastewater surcharge	2019-2029	\$111.22	\$60.47

A further update to the Asset Management Plan will be completed by 2021 and asset replacement contributions will be re-evaluated at that time.

Conclusion:

The proposed Water and Wastewater Rates Schedules effective May 1, 2019 accompany this Report. The rate strategy proposed in this report will encourage financial sustainability for the City’s water and wastewater utilities moving forward.

Respectfully submitted,



Carol J. Hinze, CPA, CGA
 Manager of Finance/Deputy Treasurer
 CJH:jk

Attachments

City of Belleville
2019 Operating Budget
Water Rate Calculation

Operating Expenditures	2018 Budget	2018 Actuals	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Treatment	\$ 3,106,000	\$ 2,941,619	\$ 3,341,900	\$ 3,408,700	\$ 3,476,000	\$ 3,546,400	\$ 3,617,300	\$ 3,689,000	\$ 3,763,400	\$ 3,838,700	\$ 3,916,500	\$ 3,999,500	\$ 4,073,700
Distribution	\$ 2,285,400	\$ 1,945,890	\$ 2,416,500	\$ 2,464,800	\$ 2,514,100	\$ 2,664,400	\$ 2,815,700	\$ 2,966,000	\$ 3,117,300	\$ 3,268,600	\$ 3,419,900	\$ 3,571,200	\$ 3,722,500
Compliance	\$ 267,100	\$ 247,600	\$ 250,600	\$ 255,600	\$ 260,100	\$ 265,500	\$ 271,200	\$ 276,600	\$ 282,100	\$ 287,700	\$ 293,300	\$ 298,900	\$ 304,400
Building Maintenance/Shared Costs	\$ 178,800	\$ 104,319	\$ 103,400	\$ 104,319	\$ 104,319	\$ 104,319	\$ 104,319	\$ 104,319	\$ 104,319	\$ 104,319	\$ 104,319	\$ 104,319	\$ 104,319
Administration	\$ 814,700	\$ 735,000	\$ 735,000	\$ 748,100	\$ 763,100	\$ 778,400	\$ 794,000	\$ 809,600	\$ 825,200	\$ 840,800	\$ 856,400	\$ 872,000	\$ 887,600
Total Operating Expenditures	\$ 6,564,700	\$ 6,477,400	\$ 6,742,400	\$ 6,877,200	\$ 7,014,800	\$ 7,155,100	\$ 7,295,200	\$ 7,444,100	\$ 7,593,000	\$ 7,744,000	\$ 7,899,800	\$ 8,057,800	\$ 8,219,000
Principal & Interest Payments	\$ 1,776,400	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200	\$ 1,785,200
Other Financial Charges	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Debt Payments	\$ 1,777,400	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200	\$ 1,786,200
Total Expenditures	\$ 7,742,100	\$ 7,940,094	\$ 8,264,100	\$ 8,633,800	\$ 8,267,900	\$ 8,291,900	\$ 8,435,000	\$ 8,590,300	\$ 8,729,800	\$ 8,861,000	\$ 9,036,600	\$ 9,194,600	\$ 9,355,800
Transfer to Asset Management Reserve	\$ 7,852,000	\$ 6,434,400	\$ 7,116,400	\$ 7,416,000	\$ 8,588,500	\$ 9,154,500	\$ 9,644,000	\$ 10,153,000	\$ 10,685,500	\$ 11,239,500	\$ 11,816,200	\$ 12,417,700	\$ 13,022,900
Total Operating Budget	\$ 15,694,100	\$ 14,758,800	\$ 15,625,100	\$ 16,248,800	\$ 16,836,800	\$ 17,446,400	\$ 18,079,000	\$ 18,734,700	\$ 19,416,300	\$ 20,120,900	\$ 20,852,800	\$ 21,612,300	\$ 22,378,700
Total Operating Budget	\$ 15,694,100	\$ 14,758,800	\$ 15,625,100	\$ 16,248,800	\$ 16,836,800	\$ 17,446,400	\$ 18,079,000	\$ 18,734,700	\$ 19,416,300	\$ 20,120,900	\$ 20,852,800	\$ 21,612,300	\$ 22,378,700
Rate: Other Revenue - Subsidies	\$ (102,000)	\$ (113,500)	\$ (113,500)	\$ (113,500)	\$ (113,500)	\$ (120,500)	\$ (122,900)	\$ (125,400)	\$ (127,900)	\$ (130,500)	\$ (133,100)	\$ (135,800)	\$ (138,500)
Customer Fees & Charges	\$ (344,600)	\$ (489,400)	\$ (386,000)	\$ (426,900)	\$ (435,500)	\$ (444,200)	\$ (453,100)	\$ (462,100)	\$ (471,400)	\$ (480,900)	\$ (490,400)	\$ (500,200)	\$ (510,200)
Other Revenue	\$ (387,900)	\$ (415,000)	\$ (415,000)	\$ (430,000)	\$ (443,700)	\$ (453,800)	\$ (464,200)	\$ (474,900)	\$ (485,900)	\$ (497,000)	\$ (508,300)	\$ (519,800)	\$ (531,500)
Bulk Revenue	\$ (31,500)	\$ (60,000)	\$ (52,500)	\$ (63,000)	\$ (64,700)	\$ (65,800)	\$ (66,900)	\$ (68,000)	\$ (69,200)	\$ (70,400)	\$ (71,600)	\$ (72,800)	\$ (74,000)
Fat Rate Water	\$ (866,000)	\$ (1,070,400)	\$ (1,008,000)	\$ (1,050,000)	\$ (1,110,000)	\$ (1,150,500)	\$ (1,192,000)	\$ (1,234,500)	\$ (1,278,000)	\$ (1,322,500)	\$ (1,368,000)	\$ (1,414,500)	\$ (1,462,000)
Rate: Other Revenue	\$ 14,828,700	\$ 13,688,100	\$ 14,828,700	\$ 15,158,800	\$ 15,717,800	\$ 16,296,000	\$ 16,896,000	\$ 17,520,100	\$ 18,166,500	\$ 18,837,800	\$ 19,534,200	\$ 20,259,300	\$ 21,005,100

