

Report on:

**Infrastructure Renewal and Municipal
Accountability within the Region of Niagara**

Expenditures Studied – 2004 actual and 2005 budget

Prepared for:



Prepared by:



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The following municipalities declined to participate in the study:

Town of Lincoln, Township of West Lincoln, Town of Pelham and the Township of Wainfleet

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HISTORY

In February of 2000, the Heavy Construction Association of Regional Niagara (HCARN) commissioned a study to examine the state of infrastructure within Niagara Region. The report entitled “The Case for Increased Infrastructure Investment in the Region of Niagara” evaluated the status of road, wastewater and water systems in the Region and the connection between increased investment and resulting economic and user benefits.

FINDINGS OF INITIAL STUDY

The study evaluated data and literature provided by a variety of Canadian associations, municipalities within the Niagara Region and industry. Regional infrastructure expenditures covering a time period of 5 years were analyzed, conclusions were drawn and the final report was presented on January 5, 2001.

The report highlighted the immediate need for investment in road infrastructure and in wastewater and water main construction, and was the topic of conversation at several local council meetings. Some of the key findings at that time included:

Road Infrastructure

- **Protecting Investment** – there is a contingent liability of \$147.5 million to reconstruct the 590 km of 12-15 year old roads identified by the respondents. This contingent liability will become an actual liability if these roads are not rehabilitated in the next 1-3 years. The cost to rehabilitate these roads is \$47.2 million. In other words rehabilitating the roads saves \$100.3 million. There are a further 2,166 km of regional roads that are older than 15 years. The cost to rebuild these roads is \$541 million.
- **Attracting Investment** – highway access is the #2 site selection factor (after labour cost). Without superior access Niagara will not be able to realize the full potential of the growing traffic transiting the peninsula.
- **User Benefits** – such as reduced travel time and operating costs, and increased safety have a net present value (NPV) in the range of \$634,000 per km.

WasteWater & Water Infrastructure

- **Protecting Investment** – Based on National Research Council sewer/water maintenance and replacement guidelines (conservative estimates based on 3% and 2% of replacement value respectively) there has been a total budget shortfall of \$67.7 million in the respondents’ wastewater/water budgets covering the period 1997 – 2000.

- Attracting Investment – there is evidence of communities ceasing development due to the inability of the water system to expand. Further, easy, cost efficient provision of water services can be a contributor to investment decisions.
- User Benefits – no quantification of user benefits was found; however, Canadians, and in particular Hamilton/Niagara residents, rank the provision of clean water as the number one program that should be exempt from spending cuts. Clean water ranks ahead of public health, education and social assistance.

STUDY RELEASE

The release of the “Case for Increased Infrastructure Investment in the Region of Niagara” generated a lot of interest within the various levels of regional municipal government, the media, and the public. The findings of the study were presented to Municipal Councils at meetings in St. Catharines, Niagara Falls, Welland, Port Colborne, Lincoln and the Public Works Committee Meeting of Niagara Regional Council. Newspapers including the Welland Tribune, St. Catharines Standard and Niagara Falls Review took interest and reported the findings of the study. The local radio station (CHSC) interviewed an HCARN representative who about the findings of the study and its relationship to the continuing viability of Infrastructure in the Niagara Region. A public awareness campaign followed to increase awareness of infrastructure issues and gather information on a regional basis regarding the importance of infrastructure to ratepayers. The report and results of the public awareness campaign prompted Public Works Directors from each municipality to include HCARN’s executive members bi-annually to discuss current and future infrastructure issues and initiatives. The main concern noted by both the public and council was a need for change regarding investment in infrastructure.

MUNICIPAL ACCOUNTABILITY

During the meetings held with Municipal Councils and the Regional Public Works Committee after the release of the Case Study, it became evident that a commitment to infrastructure must be addressed in upcoming budgets. In order to gauge the level of commitment municipalities are giving to infrastructure issues, a strategy for measuring investment level was devised. A scorecard was developed as a measuring tool. The scorecard measured hard categories including actual v. budget expenditures, rolling averages, investment per capita, and asset replacement index as well as softer categories including co-operation received from each municipality, the budget process, responses to questions, and public awareness/education. The

intention of the scorecard exercise is not to measure the quality of infrastructure, but rather is a measure of commitment fulfillment. A high score indicates that the municipality is further along the timeline of investment. A breakdown of measurement criteria is as follows:

Scorecard

Actual v. Budget

- Accountability measure to see if expenditures are close to or exceed what was planned or budgeted for the two most recent years studied. A 10% variance in spending to budget is allowed.

Rolling Averages

- Measures to carry forward expenditures that have been budgeted in one year, but spent in another year due to a variety of variables, more evenly spreads out possible annual fluctuations.
- Compares 3 year to 5 year averages, a higher 3 year average shows a more current commitment to investment

Per Capita

- Measures the increase in expenditures that the Municipality is spending per population (as per Regional website) for the past two years studied

Asset Replacement Index

- Benchmark for annual replacement cost of water and wastewater. Compares municipal 3 year averages to see if they meet or exceed industry standards for 70 year lifecycle for water and wastewater replacement. The performance based on a 50 year lifecycle is also examined on an information only basis.

Infrastructure Expenditure Processes

- Co-operation – ease of obtaining financial data, meeting with municipalities, turnaround time.
- Budget Process – measured detail involved in budgets and whether budgets are linked to funding sources and lifecycle analysis.
- Detailed Explanation – measured response to questions
- Public Awareness & Education –measured whether or not the municipality was involved with campaigns, handouts, websites to inform taxpayers about various infrastructure projects and issues.

Summary of Expenditure Findings – 1997 – 2004 Actual, 2001 – 2005 Budget

Municipal Scorecards based on 2002 and 2003 have been previously issued. This Scorecard and Report deals with the reported 2004 actual and 2005 budget by the nine municipalities involved. The previous Scorecards can be viewed on the Heavy Construction Association of Regional Niagara website at www.hcarn.com.

(Please note – a re-statement has been made of the 2003 actual and budget and the 2004 budget for the City of Port Colborne for additional information provided after the previous reported Municipal Scorecard)

Infrastructure General Observations

- In 1998, spending fell to \$64,096,265 but has been steadily increasing each year to \$138,896,387 in 2004 (2003 – \$108,127,063).
- The 3 year average of Infrastructure spending has increased to \$111,197,704 compared to a 5 year average of \$99,955,778 reflecting the current trend to spend more on infrastructure.
- Region has contributed 63.9% (\$154,478,948) towards Roads over the past 5 years. This is compared to expenditures from 9 municipalities in the Niagara Region that provided financial information.
- Region contributed 53.1% (\$72,810,092) towards Wastewater over the past 5 years. This is compared to expenditures from 9 municipalities in the Niagara Region that provided financial information.
- Region contributed 46.9% (\$56,661,028) towards Water over the past 5 years. This is compared to expenditures from 9 municipalities in the Niagara Region that provided financial information.