Water Rate Revenue

Projected Rate Increase	2018 Actual	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Residential	\$ 13,443	\$ 13,577	\$ 13,713	\$ 13,850	\$ 13,988	\$ 14,128	\$ 14,269	\$ 14,412	\$ 14,556	\$ 14,702	\$ 14,850	\$ 14,998
Equivalent Meters	\$ 3,815,968	\$ 4,035,925	\$ 4,203,942	\$ 4,378,840	\$ 4,560,894	\$ 4,750,728	\$ 4,948,321	\$ 5,154,347	\$ 5,368,700	\$ 5,592,369	\$ 5,825,469	\$ 6,067,882
Service Charges	\$ 2,057,590	\$ 2,021,300	\$ 2,036,460	\$ 2,051,735	\$ 2,067,121	\$ 2,082,625	\$ 2,098,344	\$ 2,114,181	\$ 2,130,136	\$ 2,146,210	\$ 2,162,403	\$ 2,178,715
Tier 1 Equi Flows	\$ 3,677,029	\$ 3,752,220	\$ 3,838,081	\$ 3,924,611	\$ 4,011,824	\$ 4,100,728	\$ 4,190,324	\$ 4,280,613	\$ 4,371,606	\$ 4,463,304	\$ 4,555,707	\$ 4,648,815
Consumption Revenue	\$ 7,492,997	\$ 7,788,145	\$ 8,102,629	\$ 8,438,111	\$ 8,793,690	\$ 9,170,220	\$ 9,567,923	\$ 9,986,836	\$ 10,427,124	\$ 10,889,236	\$ 11,372,833	\$ 11,878,265
Total Residential Rate Revenue	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245
General Service	\$ 643,865	\$ 667,363	\$ 688,241	\$ 709,783	\$ 731,889	\$ 754,511	\$ 778,640	\$ 802,908	\$ 828,098	\$ 853,957	\$ 880,365	\$ 907,281
Equivalent Meters	\$ 2,676,534	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219	\$ 2,677,219
Service Charges	\$ 4,703,305	\$ 4,959,829	\$ 5,120,384	\$ 5,285,809	\$ 5,451,284	\$ 5,617,824	\$ 5,784,424	\$ 5,951,084	\$ 6,117,800	\$ 6,284,571	\$ 6,451,397	\$ 6,618,278
Tier-1 Equi Flows	\$ 5,442,171	\$ 5,637,182	\$ 5,813,623	\$ 6,035,592	\$ 6,183,254	\$ 6,376,790	\$ 6,576,933	\$ 6,782,294	\$ 6,994,508	\$ 7,213,436	\$ 7,439,216	\$ 7,672,054
Consumption Revenue	\$ 16,488	\$ 15,822	\$ 16,055	\$ 16,055	\$ 16,245	\$ 16,375	\$ 16,514	\$ 16,651	\$ 16,801	\$ 16,947	\$ 17,095	\$ 17,243
Total Customers	\$ 4,459,833	\$ 4,703,278	\$ 4,892,184	\$ 5,088,623	\$ 5,292,693	\$ 5,505,637	\$ 5,726,861	\$ 5,957,255	\$ 6,196,829	\$ 6,446,326	\$ 6,705,184	\$ 6,975,263
Equivalent Meters	\$ 4,733,124	\$ 4,696,519	\$ 4,713,673	\$ 4,728,952	\$ 4,744,340	\$ 4,759,843	\$ 4,775,463	\$ 4,791,200	\$ 4,807,055	\$ 4,823,029	\$ 4,839,122	\$ 4,855,336
Service Charges	\$ 8,673,335	\$ 8,723,095	\$ 8,772,859	\$ 8,822,623	\$ 8,872,387	\$ 8,922,151	\$ 8,971,915	\$ 9,021,679	\$ 9,071,443	\$ 9,121,207	\$ 9,170,971	\$ 9,220,735
Tier 1 Equi Flows	\$ 12,935,168	\$ 13,425,327	\$ 13,916,235	\$ 14,407,300	\$ 14,898,413	\$ 15,389,526	\$ 15,880,639	\$ 16,371,752	\$ 16,862,865	\$ 17,353,978	\$ 17,845,091	\$ 18,336,204
Consumption Revenue	\$ 16,771	\$ 16,905	\$ 17,041	\$ 17,176	\$ 17,316	\$ 17,456	\$ 17,597	\$ 17,740	\$ 17,884	\$ 18,031	\$ 18,178	\$ 18,327
Fire Protection Charge	\$ 1,324,230	\$ 1,195,150	\$ 1,242,519	\$ 1,291,711	\$ 1,342,844	\$ 1,395,072	\$ 1,448,300	\$ 1,502,528	\$ 1,556,756	\$ 1,611,984	\$ 1,668,212	\$ 1,724,440
Equivalent Meters	\$ 14,059,398	\$ 14,620,520	\$ 15,183,774	\$ 15,771,815	\$ 16,385,987	\$ 17,027,159	\$ 17,696,331	\$ 18,393,503	\$ 19,128,675	\$ 19,901,847	\$ 20,724,019	\$ 21,596,191
Fire Protection Charge	\$ 14,059,398	\$ 14,620,520	\$ 15,183,774	\$ 15,771,815	\$ 16,385,987	\$ 17,027,159	\$ 17,696,331	\$ 18,393,503	\$ 19,128,675	\$ 19,901,847	\$ 20,724,019	\$ 21,596,191
Total Water Rate Revenue Required	\$ 14,059,398	\$ 14,620,520	\$ 15,183,774	\$ 15,771,815	\$ 16,385,987	\$ 17,027,159	\$ 17,696,331	\$ 18,393,503	\$ 19,128,675	\$ 19,901,847	\$ 20,724,019	\$ 21,596,191

Note 1: Rates have been rounded for ease of use and therefore produce revenue values which approximate the total rate revenue required for the period.

City of Belleville
2019 Operating Budget
Wastewater Rate Calculation

	AMP Forecast 2019	2018 Budget	2018 Actual	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Operating Expenditures														
Collection	\$ 947,500	\$ 892,700	\$ 734,999	\$ 837,100	\$ 853,300	\$ 870,900	\$ 883,300	\$ 906,100	\$ 924,300	\$ 942,700	\$ 961,000	\$ 980,800	\$ 1,000,400	\$ 1,020,400
Pumping Stations	\$ 255,600	\$ 284,100	\$ 191,764	\$ 296,200	\$ 302,100	\$ 308,100	\$ 314,300	\$ 320,600	\$ 327,000	\$ 333,500	\$ 340,200	\$ 347,000	\$ 353,900	\$ 360,900
Treatment	\$ 2,217,200	\$ 2,288,300	\$ 1,550,964	\$ 3,473,000	\$ 3,542,900	\$ 3,613,400	\$ 3,685,700	\$ 3,759,400	\$ 3,834,000	\$ 3,909,000	\$ 3,984,000	\$ 4,059,000	\$ 4,134,000	\$ 4,209,000
Administration	\$ 1,205,300	\$ 1,437,500	\$ 1,293,279	\$ 1,490,000	\$ 1,519,800	\$ 1,550,200	\$ 1,581,200	\$ 1,612,500	\$ 1,644,100	\$ 1,676,000	\$ 1,708,000	\$ 1,740,000	\$ 1,772,000	\$ 1,804,000
Debt Payments	\$ 5,665,600	\$ 6,012,400	\$ 5,370,300	\$ 6,086,300	\$ 6,218,200	\$ 6,349,900	\$ 6,481,600	\$ 6,613,300	\$ 6,745,000	\$ 6,876,700	\$ 7,008,400	\$ 7,140,100	\$ 7,271,800	\$ 7,403,500
Transfer to Asset Management Reserve	\$ 1,204,900	\$ 527,900	\$ 597,332	\$ 528,200	\$ 597,900	\$ 600,600	\$ 626,000	\$ 626,000	\$ 600,000	\$ 642,500	\$ 682,000	\$ 714,500	\$ 747,000	\$ 789,500
Total Operating Budget	\$ 10,549,200	\$ 9,411,100	\$ 9,679,156	\$ 10,518,600	\$ 10,903,700	\$ 11,300,600	\$ 12,085,800	\$ 12,626,500	\$ 12,993,400	\$ 13,873,800	\$ 14,380,600	\$ 15,314,000	\$ 16,211,100	\$ 16,997,300
Less: Other Revenue														
Customer Charges	\$ (114,400)	\$ (112,200)	\$ (94,923)	\$ (110,000)	\$ (114,400)	\$ (116,700)	\$ (119,000)	\$ (121,400)	\$ (123,800)	\$ (126,300)	\$ (128,800)	\$ (131,400)	\$ (134,000)	\$ (136,600)
Financing (Local Improvements)	\$ (4,200)	\$ (4,100)	\$ (29,415)	\$ (4,000)	\$ (4,200)	\$ (4,300)	\$ (4,400)	\$ (4,500)	\$ (4,600)	\$ (4,700)	\$ (4,800)	\$ (4,900)	\$ (5,000)	\$ (5,100)
Total Revenue	\$ 10,430,800	\$ 9,294,900	\$ 9,554,818	\$ 10,404,600	\$ 10,785,100	\$ 11,179,600	\$ 11,962,800	\$ 12,505,100	\$ 12,869,600	\$ 13,747,500	\$ 14,251,800	\$ 15,217,100	\$ 16,144,100	\$ 16,856,700
Total Wastewater Rate Revenue Required														