Infrastructure Budget Comparisons

- Increase of approximately 19% between 2003 to 2004 budgets (\$129 million to \$153 million)
- Minor reduction between 2004 to 2005 budgets (\$153 million to \$151 million)
- Region makes up 60% of the 2004 budget
- Region makes up 61% of the 2005 budget
- 7 of the 9 municipalities are budgeting to spend more on infrastructure in 2005 than they budgeted to spend in 2001 and 4 of 9 are budgeting to spend more in 2005 than in any of the previous 5 years.

Per Capita Infrastructure Spending Comparison

- In 2001, an average of \$107.58 was spent by the 8 Local Municipalities and \$125.31 by the Region on a per capita basis for infrastructure (total of \$232.89).
- In 2002, an average of \$127.00 was spent by the 8 Local Municipalities and \$111.75 by the Region on a per capita basis for infrastructure (total of \$238.75).
- In 2003, an average of \$137.43 was spent by the 8 Local Municipalities and \$139.52 by the Region on a per capita basis for infrastructure (total of \$276.95).
- In 2004, an average of \$169.34 was spent by the 8 Local Municipalities and \$193.90 by the Region on a per capita basis for infrastructure (total of \$363.24). This is 156% of the 2001 per capita spending.

Infrastructure Asset Replacement Index

- The total of the 3 year average of actual expenditure for the 8 Municipalities and the Region exceeds the annual capital replacement cost benchmark (based on a 70 year Life Cycle) by 116.6%.
- If a 50 year Life Cycle is substituted the 3 year average still exceeds the benchmark by 53.0%.

Annual Municipal Scorecard – The Position on the “Infrastructure Investment Curve”

Total Score (out of possible 100 points)			
	2004	2003	2002
Welland	86	55	54
St. Catharines	85	92	65
Region of Niagara	85	74	66
Thorold	75	60	64
Fort Erie	70	59	58
Niagara-on-the-Lake	67	70	76
Port Colborne	62	63	76
Niagara Falls	57	60	58
Grimsby	48	68	n/a
Average Score	70.6	66.8	64.6

CONCLUSIONS

The nine municipalities in Niagara that have participated from inception in this series of studies continue to provide solid evidence that they are committed to maintaining an elevated level of investment in infrastructure (i.e. roads, wastewater and water).

The budgeted expenditures for 2005 are set to maintain an expenditure base of \$150 million versus the \$64 million expended in 1998, the year before the “Case for Increased Infrastructure Investment” took place. Over the past 5 years \$1/2 billion has been spent on infrastructure by these 9 municipalities.

The municipalities studied account for 86.48% of the population the Niagara Region (based on 2003 population). The population of the study group has grown by 4.4% since 2001 while at the same time the per capita spending has increased by \$130.35 (56.0%) from 2001. The increase from 2004 over 2003 in the average municipal scoring of 5.7% (3.3% 2003 over 2002) is another indication of the continued “raising of the bar” in the combined approach to infrastructure investment by the Niagara Region municipalities studied.

The City of Welland showed an impressive increase in infrastructure expenditure for 2004 while the City of St. Catharines and the Region of Niagara continue to maintain their position as leaders in the measured level of commitment to infrastructure investment. The municipalities in the Niagara Region that have been studied are providing proof that they are taking a proactive position and through sound strategic asset management practices are dealing with this issue by increasing their investment in infrastructure.

Another concurrent study that will need to be watched is “The Development of the Municipal Guide to Accounting for Capital Assets” by the Ontario Municipal CAO’s Benchmarking Initiative of which the Region of Niagara is an active participant. This study is addressing the issue of Accounting for Infrastructure in the Public Sector.

In summation, success at the infrastructure investment game will come from a blend of catching up on deferred or delayed capital works and doing a better job of pre-planned replacement to rejuvenate the life of the involved infrastructure systems.

Submitted on behalf of the Heavy Construction Association of Regional Niagara

George Barkwell, CA, CMC
President, GD Barkwell & Associates Inc.
July 28, 2006

City of Welland								
Increased Infrastructure Investment in the Niagara Region	Infrastructure Expenditures:					Individual Score	Total Possible Score	
	<i>Actual Expenditure v. Budget</i>		2003	2004				
	Roads		-34.80%	18.86%		5		
	Waste Water		6.96%	10.74%		10		
	Water		-4.88%	-14.37%		5		
						Total	20	30
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>							
	<i>Current Increase</i>							
	Roads		1.53%			10		
	Waste Water		34.29%			10		
Water		5.11%			10			
<i>Current Decrease but where Expenditure Position was Positive</i>								
Roads								
Waste Water								
Water								
					Total	30	30	
<i>Per Capita last 2 years</i>		Pop: 50,307	2003	2004				
Roads			\$11.99	\$28.35		4		
Waste Water			\$35.61	\$101.70		4		
Water			\$20.80	\$29.58		4		
					Total	12	12	
<i>Asset Replacement Index</i>								
<i>Water and Waste Water</i>								
*Estimated Infrastructure Capital Replacement Cost				\$210,000,000				
*Annual Expected Capital Replacement Cost (based on 70 year life span or 1.4% Annual Replacement)				\$2,900,000				
3 year Rolling Average				\$4,033,524				
					Total	8	8	
Infrastructure Expenditure Processes:								
<i>Co-operation</i>						5		
<i>Budget Process</i>						5		
<i>Detailed Explanation</i>						4		
<i>Public Awareness & Education</i>						2		
					Total	16	20	
					Total Score	86	100	

*Figures taken from the "Water and Wastewater Master Servicing Plan Update" (2003)

CITY OF WELLAND

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2005 Budgeted
Roads	\$1,171,155	\$1,189,026	\$1,383,475	\$1,275,000	\$905,221	\$690,000	\$1,537,672	\$925,000	\$603,121	\$1,200,000	\$1,426,285	\$2,010,000
Wastewater	\$2,085,378	\$2,800,528	\$1,133,367	\$1,425,000	\$891,938	\$1,805,000	\$1,493,834	\$1,675,000	\$1,791,655	\$4,620,000	\$5,116,096	\$1,650,000
Water Works	\$1,173,022	\$1,232,996	\$1,173,795	\$1,430,000	\$992,328	\$1,470,000	\$1,164,469	\$1,100,000	\$1,046,284	\$1,738,000	\$1,488,236	\$6,840,000