	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Wastewater Rate Calculation											
Projected Water Rate Increase	3.77%	3.13%	3.13%	3.13%	3.13%	3.13%	3.13%	3.13%	3.13%	3.13%	3.13%
Residential Water Rate Revenue	\$ 3,815,008	\$ 4,035,925	\$ 4,275,840	\$ 4,560,894	\$ 4,750,735	\$ 4,948,321	\$ 5,154,347	\$ 5,368,790	\$ 5,592,369	\$ 5,825,469	\$ 6,067,682
Service Charges	\$ 3,677,078	\$ 3,752,220	\$ 4,050,871	\$ 4,203,996	\$ 4,373,293	\$ 4,554,004	\$ 4,746,139	\$ 4,950,073	\$ 5,166,167	\$ 5,394,134	\$ 5,633,587
Consumption Revenue	\$ 7,492,597	\$ 7,784,145	\$ 8,326,711	\$ 8,764,890	\$ 9,124,028	\$ 9,492,325	\$ 9,910,484	\$ 10,274,866	\$ 10,680,535	\$ 11,121,603	\$ 11,600,549
Proposed Wastewater Surcharge - Residential											
Total Wastewater Revenue - Residential	\$ 5,599,687	\$ 6,025,812	\$ 6,633,626	\$ 7,015,812	\$ 7,258,316	\$ 7,693,650	\$ 8,147,473	\$ 8,476,434	\$ 9,086,106	\$ 9,453,352	\$ 9,934,967
General Service Water Rate Revenue	\$ 643,865	\$ 667,363	\$ 700,763	\$ 731,999	\$ 764,911	\$ 799,540	\$ 836,008	\$ 874,039	\$ 913,057	\$ 953,397	\$ 995,065
Service Charges	\$ 4,730,306	\$ 4,999,829	\$ 5,130,354	\$ 5,451,254	\$ 5,621,379	\$ 5,797,844	\$ 6,079,318	\$ 6,466,489	\$ 6,899,479	\$ 7,382,479	\$ 7,916,331
Consumption Revenue	\$ 5,442,171	\$ 5,837,182	\$ 6,270,730	\$ 6,743,204	\$ 7,256,254	\$ 7,810,333	\$ 8,416,254	\$ 9,074,508	\$ 9,796,338	\$ 10,583,406	\$ 11,436,216
Proposed Wastewater Surcharge - Gen Service											
Total Wastewater Revenue - Gen Service	\$ 3,945,131	\$ 4,368,816	\$ 4,646,584	\$ 4,946,603	\$ 5,101,432	\$ 5,261,107	\$ 5,695,335	\$ 6,070,409	\$ 6,411,420	\$ 6,783,420	\$ 7,233,334
Total Wastewater Revenue	\$ 9,544,818	\$ 10,404,628	\$ 11,179,610	\$ 11,962,815	\$ 12,400,547	\$ 12,854,966	\$ 13,742,807	\$ 14,246,843	\$ 15,217,526	\$ 16,144,100	\$ 16,856,700

Note 1: Rates have been rounded for ease of use and therefore produce revenue values which approximate the total rate revenue required for the period.