City of St. Catharines							
Increased Infrastructure Investment in the Niagara Region	Infrastructure Expenditures:			Individual Score	Total Possible Score		
	<i>Actual Expenditure v. Budget</i>			2003	2004		
		Roads		19.96%	-24.77%	5	
		Waste Water		3.90%	44.50%	10	
		Water		20.14%	15.94%	10	
				Total		25	30
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>						
	<i>Current Increase</i>						
		Roads		6.62%		10	
		Waste Water		9.94%		10	
		Water		11.28%		10	
	<i>Current Decrease but where Expenditure Position was Positive</i>						
		Roads					
		Waste Water					
		Water					
			Total		30	30	
<i>Per Capita last 2 years</i>			Pop: 133,546	2003	2004		
	Roads			\$49.40	\$30.98	0	
	Waste Water			\$22.47	\$32.35	4	
	Water			\$38.68	\$37.33	0	
			Total		4	12	
<i>Asset Replacement Index</i>							
<i>Water and Waste Water</i>							
	*Estimated Infrastructure Capital Replacement Cost			\$521,000,000			
	*Annual Expected Capital Replacement Cost (based on 70 year life span or 1.4% Annual Replacement)			\$7,300,000			
	3 year Rolling Average			\$8,020,328			
			Total		8	8	
Infrastructure Expenditure Processes:							
	Co-operation				5		
	Budget Process				5		
	Detailed Explanation				5		
	Public Awareness & Education				3		
			Total		18	20	
			Total Score		85	100	

*Figures taken from the "Water and Wastewater Master Servicing Plan Update" (2003)

CITY OF ST. CATHARINES

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2005 Budgeted
Roads	\$5,364,890	\$5,719,869	\$5,325,098	\$5,393,000	\$4,339,744	\$5,500,000	\$6,424,128	\$5,500,000	\$ 6,597,573	\$ 5,500,000	\$ 4,137,905	\$ 5,500,000
Wastewater	\$2,792,953	\$3,070,499	\$1,756,787	\$2,770,000	\$2,996,484	\$3,282,000	\$1,890,227	\$2,888,000	\$ 3,000,648	\$ 2,990,000	\$ 4,320,621	\$ 3,407,000
Water Works	\$4,448,092	\$4,949,829	\$3,660,382	\$4,300,000	\$3,730,592	\$4,300,000	\$4,698,249	\$4,300,000	\$ 5,165,853	\$ 4,300,000	\$ 4,985,385	\$ 4,300,000

The Regional Municipality of Niagara							
Increased Infrastructure Investment in the Niagara Region	Infrastructure Expenditures:			Individual Score	Total Possible Score		
	<i>Actual Expenditure v. Budget</i>			2003	2004		
		Roads		-7.11%	0.09%	10	
		Waste Water		-37.95%	-26.30%	0	
		Water		-4.24%	-0.72%	10	
				Total		20	30
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>						
	<i>Current Increase</i>						
		Roads	7.55%			10	
		Waste Water					
		Water	28.67%			10	
	<i>Current Decrease but where Expenditure Position was Positive</i>						
		Roads					
		Waste Water	-5.71%			10	
		Water					
			Total		30	30	
<i>Per Capita last 2 years</i>			Pop: 429,949	2003	2004		
	Roads			\$88.37	\$71.54	0	
	Waste Water			\$22.15	\$52.05	4	
	Water			\$29.00	\$70.32	4	
			Total		8	12	
<i>Asset Replacement Index</i>							
<i>Water and Waste Water</i>							
*Estimated Infrastructure Capital Replacement Cost				\$367,000,000			
*Annual Expected Capital Replacement Cost (based on 70 year life span or 1.4% Annual Replacement)				\$5,190,000			
3 year Rolling Average				\$29,662,069			
			Total		8	8	
Infrastructure Expenditure Processes:							
	Co-operation				5		
	Budget Process				5		
	Detailed Explanation				5		
	Public Awareness & Education				4		
			Total		19	20	
			Total Score		85	100	

*Figures taken from the "Water and Wastewater Master Servicing Plan Update" (2003)

THE REGIONAL MUNICIPALITY OF NIAGARA

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2004 Budgeted
Roads	\$30,895,790	\$33,417,267	\$20,611,301	\$16,174,354	\$33,615,846	\$24,848,943	\$31,499,785	\$40,905,237	\$ 37,995,166	\$ 30,728,000	\$ 30,756,850	\$ 27,230,000
Wastewater	\$14,562,018	\$13,774,931	\$19,433,733	\$12,841,540	\$12,051,567	\$14,830,253	\$9,423,044	\$15,345,702	\$ 9,521,937	\$ 30,368,000	\$ 22,379,811	\$ 36,385,000
Water Works	\$11,332,205	\$15,887,138	\$3,219,805	\$11,947,695	\$5,779,807	\$18,754,841	\$4,959,890	\$13,022,305	\$ 12,469,606	\$ 30,450,000	\$ 30,231,918	\$ 28,499,500

		City of Thorold			Individual Score	Total Possible Score	
Increased Infrastructure Investment in the Niagara Region	Infrastructure Expenditures:						
	<i>Actual Expenditure v. Budget</i>		2003	2004			
	Roads		-13.68%	2.50%	5		
	Waste Water		-25.90%	40.28%	5		
	Water		-9.25%	34.04%	5		
					Total	15	30
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>						
	Current Increase						
	Roads						
	Waste Water	2.64%			10		
	Water	18.37%			10		
	Current Decrease but where Expenditure Position was Positive						
	Roads	-13.24%			5		
	Waste Water						
	Water						
					Total	25	30
	<i>Per Capita last 2 years</i>	Pop: 18,825	2003	2004			
	Roads		\$30.72	\$31.15	4		
	Waste Water		\$20.90	\$29.81	4		
	Water		\$18.95	\$23.14	4		
					Total	12	12
	<i>Asset Replacement Index</i>						
	<i>Water and Waste Water</i>						
	*Estimated Infrastructure Capital Replacement Cost			\$61,000,000			
	*Annual Expected Capital Replacement Cost			\$860,000			
(based on 70 year life span or 1.4% Annual Replacement)							
3 year Rolling Average			\$923,295				
				Total	8	8	
Infrastructure Expenditure Processes:							
<i>Co-operation</i>				5			
<i>Budget Process</i>				4			
<i>Detailed Explanation</i>				4			
<i>Public Awareness & Education</i>				2			
				Total	15	20	
				Total Score	75	100	

*Figures taken from the "Water and Wastewater Master Servicing Plan Update" (2003)

CITY OF THOROLD

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2005 Budgeted
Roads	\$498,890	\$432,816	\$601,000	\$370,000	\$595,000	\$165,000	\$133,765	\$670,000	\$578,373	\$572,000	\$586,311	\$608,798
Wastewater	\$433,417	\$444,869	\$386,194	\$425,420	\$446,286	\$476,667	\$380,000	\$531,000	\$393,495	\$400,000	\$561,111	\$571,263
Water Works	\$404,168	\$478,426	\$289,155	\$325,000	\$296,410	\$389,245	\$643,000	\$393,000	\$356,647	\$325,000	\$435,630	\$445,949