Schedule "B" to By-law Number 2019-

THE CORPORATION OF THE CITY OF BELLEVILLE

Effective May 1, 2019

WATER RATES**General Service & Residential**

<i>Monthly Water Consumption (per cubic metre m³)</i>		
Metered		
First 455 cubic metres	\$	1.86
Next 22,275 cubic metres	\$	1.41
Over 22,730 cubic metres	\$	0.85
Bulk	\$	2.42
<i>Monthly Fixed Charges</i>		
Meter Size	Service	Fire Protection
5/8	\$ 24.77	\$ 5.89
3/4	\$ 24.77	\$ 5.89
1	\$ 27.25	\$ 7.81
1 1/2	\$ 39.63	\$ 15.61
2	\$ 52.02	\$ 23.45
3	\$ 76.79	\$ 39.07
4	\$ 140.95	\$ 78.13
6	\$ 235.33	\$ 136.71
8	\$ 334.42	\$ 195.36
10	\$ 446.14	\$ 271.34
<i>Monthly Flat Rate Water Charges (Service Not Metered)</i>		
City of Belleville	\$	44.86
Point Anne	\$	114.35
<i>Quarterly Water Building Charges</i>		
Single to 5 units	\$	123.52
6 units to 12 units	\$	243.84
13 units to 26 units	\$	487.67
Over 26 units	\$	975.39
<i>Other Charges</i>		
Collection Charge	\$	25.00
Reconnection Charge - regular business hours	\$	40.00
Seasonal Disconnection & Reconnection	\$	80.00
Change of Occupancy	\$	25.00
Returned Cheque (plus bank charges)	\$	30.00
Late Payment Penalty/Interest (Monthly)		1.25%
Locate Services, Leak Detection & Hydrant Maintenance		
Belleville General Service, per hour	\$	90.00
Outside Belleville per hour	\$	180.00
Service Tap (per service)		
3/4" and 1" service	\$	175.00
1 1/2" and 2" service	\$	350.00
4", 6", 8" service	\$	700.00
<i>Outside Belleville, applicable rates plus per hour travel rate</i>	\$	90.00
Replace Damaged Meter		
5/8 " to 1"	\$	200.00
Over 1"		Time and materials
<i>Customer Deposits</i>		
Residential	\$	215.00
<i>General Service - based on estimated bill for 3 billing periods</i>		
Bulk Water Key Deposit	\$	105.00

WASTEWATER RATES

General Service & Residential

Surcharge as a % of Water Charges	
<i>Applied to Water Consumption, Service and Flat Rate Charges</i>	
Residential	77.5%
General Service	
First 22,730 cubic metres	77.5%
Over 22,730 cubic metres	60%
Other Charges	
Septage Haulers, per 4,546 cubic metres, plus sampling costs	\$ 95.00
Sewer Rodding, per service	
During regular business hours	\$ 190.00
After Hours, including Weekends	\$ 380.00



APPROVAL BLOCK	
CAO	<u> 14 </u>
DF	<u> 12 </u>
MHR	<u> 5 </u>

CITY OF BELLEVILLE
Perry DeCola, General Manager
Environmental Services
Report No. GMES-2019-07
April 2, 2019

To: Mayor and Members of Council

Subject: Operating Budget Issue #1-02, Asset Management Analyst

Recommendation:

“THAT pursuant to the General Manager of Environmental Services Report No.ES-2019-07, that a full-time Asset Management Analyst position in the Environmental Services Department be received and referred to Water & Wastewater Issue No. 1-02.”

Strategic Plan Alignment:

The City of Belleville’s Strategic plan identifies nine strategic themes. This report aligns with the “Infrastructure” strategic theme to “develop asset management strategies and programs to protect our investment in existing infrastructure”.

Background:

As per Report Number TAC-2018-03 the City of Belleville completed its asset management plan in May 2014. The report outlined some key information and required investment in asset maintenance and replacement for the City of Belleville. At this time the Replacement Value of the City’s infrastructure totaled over \$1.15 billion. Based on a general rule of thumb of a 2-4% investment this would require annual asset maintenance and replacement infrastructure investments by the City between \$23 – \$46 million. In addition, the current “backlog” of repairs was identified as over \$175 million. The City has been making significant efforts in past recent years to address its infrastructure requirements through large capital investments and continued improvements in data coordination and updates.