Town of Fort Erie							
Increased Infrastructure Investment for the Niagara Region	Infrastructure Expenditures:			Individual Score	Total Possible Score		
	<i>Actual Expenditure v. Budget</i>			2003	2004		
	Roads			-42.99%	53.31%	5	
	Waste Water			-64.12%	-26.01%	0	
	Water			-21.46%	188.20%	5	
				Total		10	30
	<i>Rolling Average 3 year to 5 year (1999-2003)</i>						
	Current Increase						
	Roads		11.98%			10	
	Waste Water		2.10%			10	
Water		2.36%			10		
Current Decrease but where Expenditure Position was Positive							
Roads							
Waste Water							
Water							
			Total		30	30	
<i>Per Capita last 2 years</i>			Pop: 29,674	2003	2004		
Roads				\$75.26	\$111.13	4	
Waste Water				\$20.04	\$26.60	4	
Water				\$78.90	\$47.40	0	
			Total		8	12	
<i>Asset Replacement Index</i>							
<i>Water and Waste Water</i>							
*Estimated Infrastructure Capital Replacement Cost				\$166,000,000			
*Annual Expected Capital Replacement Cost (based on 70 year life span or 1.4% Annual Replacement)				\$2,400,000			
3 year Rolling Average				\$2,746,499			
			Total		8	8	
Infrastructure Expenditure Processes:							
Co-operation					3		
Budget Process					4		
Detailed Explanation					3		
Public Awareness & Education					4		
			Total		14	20	
			Total Score		70	100	

*Figures taken from the "Water and Wastewater Servicing Plan Update" (2003)

TOWN OF FORT ERIE

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2005 Budgeted
Roads	\$2,271,571	\$2,543,686	\$1,850,066	\$2,674,000	\$1,876,731	\$1,897,000	\$2,100,128	\$3,917,500	\$2,233,294	\$2,151,000	\$3,297,637	\$3,852,000
Wastewater	\$708,448	\$723,341	\$799,714	\$790,000	\$572,500	\$875,000	\$785,984	\$1,657,000	\$594,573	\$1,067,000	\$789,467	\$1,077,000
Water Works	\$1,976,460	\$2,023,158	\$2,844,907	\$2,131,000	\$967,921	\$2,250,000	\$2,321,924	\$2,981,000	\$2,341,143	\$488,000	\$1,406,407	\$855,000

Town of Niagara-on-the-Lake							
Increased Infrastructure Investment in the Niagara Region	Infrastructure Expenditures:			Individual Score	Total Possible Score		
	<i>Actual Expenditure v. Budget</i>			2003	2004		
	Roads			-28.41%	12.98%	5	
	Waste Water			12.52%	298.87%	10	
	Water			21.38%	-27.90%	5	
				Total		20	30
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>						
	<i>Current Increase</i>						
	Roads						
	Waste Water	36.46%				10	
Water							
<i>Current Decrease but Expenditure Position was</i>							
Roads			-23.71%		5		
Waste Water							
Water			-11.11%				
			Total		15	30	
<i>Per Capita last 2 years</i>			Pop: 14,656	2003	2004		
Roads				\$78.05	\$93.47	4	
Waste Water				\$123.41	\$315.43	4	
Water				\$97.89	\$68.89	0	
			Total		8	12	
<i>Asset Replacement Index</i>							
<i>Water and Waste Water</i>							
*Estimated Infrastructure Capital Replacement Cost				\$93,000,000			
*Annual Expected Capital Replacement Cost				\$1,300,000			
(based on 70 year life span or 1.4% Annual Replacement)							
3 year Rolling Average				\$4,131,006			
			Total		8	8	
Infrastructure Expenditure Processes:							
<i>Co-operation</i>					5		
<i>Budget Process</i>					5		
<i>Detailed Explanation</i>					4		
<i>Public Awareness & Education</i>					2		
			Total		16	20	
Total Score					67	100	

*Figures taken from the "Water and Wastewater Master Servicing Plan Update" (2003)

TOWN OF NIAGARA-ON-THE-LAKE

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2005 Budgeted
Roads	\$1,512,067	\$1,153,590	\$2,677,439	\$1,204,000	\$1,422,127	\$1,309,000	\$946,976	\$1,598,000	\$1,143,933	\$1,212,500	\$1,369,862	\$1,779,500
Wastewater	\$1,979,635	\$2,701,413	\$1,006,771	\$1,862,500	\$787,164	\$1,423,500	\$1,672,568	\$1,607,500	\$1,808,758	\$1,159,000	\$4,622,912	\$1,441,250
Water Works	\$1,608,209	\$1,429,593	\$2,263,622	\$1,339,000	\$1,488,644	\$1,313,000	\$1,844,381	\$1,182,000	\$1,434,745	\$1,400,300	\$1,009,653	\$822,000

		City of Port Colborne			Individual Score	Total Possible Score
Increased Infrastructure Investment in the Niagara Region	Infrastructure Expenditures:					
	<i>Actual Expenditure v. Budget</i>		2003	2004		
	Roads		-12.14%	2.18%	5	
	Waste Water		-54.48%	1.68%	5	
	Water		-5.69%	-46.96%	5	
				Total	15	30
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>					
	Current Increase					
	Roads		35.24%		10	
	Waste Water					
	Water					
	Current Decrease but where Expenditure Position was Positive					
	Roads					
	Waste Water		-55.62%		5	
	Water		-3.13%			
				Total	15	30
	<i>Per Capita last 2 years</i>	Pop: 19,188	2003	2004		
	Roads		\$40.85	\$51.44	4	
	Waste Water		\$22.66	\$30.41	4	
	Water		\$56.32	\$13.31	0	
			Total	8	12	
<i>Asset Replacement Index</i>						
<i>Water and Waste Water</i>						
*Estimated Infrastructure Capital Replacement Cost			\$73,000,000			
*Annual Expected Capital Replacement Cost (based on 70 year life span or 1.4% Annual Replacement)			\$1,020,000			
3 year Rolling Average			\$1,135,487			
			Total	8	8	
Infrastructure Expenditure Processes:						
Co-operation				5		
Budget Process				4		
Detailed Explanation				4		
Public Awareness & Education				3		
			Total	16	20	
			Total Score	62	100	

*Figures taken from the "Water and Wastewater Master Servicing Plan Update" (2003)

CITY OF PORT COLBORNE

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted*	2003 Actual*	2004 Budgeted*	2004 Actual	2005 Budgeted
Roads	\$652,142	\$881,986	\$117,511	\$706,000	\$497,244	\$850,500	\$875,002	\$892,202	\$783,908	\$966,000	\$987,047	\$1,026,470
Wastewater	\$1,209,896	\$536,894	\$3,046,197	\$1,150,000	\$1,392,599	\$405,000	\$592,357	\$955,337	\$434,877	\$573,800	\$583,448	\$321,103
Water Works	\$617,957	\$598,593	\$755,612	\$625,000	\$538,393	\$450,000	\$459,648	\$1,145,944	\$1,080,747	\$481,500	\$255,385	\$470,323