Under O.Reg 588/17, introduced December 27, 2017, an Asset Management Plan – based on current service levels of the Municipality’s Core Infrastructure must be completed by July 1st, 2021. Under this section the following activities are required:

- Determine current levels of service as prescribed
- Create an asset inventory and current condition assessment
- Administer and report on prescribed current levels of service

- Determine risks that might impact expected lifecycle activities
- Determine growth needs and employment requirement forecasting
- Create a 10 year financial plan

The above requirements are only the next set of requirements under O.Reg. 588/17 and will require future assessments of "All Infrastructure" and the "Needed Levels of Service" completed by 2023 and 2024, respectfully, with a renewal of the entire process every 5 years thereafter.

Financial/Analysis:

This position will be placed into the ES Department and allocated under Water and Wastewater accounts. It is recommended that this position fall into the Collective Bargaining Agreement Schedule "A1" grade 6.

On-boarding costs of \$3,500 have been included to cover initial start-up expenses such as IT and other equipment, supplies, licences, etc.

Cost components are broken down as follows:

	Fiscal	Annual
Salaries (Grade 6)	29,400	58,800
Benefits & Pensions	9,400	18,700
On-boarding	3,500	-
Total	42,300	77,500
Water	22,300	39,000
Wastewater	20,000	38,500

Conclusion:

It is recommended that that a full-time Asset Management Analyst position be created within the Environmental Services Department.

Respectfully submitted,



Perry DeCola
General Manager of Environmental Services



APPROVAL BLOCK	
CAO	(14)
DF	
MHR	

CITY OF BELLEVILLE
Perry DeCola, General Manager
Environmental Services
Report No. GMES-2019-09
April 2, 2019

To: Mayor and Members of Council

Subject: Operating Budget Issue #1-03, Environmental Services' Co-op Student Position

Recommendation:

“That pursuant to the General Manager of Environmental Services Report No. GMES-2019-09, that an Engineering Co-op Student position in Environmental Services be received and referred to Water and Wastewater Issue No. 1-03.”

Strategic Plan Alignment:

The City of Belleville's Strategic plan identifies nine strategic themes. This report aligns with the “Infrastructure” strategic theme to “develop asset management strategies and programs to protect our investment in existing infrastructure”.

Background:

The Environmental Services department's engineering workloads are continually increasing with the community's changing needs and continual growth. The engineers of Environmental Services are constantly reviewing documents, plans, drawings, etc. and their approval is a regulatory requirement for all water distribution expansions. With proposed ESA changes this same work will be applied to the Wastewater collection system. The assistance provided by a second to fourth year Civil Engineering Co-op student would liberate permanent staff to focus on higher need issues while providing the student with work experience that may be translatable to employment within the region. The anticipated tasks would be as follow:

- Drawing design review
- Preparation of Specification Standards packages
- Review of NFS requirements
- Assistance of documentation review
- Field engineering services
- Data collection and analysis

Financial/Analysis:

This position will be placed into the Environmental Services department and allocated under various "Engineering" labour accounts. It is recommended that this position be paid at a rate of up to \$25.00/hour with no overhead for pension or benefits. On-boarding costs of \$3,500 have been included to cover initial start-up expenses such as IT and other equipment, supplies, licences, etc.

Cost components are broken down as follows:

	Fiscal	Annual
Salary	17,000	50,000
Benefits	900	2,600
Pension	800	2,400
Onboarding/outfitting	3,500	-
Total	22,200	55,000
Water	17,200	45,000
Wastewater	5,000	10,000

Conclusion:

It is recommended that that an Engineering Co-op Student position be created within Environmental Services.

Respectfully submitted,



Perry DeCola
General Manager of Environmental Services



APPROVAL BLOCK	
CAO	<u> DA </u>
DF	<u> [Signature] </u>
MHR	<u> [Signature] </u>

CITY OF BELLEVILLE
Perry DeCola, General Manager
Environmental Services
Report No. GMES-2019-08
April 2, 2019

To: Mayor and Members of Council

Subject: Operating Budget Issue No. 1-04, Water Treatment/Distribution Relief Operator.

Recommendation:

“That pursuant to the General Manager of Environmental Services Report No.ES-2019-08, that a full-time Water Treatment/Distribution Relief Operator position in the Environmental Services Department be received and referred to Water Issue No. 1-04.”

Strategic Plan Alignment:

The City of Belleville’s Strategic plan identifies nine strategic themes. This report aligns with the “Infrastructure” strategic theme to “develop asset management strategies and programs to protect our investment in existing infrastructure”.

Background:

The Environmental Services Department’s water treatment and distribution staff numbers have been remained the stable since 2006 while the systems legislative requirements and operational needs have increased by more than 11%, in that time. During the past three (3) years a total of 8 positional changes have occurred due to retirements and staff pursuing other opportunities. This turnover represents a challenge to continuity and long-term training and planning.

In 2006 the treatment operations staffing expanded by one member to compensate for chronic understaffing that created overtime costs in excess of 1.5 Fulltime equivalents annualized. This staffing number provided enough bodies to complete the required basic maintenance and build a very robust preventative and predictive maintenance program.

With divisional changes that occurred in 2010, related to the 2008 “Organizational Review” 80% of a position’s time was transferred from treatment to Compliance operations to meet the needs of the City’s Quality Management System and to complete wastewater sampling and monitoring. At the time the change it was considered manageable, but as the needs increased in other parts

of the division a full 100% of this position's time was occurring outside of the treatment operations.

The new operator position will be primarily based at the treatment facility, filling sick and vacation shift needs. The role will also provide excess working hour relief in the distribution department on short notice. This position will provide a cross training opportunities and of the operational knowledge base. Challenges in both working groups will only increase as another 5 staff members will be leaving in the next 2 to 5 years.

Financial/Analysis:

This position will be placed into the ES Department and allocated under various "Water Treatment and distribution – user-rate" labour accounts.

On-boarding costs of \$3,500 have been included to cover initial start-up expenses such as IT and other equipment, supplies, licences, etc.

Cost components are broken down as follows:

	Fiscal	Annual
Salary	\$17,400	\$69,400
Benefits	\$2,900	\$11,300
Pension	\$2,500	\$9,700
Onboarding/outfitting	\$3,500	
Total	\$26,300	\$90,400

Conclusion:

It is recommended that that a full-time Water Treatment/Distribution Relief Operator position be created within the Environmental Services Department.

Respectfully submitted,



Perry DeCola
General Manager of Environmental Services



APPROVAL BLOCK	
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DF	<u> </u>

CITY OF BELLEVILLE

Ted J. Marecak, CET, Chief Building Official
Engineering and Development Services
Report No. CBO2019-03
April 2, 2019

To: Mayor and Members of Council

Subject: Vacant Buildings Report

Recommendation:

“THAT the Chief Building Official’s Report No. CBO2019-03 regarding vacant buildings and the creation and implementation of a Vacant Buildings Registry be received.”

Strategic Plan Alignment

The City of Belleville’s Strategic Plan identifies nine strategic themes. The report aligns with the Community Health, Safety and Security theme as vacant buildings can pose hazards in the community and there must be methods in place to protect the citizens of the City from potential harm.

Background:

At the Council Meeting of February 11, 2019, Councillor Carr requested that staff prepare a report regarding current vacant buildings, any outstanding issues with vacant buildings and the creation of a Vacant Building Registry for the 2019 operating budget.

Analysis:

During the 2017 operating budget deliberations Council considered a similar report on vacant buildings in the City. The list of known vacant buildings in Belleville in 2017 is shown below with updated status of the various properties identified in parenthesis:

1. 40 Wilson Avenue
2. SMB School – Leland Drive
3. ~~Stevenson Adams building~~ – Keegan Parkway (Demolished)
4. ~~Trudeau Motors Building(s)~~ – Station St. (under demolish order due June 5, 2019)
5. Everlastic plastic – 107 South John Street
6. Bella Flint – Coleman Street
7. ~~Bakelite Building~~ – Highway 2 (under demolish order due June 30, 2019)
8. ~~Firehalls~~ – Dundas East and Point Anne (Repurposed & Demolished)

9. ~~Prime Time Steak House – North Front Street~~ (Domino's Pizza)
10. 45 Bridge Street East
11. ~~Former Bardon building Wallbridge Crescent~~ (City offices)
12. ~~217 North Front Street Former Chinese Restaurant~~ (Demolished)
13. 397 – 399 Front Street former Bohemian Penguin

With some exceptions vacant buildings in the City do not historically sit vacant for extended periods of time. As shown above a number of the vacant buildings that were known to be vacant in 2017 have either been demolished, are in the process of being demolished or have since been re-purposed for other uses.

By-law staff will regularly work with owners of vacant buildings to ensure compliance with City by-laws as concerns are noticed or complaints received. At this point in time there are no serious outstanding issues with known vacant buildings in the City.

Upon researching the issue of a vacant buildings registry it was learned that the City of Hamilton has the most information and experience of Ontario Municipalities with the creation, implementation and enforcement of a vacant buildings registry. Other Ontario Cities that also have such a by-law / process include Kitchener and London.

The purpose of the vacant buildings registry as described by the City of Hamilton is to proactively inspect vacant buildings in the City and monitor them for unauthorized access (make sure they are secure) and make sure they are safe and to prevent building deterioration.