* data previously reported revised

City of Niagara Falls							
Increased Infrastructure Investment in the Niagara Region	Infrastructure Expenditures:					Individual Score	Total Possible Score
	<i>Actual Expenditure v. Budget</i>		2003	2004			
	Roads		-27.72%	-19.60%		0	
	Waste Water		-34.84%	-76.29%		0	
	Water		-80.93%	-31.50%		0	
	Total					0	30
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>						
	Current Increase						
	Roads	44.49%				10	
	Waste Water	34.99%				10	
Water							
Current Decrease but where Expenditure Position was Positive							
Roads							
Waste Water							
Water	-22.24%				5		
Total					25	30	
<i>Per Capita last 2 years</i>							
	Pop: 82,734	2003	2004				
Roads		\$103.33	\$163.40		4		
Waste Water		\$69.36	\$25.48		0		
Water		\$5.25	\$17.89		4		
Total					8	12	
<i>Asset Replacement Index</i>							
<i>Water and Waste Water</i>							
*Estimated Infrastructure Capital Replacement Cost			\$315,000,000				
*Annual Expected Capital Replacement Cost (based on 70 year life span or 1.4% Annual Replacement)			\$4,500,000				
3 year Rolling Average			\$5,793,163				
Total					8	8	
Infrastructure Expenditure Processes:							
Co-operation					5		
Budget Process					4		
Detailed Explanation					4		
Public Awareness & Education					3		
Total					16	20	
Total Score					57	100	

*Figures taken from the "Water and Wastewater Master Service Plan Update" (2003)

CITY OF NIAGARA FALLS

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2005 Budgeted
Roads	\$5,342,422	\$7,719,092	\$848,642	\$3,718,500	\$2,706,192	\$1,261,250	\$1,089,419	\$11,827,855	\$ 8,548,959	\$ 16,815,273	\$ 13,518,899	\$ 6,443,277
Wastewater	\$3,151,508	\$4,254,164	\$830,928	\$3,435,975	\$2,164,118	\$2,933,750	\$4,916,429	\$8,805,970	\$ 5,738,409	\$ 8,889,727	\$ 2,107,654	\$ 8,798,510
Water Works	\$1,979,065	\$1,538,999	\$3,503,582	\$3,011,500	\$1,774,747	\$350,000	\$2,702,252	\$2,279,545	\$ 434,623	\$ 2,160,790	\$ 1,480,121	\$ 4,432,250

Town of Grimsby							
Increased Infrastructure Investment for the Niagara Region	Infrastructure Expenditures:			Individual Score	Total Possible Score		
	<i>Actual Expenditure v. Budget</i>			2003	2004		
	Roads		-10.30%	-100.00%	5		
	Waste Water		-31.49%	-100.00%	0		
	Water		-33.98%	-0.79%	5		
				Total	10	30	
	<i>Rolling Average 3 year to 5 year (2000-2004)</i>						
	Current Increase						
	Roads						
	Waste Water						
Water	28.06%			10			
Current Decrease but where Expenditure Position was Positive							
Roads		-14.33%					
Waste Water		-34.18%					
Water							
			Total	10	30		
<i>Per Capita last 2 years</i>			Pop: 22,904	2003	2004		
Roads		\$46.15	\$0.00	0			
Waste Water		\$9.30	\$0.00	0			
Water		\$33.12	\$45.48	4			
			Total	4	12		
<i>Asset Replacement Index</i>							
<i>Water and Waste Water</i>							
*Estimated Infrastructure Capital Replacement Cost			\$75,000,000				
*Annual Expected Capital Replacement Cost (based on 70 year life span or 1.4% Annual Replacement)			\$1,100,000				
3 year Rolling Average			\$1,110,102				
			Total	8	8		
Infrastructure Expenditure Processes:							
Co-operation				5			
Budget Process				4			
Detailed Explanation				5			
Public Awareness & Education				2			
			Total	16	20		
			Total Score	48	100		

*Figures taken from the "Water and Wastewater Servicing Plan Update" (2003)

TOWN OF GRIMSBY

Division	5 Year Average	3 Year Average	2000 Actual	2001 Budgeted	2001 Actual	2002 Budgeted	2002 Actual	2003 Budgeted	2003 Actual	2004 Budgeted	2004 Actual	2005 Budgeted
Roads	\$682,773	\$584,899	\$829,584	\$1,280,500	\$829,584	\$649,670	\$697,639	\$1,178,500	\$1,057,058	\$910,000	\$0	\$1,061,000
Wastewater	\$483,102	\$318,000	\$1,367,765	\$50,000	\$93,743	\$97,000	\$740,949	\$311,000	\$213,051	\$70,000	\$0	\$70,000
Water Works	\$618,545	\$792,102	\$344,294	\$443,000	\$372,124	\$497,500	\$575,943	\$1,149,000	\$758,627	\$1,050,000	\$1,041,736	\$1,115,000

COMPARISON OF MUNICIPALITIES - ACTUALS

1997 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$19,429,078	\$2,772,472	\$249,351	\$4,588,193	\$332,000	\$1,048,190	\$553,036	\$666,832	\$896,578	\$30,535,730	
Wastewater	\$18,159,421	\$329,947	\$913,955	\$2,621,757	\$3,500,000	\$1,435,486	\$5,042,661	\$27,363	\$783,450	\$32,814,040	
Water Works	\$11,229,235	\$741,920	\$700,105	\$1,899,724	\$230,000	\$1,350,947	\$1,057,331	\$25,956	\$1,216,956	\$18,452,174	
Totals	\$48,817,734	\$3,844,339	\$1,863,411	\$9,109,674	\$4,062,000	\$3,834,623	\$6,653,028	\$720,151	\$2,896,984	\$81,801,944	

1998 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$20,346,588	\$2,632,402	\$201,884	\$5,320,301	\$0	\$1,803,988	\$532,603	\$868,086	\$1,343,136	\$33,048,988	
Wastewater	\$10,699,880	\$216,321	\$444,716	\$1,406,315	\$55,000	\$1,800,102	\$545,385	\$18,730	\$536,212	\$15,722,661	
Water Works	\$5,606,668	\$1,414,526	\$806,474	\$2,393,681	\$670,000	\$777,815	\$2,656,665	\$443,450	\$555,337	\$15,324,616	
Totals	\$36,653,136	\$4,263,249	\$1,453,074	\$9,120,297	\$725,000	\$4,381,905	\$3,734,653	\$1,330,266	\$2,434,685	\$64,096,265	

1999 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$16,111,134	\$1,889,188	\$137,570	\$4,087,387	\$500,000	\$2,618,272	\$911,559	\$616,354	\$974,492	\$27,845,956	
Wastewater	\$17,636,411	\$225,244	\$191,142	\$623,347	\$389,000	\$734,828	\$1,742,489	\$246,197	\$164,339	\$21,952,997	
Water Works	\$4,950,693	\$3,693,585	\$138,916	\$2,298,573	\$300,000	\$1,024,996	\$3,482,245	\$496,074	\$804,205	\$17,189,287	
Totals	\$38,698,238	\$5,808,017	\$467,628	\$7,009,307	\$1,189,000	\$4,378,096	\$6,136,293	\$1,358,625	\$1,943,036	\$66,988,240	

2000 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$20,611,301	\$848,642	\$117,511	\$5,325,098	\$601,000	\$1,383,475	\$1,850,066	\$829,584	\$2,677,439	\$34,244,116	
Wastewater	\$19,433,733	\$830,928	\$3,046,197	\$1,756,787	\$386,194	\$1,133,367	\$799,714	\$1,367,765	\$1,006,771	\$29,761,456	
Water Works	\$3,219,805	\$3,503,582	\$755,612	\$3,660,382	\$289,155	\$1,173,795	\$2,844,907	\$344,294	\$2,263,622	\$18,055,154	
Totals	\$43,264,839	\$5,183,152	\$3,919,321	\$10,742,267	\$1,276,349	\$3,690,637	\$5,494,687	\$2,541,643	\$5,947,832	\$82,060,727	

2001 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$33,615,846	\$2,706,192	\$497,244	\$4,339,744	\$595,000	\$905,221	\$1,876,731	\$829,584	\$1,422,127	\$46,787,689	
Wastewater	\$12,051,567	\$2,164,118	\$1,392,599	\$2,996,484	\$446,286	\$891,938	\$572,500	\$93,743	\$787,164	\$21,396,399	
Water Works	\$5,779,807	\$1,774,747	\$538,393	\$3,730,592	\$296,410	\$992,328	\$967,921	\$372,124	\$1,488,644	\$15,940,966	
Totals	\$51,447,220	\$6,645,057	\$2,428,236	\$11,066,820	\$1,337,696	\$2,789,487	\$3,417,152	\$1,295,451	\$3,697,935	\$84,125,054	

2002 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$31,499,785	\$1,089,419	\$875,002	\$6,424,128	\$133,765	\$1,537,672	\$2,100,128	\$697,639	\$946,976	\$45,304,514	
Wastewater	\$9,423,044	\$4,916,429	\$592,357	\$1,890,227	\$380,000	\$1,493,834	\$785,984	\$740,949	\$1,672,568	\$21,895,392	
Water Works	\$4,959,890	\$2,702,252	\$459,648	\$4,698,249	\$643,000	\$1,164,469	\$2,321,924	\$575,943	\$1,844,381	\$19,369,756	
Totals	\$45,882,719	\$8,708,100	\$1,927,006	\$13,012,604	\$1,156,765	\$4,195,975	\$5,208,036	\$2,014,531	\$4,463,925	\$86,569,661	

2003 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$37,995,166	\$8,548,959	\$783,908	\$6,597,573	\$578,373	\$603,121	\$2,233,294	\$1,057,058	\$1,143,933	\$59,541,385	
Wastewater	\$9,521,937	\$5,738,409	\$434,877	\$3,000,648	\$393,495	\$1,791,655	\$594,573	\$213,051	\$1,808,758	\$23,497,403	
Water Works	\$12,469,606	\$434,623	\$1,080,747	\$5,165,853	\$356,647	\$1,046,284	\$2,341,143	\$758,627	\$1,434,745	\$25,088,275	
Totals	\$59,986,709	\$14,721,991	\$2,299,532	\$14,764,074	\$1,328,515	\$3,441,060	\$5,169,010	\$2,028,736	\$4,387,436	\$108,127,063	

2004 Actual											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$30,756,850	\$13,518,899	\$987,047	\$4,137,905	\$586,311	\$1,426,285	\$3,297,637	\$0	\$1,369,862	\$56,080,796	
Wastewater	\$22,379,811	\$2,107,654	\$583,448	\$4,320,621	\$561,111	\$5,116,096	\$789,467	\$0	\$4,622,912	\$40,481,120	
Water Works	\$30,231,918	\$1,480,121	\$255,385	\$4,985,385	\$435,630	\$1,488,236	\$1,406,407	\$1,041,736	\$1,009,653	\$42,334,471	
Totals	\$83,368,579	\$17,106,674	\$1,825,880	\$13,443,911	\$1,583,052	\$8,030,617	\$5,493,511	\$1,041,736	\$7,002,427	\$138,896,387	

5 Year Average											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$30,895,790	\$5,342,422	\$652,142	\$5,364,890	\$498,890	\$1,171,155	\$2,271,571	\$682,773	\$1,512,067	\$48,391,700	
Wastewater	\$14,562,018	\$3,151,508	\$1,209,896	\$2,792,953	\$433,417	\$2,085,378	\$708,448	\$483,102	\$1,979,635	\$27,406,354	
Water Works	\$11,332,205	\$1,979,065	\$617,957	\$4,448,092	\$404,168	\$1,173,022	\$1,976,460	\$618,545	\$1,608,209	\$24,157,724	
Totals	\$56,790,013	\$10,472,995	\$2,479,995	\$12,605,935	\$1,336,475	\$4,429,555	\$4,956,479	\$1,784,419	\$5,099,911	\$99,955,778	

3 Year Average											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$33,417,267	\$7,719,092	\$881,986	\$5,719,869	\$432,816	\$1,189,026	\$2,543,686	\$584,899	\$1,153,590	\$53,642,232	
Wastewater	\$13,774,931	\$4,254,164	\$536,894	\$3,070,499	\$444,869	\$2,800,528	\$723,341	\$318,000	\$2,701,413	\$28,624,638	
Water Works	\$15,887,138	\$1,538,999	\$598,593	\$4,949,829	\$478,426	\$1,232,996	\$2,023,158	\$792,102	\$1,429,593	\$28,930,834	
Totals	\$63,079,336	\$13,512,255	\$2,017,473	\$13,740,196	\$1,356,111	\$5,222,551	\$5,290,186	\$1,695,001	\$5,284,596	\$111,197,704	