The process in place in the City of Hamilton requires:

1. All vacant buildings in the city to be registered with the city after being vacant for more than 90 consecutive days (process is complaint driven);
2. Owners must post sign with current owners name and contact information;
3. Owners must conduct their own inspections every two weeks;
4. Inspections are done every 3 months by City staff to ensure conformance with Vacant buildings and Property Standards By-laws;
5. Non-conforming properties are sent orders requiring compliance;
6. If order not complied with City does work and adds costs to tax roll;
7. Fee schedule in place to make process cost recovery.

Initially when Hamilton implemented the vacant buildings registry in 2010 the City was aware of 107 vacant buildings. Today that number has grown to more than 440 known vacant buildings. Of the known vacant buildings in Hamilton 255 are registered with the City as required and another 185 remain unregistered. The population of Hamilton is approximately 520,000 which is 10 times the size of Belleville. Using this ratio it can be estimated that there could potentially be 40 vacant buildings in Belleville.

A discussion with City of Hamilton staff has revealed that the administration and enforcement of the vacant buildings registry is problematic. Absentee property owners, outdated property ownership information, lack of response from building owners, heavy administrative burden, interpretation and enforcement of by-law complications, demanding ongoing inspection schedule and the growing list of vacant buildings all combine to make the resources required to administer the registry considerable.

The City of Hamilton by-law exempts City owned properties from the vacant buildings registry as their property administration section conducts regular inspections on vacant city owned buildings and detailed inspection records are kept. The above list of vacant buildings is expected to grow as there are likely other vacant buildings that are not known to staff at this time. In attempting to determine the costs of implementing such a registry in Belleville the following estimates are made:

1. Inspection time 2 hours / property;
2. Administration time 2 hours or more / property depending on complexity of property ownership records;
3. Allow 0.5 days per property at 20 properties to account for unknown properties equals 10 days to conduct inspection and issue order every 3 months;
4. Allow another 1 hour for order compliance inspection and another 4 hours or more for arranging and having the work completed for non-complied orders at rate of only 5% compliance. Equals another 95 hours (approx. 3 weeks) every 3 months.

Total staff time estimate required every 3 months = 5 weeks @ 4 times per year = 20 weeks staff time = $20/52 = .38\text{FTE}$; minimum staff time position required to avoid contracting out grievance $24/35$ hours = $.68\text{FTE}$ (permanent part-time position).

Staff time cost:

By-law staff $\$35.37/\text{hr} \times 35\text{hrs} \times 52$ weeks = $\$64,373.40$ annually.

Estimated fee structure based on existing salary scale for staff:

$\$64,373 \times 0.68 = \$43,774.00 / 20$ properties = approx. $\$2,188.70$ per property per year.

Proposed fee structure:

Initial application fee: $\$600.00$

Annual Inspection fee: $\$1,588.00$

Hamilton fee structure:

Application fee = $\$240.00$

Annual inspection fee = $\$600.00$

Based on the estimates as described above the registry fees as calculated based on a cost recovery model would be considerably higher than the City of Hamilton uses for their registry / inspection and enforcement process.

The City currently deals with vacant buildings and property through our Property Standards and or Clean Yards by-laws. Enforcement through these methods has been and continues to be successful as demonstrated by the changes with the list of vacant buildings described earlier in this report.

The list of known vacant buildings in the City is not extensive. There has not been any reported history of ongoing concern with any vacant building that has not been adequately addressed through the existing property standards by-law enforcement process. Given the limited list of known vacant buildings it is anticipated that any required enforcement action can continue to be performed by By-law staff through the current property standards by-law.

Financial:


The proposed vacant buildings registry fee as calculated above has been estimated based on a cost recovery model. If a vacant buildings registry was implemented similar to that in the City of Hamilton, there may be some adjustment to the fees necessary once the system was implemented and the true costs of the resources required become known.

Conclusion:

The creation of a vacant buildings registry in the City would be a significant undertaking and would demand additional staff resources as identified in this report. Estimated fees based on a cost recovery model have been developed and are presented above. The accuracy of these cost estimates would not be known for certain until such a system was implemented and functioning and adjustments may be necessary to keep the system operating as cost recovery.

The list of known vacant buildings in the City is not extensive and historically, during times of economic growth, vacant buildings do not remain vacant very long. Vacant buildings produce no revenue for their owners and consequently to require these owners to spend additional resources to register their vacant building may not be well received by the community.

The regular property standards enforcement process has, and continues to, work successfully for vacant buildings. Continuing to address vacant buildings through the property standards by-law would be less demanding on resources overall.



Ted J. Marecak, CET, CBCO
Chief Building Official