COMPARISON OF ACTUAL EXPENDITURES BY YEAR

ROADS														
Year	Region	% of Total	Municipalities									Total of Municipalities	% of Municipalities	Grand Total
			Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL				
2000	20,611,301	60.19%	848,642	117,511	5,325,098	601,000	1,383,475	1,850,066	829,584	2,677,439	13,632,815	39.81%	34,244,116	
2001	33,615,846	71.85%	2,706,192	497,244	4,339,744	595,000	905,221	1,876,731	829,584	1,422,127	13,171,843	28.15%	46,787,689	
2002	31,499,785	69.53%	1,089,419	875,002	6,424,128	133,765	1,537,672	2,100,128	697,639	946,976	13,804,729	30.47%	45,304,514	
2003	37,995,166	63.81%	8,548,959	783,908	6,597,573	578,373	603,121	2,233,294	1,057,058	1,143,933	21,546,219	36.19%	59,541,385	
2004	30,756,850	54.84%	13,518,899	987,047	4,137,905	586,311	1,426,285	3,297,637	0	1,369,862	25,323,946	45.16%	56,080,796	
Total Expenditures	154,478,948	63.85%	26,712,111	3,260,712	26,824,448	2,494,449	5,855,774	11,357,856	3,413,865	7,560,337	87,479,552	36.15%	241,958,500	
5yr. Expenditure Average	30,895,790	63.85%	5,342,422	652,142	5,364,890	498,890	1,171,155	2,271,571	682,773	1,512,067	17,495,910	36.15%	48,391,700	

WASTEWATER														
Year	Region	% of Total	Municipalities									Total of Municipalities	% of Municipalities	Grand Total
			Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL				
2000	19,433,733	65.30%	830,928	3,046,197	1,756,787	386,194	1,133,367	799,714	1,367,765	1,006,771	10,327,723	34.70%	29,761,456	
2001	12,051,567	56.33%	2,164,118	1,392,599	2,996,484	446,286	891,938	572,500	93,743	787,164	9,344,832	43.67%	21,396,399	
2002	9,423,044	43.04%	4,916,429	592,357	1,890,227	380,000	1,493,834	785,984	740,949	1,672,568	12,472,348	56.96%	21,895,392	
2003	9,521,937	40.52%	5,738,409	434,877	3,000,648	393,495	1,791,655	594,573	213,051	1,808,758	13,975,466	59.48%	23,497,403	
2004	22,379,811	55.28%	2,107,654	583,448	4,320,621	561,111	5,116,096	789,467	0	4,622,912	18,101,309	44.72%	40,481,120	
Total Expenditures	72,810,092	53.13%	15,757,538	6,049,478	13,964,767	2,167,086	10,426,890	3,542,238	2,415,508	9,898,173	64,221,678	46.87%	137,031,770	
5yr. Expenditure Average	14,562,018	53.13%	3,151,508	1,209,896	2,792,953	433,417	2,085,378	708,448	483,102	1,979,635	12,844,336	46.87%	27,406,354	

WATER														
Year	Region	% of Total	Municipalities									Total of Municipalities	% of Municipalities	Grand Total
			Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL				
2000	3,219,805	17.83%	3,503,582	755,612	3,660,382	289,155	1,173,795	2,844,907	344,294	2,263,622	14,835,349	82.17%	18,055,154	
2001	5,779,807	36.26%	1,774,747	538,393	3,730,592	296,410	992,328	967,921	372,124	1,488,644	10,161,159	63.74%	15,940,966	
2002	4,959,890	25.61%	2,702,252	459,648	4,698,249	643,000	1,164,469	2,321,924	575,943	1,844,381	14,409,866	74.39%	19,369,756	
2003	12,469,606	49.70%	434,623	1,080,747	5,165,853	356,647	1,046,284	2,341,143	758,627	1,434,745	12,618,669	50.30%	25,088,275	
2004	30,231,918	71.41%	1,480,121	255,385	4,985,385	435,630	1,488,236	1,406,407	1,041,736	1,009,653	12,102,553	28.59%	42,334,471	
Total Expenditures	56,661,026	46.91%	9,895,325	3,089,785	22,240,461	2,020,842	5,865,112	9,882,302	3,092,724	8,041,045	64,127,596	53.09%	120,788,622	
5yr. Expenditure Average	11,332,205	46.91%	1,979,065	617,957	4,448,092	404,168	1,173,022	1,976,460	618,545	1,608,209	12,825,519	53.09%	24,157,724	

COMPARISON OF MUNICIPALITIES - BUDGETS

2001 Budgeted											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$16,174,354	\$3,718,500	\$706,000	\$5,393,000	\$370,000	\$1,275,000	\$2,674,000	\$1,280,500	\$1,204,000	\$32,795,354	
Wastewater	\$12,841,540	\$3,435,975	\$1,150,000	\$2,770,000	\$425,420	\$1,425,000	\$790,000	\$50,000	\$1,862,500	\$24,750,435	
Water Works	\$11,947,695	\$3,011,500	\$625,000	\$4,300,000	\$325,000	\$1,430,000	\$2,131,000	\$443,000	\$1,339,000	\$25,552,195	
Total	\$40,963,589	\$10,165,975	\$2,481,000	\$12,463,000	\$1,120,420	\$4,130,000	\$5,595,000	\$1,773,500	\$4,405,500	\$83,097,984	

2002 Budgeted											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$24,848,943	\$1,261,250	\$850,500	\$5,500,000	\$165,000	\$690,000	\$1,897,000	\$649,670	\$1,309,000	\$37,171,363	
Wastewater	\$14,830,253	\$2,933,750	\$405,000	\$3,282,000	\$476,667	\$1,805,000	\$875,000	\$97,000	\$1,423,500	\$26,128,170	
Water Works	\$18,754,841	\$350,000	\$450,000	\$4,300,000	\$389,245	\$1,470,000	\$2,250,000	\$497,500	\$1,313,000	\$29,774,586	
Total	\$58,434,037	\$4,545,000	\$1,705,500	\$13,082,000	\$1,030,912	\$3,965,000	\$5,022,000	\$1,244,170	\$4,045,500	\$93,074,119	

2003 Budgeted											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$40,905,237	\$11,827,855	\$892,202	\$5,500,000	\$670,000	\$925,000	\$3,917,500	\$1,178,500	\$1,598,000	\$67,414,294	
Wastewater	\$15,345,702	\$8,805,970	\$955,337	\$2,888,000	\$531,000	\$1,675,000	\$1,657,000	\$311,000	\$1,607,500	\$33,776,509	
Water Works	\$13,022,305	\$2,279,545	\$1,145,944	\$4,300,000	\$393,000	\$1,100,000	\$2,981,000	\$1,149,000	\$1,182,000	\$27,552,794	
Total	\$69,273,244	\$22,913,370	\$2,993,483	\$12,688,000	\$1,594,000	\$3,700,000	\$8,555,500	\$2,638,500	\$4,387,500	\$128,743,597	

2004 Budgeted											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$30,728,000	\$16,815,273	\$966,000	\$5,500,000	\$572,000	\$1,200,000	\$2,151,000	\$910,000	\$1,212,500	\$60,054,773	
Wastewater	\$30,368,000	\$8,889,727	\$573,800	\$2,990,000	\$400,000	\$4,620,000	\$1,067,000	\$70,000	\$1,159,000	\$50,137,527	
Water Works	\$30,450,000	\$2,160,790	\$481,500	\$4,300,000	\$325,000	\$1,738,000	\$488,000	\$1,050,000	\$1,400,300	\$42,393,590	
Total	\$91,546,000	\$27,865,790	\$2,021,300	\$12,790,000	\$1,297,000	\$7,558,000	\$3,706,000	\$2,030,000	\$3,771,800	\$152,585,890	

2005 Budgeted											
Division	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	
Roads	\$27,230,000	\$6,443,277	\$1,026,470	\$5,500,000	\$608,798	\$2,010,000	\$3,852,000	\$1,061,000	\$1,779,500	\$49,511,045	
Wastewater	\$36,385,000	\$8,798,510	\$321,103	\$3,407,000	\$571,263	\$1,650,000	\$1,077,000	\$70,000	\$1,441,250	\$53,721,126	
Water Works	\$28,499,500	\$4,432,250	\$470,323	\$4,300,000	\$445,949	\$6,840,000	\$855,000	\$1,115,000	\$822,000	\$47,780,022	
Total	\$92,114,500	\$19,674,037	\$1,817,896	\$13,207,000	\$1,626,010	\$10,500,000	\$5,784,000	\$2,246,000	\$4,042,750	\$151,012,193	

Per Capita Spending Comparison

2001

	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	Average
Roads	\$81.88	\$34.34	\$26.96	\$21.87	\$32.97	\$18.70	\$66.69	\$38.95	\$102.76	\$425.12	\$47.24
Wasterwater	\$29.35	\$27.46	\$75.48	\$22.08	\$24.73	\$18.43	\$20.34	\$4.40	\$56.88	\$279.15	\$31.02
Water	\$14.08	\$22.52	\$29.18	\$19.54	\$16.42	\$20.50	\$34.39	\$17.47	\$107.57	\$281.67	\$31.30
Total	\$125.31	\$84.32	\$131.62	\$63.49	\$74.12	\$57.63	\$121.42	\$60.82	\$267.21	\$985.94	\$109.55
Average	\$41.77	\$28.11	\$43.87	\$21.16	\$24.71	\$19.21	\$40.47	\$20.27	\$89.07	\$328.65	

2002

	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	Average
Roads	\$76.72	\$13.17	\$45.60	\$48.10	\$7.11	\$30.57	\$70.77	\$ 30.46	\$64.61	\$387.11	\$43.01
Wasterwater	\$22.95	\$59.42	\$30.87	\$14.15	\$20.19	\$29.69	\$26.49	\$ 32.35	\$114.12	\$350.23	\$38.91
Water	\$12.08	\$32.66	\$23.95	\$35.18	\$34.16	\$23.15	\$78.25	\$ 25.15	\$125.84	\$390.42	\$43.38
Total	\$111.75	\$105.25	\$100.42	\$97.43	\$61.46	\$83.41	\$175.51	\$87.96	\$304.57	\$1,127.76	\$125.31
Average	\$37.25	\$35.08	\$33.47	\$32.48	\$20.49	\$27.80	\$58.50	\$29.32	\$101.52	\$375.92	

2003

	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	Average
Roads	\$88.37	\$103.33	\$40.85	\$49.40	\$30.72	\$11.99	\$75.26	\$46.15	\$78.05	\$524.12	\$58.24
Wasterwater	\$22.15	\$59.42	\$22.66	\$22.47	\$20.90	\$35.61	\$20.04	\$9.30	\$123.41	\$335.96	\$37.33
Water	\$29.00	\$5.25	\$56.32	\$38.68	\$18.95	\$20.80	\$78.90	\$33.12	\$97.89	\$378.91	\$42.10
Total	\$139.52	\$168.00	\$119.83	\$110.55	\$70.57	\$68.40	\$174.20	\$88.57	\$299.35	\$1,238.99	\$137.67
Average	\$46.51	\$56.00	\$39.94	\$36.85	\$23.52	\$22.80	\$58.07	\$29.52	\$99.78	\$413.00	

2004

	Region	Niagara Falls	Port Colborne	St. Catharines	Thorold	Welland	Fort Erie	Grimsby	NOTL	Total	Average
Roads	\$71.54	\$163.40	\$51.44	\$30.98	\$31.15	\$28.35	\$111.13	\$0.00	\$93.47	\$581.46	\$64.61
Wasterwater	\$52.05	\$25.48	\$30.41	\$32.35	\$29.81	\$101.70	\$26.60	\$0.00	\$315.43	\$613.82	\$68.20
Water	\$70.32	\$17.89	\$13.31	\$37.33	\$23.14	\$29.58	\$47.40	\$45.48	\$68.89	\$353.34	\$39.26
Total	\$193.90	\$206.77	\$95.16	\$100.67	\$84.09	\$159.63	\$185.13	\$45.48	\$477.79	\$1,548.62	\$172.07
Average	\$64.63	\$68.92	\$31.72	\$33.56	\$28.03	\$53.21	\$61.71	\$15.16	\$159.26	\$516.21	

Asset Replacement Index - 70 year Life Cycle			
Municipality	*Capital Replacement Cost	*Annual Capital Replacement Cost	3yr. Rolling Average
Region	\$367,000,000	\$5,190,000	\$29,662,069
St. Catharines	\$521,000,000	\$7,300,000	\$8,020,328
Niagara Falls	\$315,000,000	\$4,500,000	\$5,793,163
Port Colborne	\$73,000,000	\$1,020,000	\$1,135,487
Welland	\$210,000,000	\$2,900,000	\$4,033,524
Thorold	\$61,000,000	\$860,000	\$923,295
Fort Erie	\$166,000,000	\$2,400,000	\$2,746,499
Grimsby	\$75,000,000	\$1,100,000	\$1,110,102
Niagara-on-the-Lake	\$93,000,000	\$1,300,000	\$4,131,006
Total	\$1,881,000,000	\$26,570,000	\$57,555,473

Asset Replacement Index - 50 year Life Cycle			
Municipality	*Capital Replacement Cost	**Annual Capital Replacement Cost	3yr. Rolling Average
Region	\$367,000,000	\$7,340,000	\$29,662,069
St. Catharines	\$521,000,000	\$10,420,000	\$8,020,328
Niagara Falls	\$315,000,000	\$6,300,000	\$5,793,163
Port Colborne	\$73,000,000	\$1,460,000	\$1,135,487
Welland	\$210,000,000	\$4,200,000	\$4,033,524
Thorold	\$61,000,000	\$1,220,000	\$923,295
Fort Erie	\$166,000,000	\$3,320,000	\$2,746,499
Grimsby	\$75,000,000	\$1,500,000	\$1,110,102
Niagara-on-the-Lake	\$93,000,000	\$1,860,000	\$4,131,006
Total	\$1,881,000,000	\$37,620,000	\$57,555,473

*Figures taken from the "Water and Wastewater Master Servicing Plan Update" (2003)

**Based on a 50 year life span or 2% annual replacement