

UPDATE ON STRATEGIC INITIATIVES



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UPDATE ON STRATEGIC INITIATIVES

The purpose of this presentation is to provide Council with an update on six of Council's strategic initiatives and answer any questions that Council may have.

- The six updates include:
- GO Train to Niagara
 - Inter-Municipal Transit
 - Niagara Health System (NHS) Niagara South Hospital
 - Niagara Regional Police Service (NRPS) Casino Patrol Unit
 - Niagara District Airport (NDA)
 - Canadian National (CN) Rail Crossings in Niagara Falls



GO TRAIN TO NIAGARA

Council's 2015 - 2018 Strategic Priority Reference

Bring year-round GO Train service to Niagara Falls to leverage the economic synergies by linking Niagara Falls to the GTA

Overview

The expansion of two-way, all-day GO Train service between Niagara Falls and the Greater Toronto Hamilton Area (GTHA) will have a transformative effect on the current and future economic and community development of Niagara, and will contribute to the wider economic and growth objectives of the Province.

While GO bus service currently operates in the region, rail service not only signals a real commitment on the part of the Province, but a sense of permanence for the residents and businesses of Niagara, potential residents looking to relocate and investors looking to help strengthen Niagara's communities.

The Niagara GO Train Expansion Project Team, composed of officials and staff from Niagara municipalities prepared a comprehensive business case that was submitted for the province's consideration. Representatives met with the Minister of Transportation, Metrolinx and GO to discuss the plan and how it aligns with Ontario's goals to strengthen the province's transportation network and drive economic prosperity. The business case was sound and it addressed all concerns, including long-standing issues like the Welland Canal crossing.

The total project costs for Niagara GO train service is \$130 million which includes:

- \$40 million in station improvements
- \$80 million in track improvements
- \$10 million for contingency

Daily GO Train service will include:

- 7 trains in and 7 trains out of Niagara, 4 a day terminating in Niagara Falls
- Connection to Confederation station for transfer to Lakeshore West line
- Schedules that accommodate the canal crossing



Timeline

To Date

- ✓ The Niagara GO Train Expansion Project Team established in 2014
- ✓ Niagara Business Case for GO was submitted in April 2015
- ✓ February 2016 Provincial budget identified GO Train to Niagara

Upcoming

- ★ Announcement regarding timing of GO train to Niagara Falls expected by end of June 2016
- ★ Regional Transportation Master Plan to be completed in 2017
- ★ GO Transit Hub and Transit Stations Study to be completed by the end of 2017

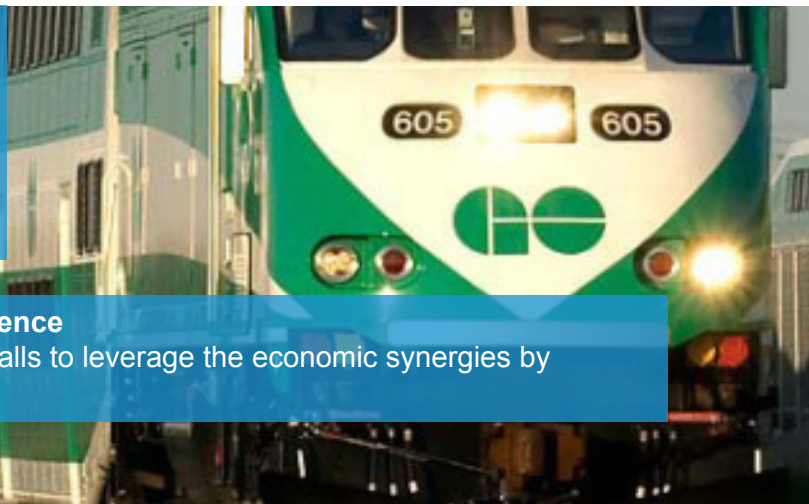


GO TRAIN TO NIAGARA

Council's 2015 - 2018 Strategic Priority Reference

Bring year-round GO Train service to Niagara Falls to leverage the economic synergies by linking Niagara Falls to the GTA

Status



The 2016 provincial budget commitment to expand daily GO Train service to Niagara was announced in February 2016. This is a clear commitment from the Province as Niagara was one of only two communities named for GO rail extension. We are currently awaiting confirmation of the timing of the project by the Province with an announcement expected by the end of June 2016.

In the meantime, we continue to move forward with projects that will improve transportation within the region and put Niagara in a position to best leverage daily GO Train service when it arrives.

Niagara Region, in partnership with the municipalities of Grimsby, Lincoln, St. Catharines, Niagara-on-the-Lake, and Niagara Falls, and in consultation with Metrolinx, is undertaking a **GO Transit Hub and Transit Stations Study**.

The study will support the introduction of two-way GO train service between Niagara Falls and Hamilton.

It will involve the preparation of:

- Preliminary design plans for each station
- Secondary plans for the lands around the station areas
- Transportation analysis around each station

Goals, objectives and expected outcomes for the study are to:

- Identify a long-term vision and plan for future GO stations and the lands around the stations
- Plan for growth and economic development
- Support opportunities for high quality urban design, integrated mobility and transit-supportive development
- Consult and collaborate with key stakeholders, agencies and the public
- Identify critical infrastructure needs

The study began in January 2016 and will take approximately 18 months to complete. A new **Regional Transportation Master Plan** is also being developed that provides a long-term vision for how we travel in and around Niagara, and how we can improve our transportation systems.

This plan covers all modes of transportation – driving, walking, cycling, airports and public transit, including daily GO Train service. Work on the plan has already started and the final plan is expected to be completed in 2017.



INTER-MUNICIPAL TRANSIT

Council's 2015 - 2018 Strategic Priority Reference

Strengthen public transit linkages between the municipalities to assist in the movement of people for employment and education opportunities.

Overview

Niagara Falls, St. Catharines, and Welland, along with the Niagara Region, are working together to consider transit requirements for an integrated transit system.

Work is underway to develop options for a joint transit system that meets the needs of all municipalities, in response to a motion from Niagara Regional Council (March, 2015) and subsequent support by the three municipalities.

Status

The Inter-Municipal Transit Working Group, comprised of the Regional Chair and Niagara Region staff, and Mayors, CAOs and staff from Niagara Falls, St. Catharines and Welland, continues to advance their work and is targeting the end of 2016 to present options for the future of inter-municipal transit to participating municipal councils.

The three components of the work plan, developed in January 2016 include:

- **Determine preferred options for inter- municipal transit and prepare business case(s) for consideration by municipal councils.**
Dillon Consulting Limited, with a team including Gary McNeil - former president of GO Transit, has been engaged to undertake completion of the Transit Service Delivery and Governance in the Niagara Region report. They are charged with developing options that are customer-centric, efficient, innovative and integrated with other major initiatives such as GO rail, transit station and hub studies, and the Niagara Transportation Master Plan.
- **Continue to make the existing pilot the best it can be, including ensuring better services for Brock University and Niagara College in time for the 2016 academic year.**
Discussions are being held with post-secondary institutions to better coordinate provision of service including improved connections.
- **Participate in uncovering new, leading edge technologies and service delivery arrangements.**
Priority focus is on more seamless trip planning and fare integration. In particular, the consultants will be performing due diligence on PRESTO fare integration technology.

Timeline

To Date

- ✓ Inter-Municipal Transit Working Group is formed in Fall 2015
- ✓ Workplan developed in January 2016

Upcoming

- ★ Report on Brock University and Niagara College transportation solutions available in July 2016 for implementation in September
- ★ PRESTO Fare integration due diligence available in Fall 2016
- ★ Dillon *Transit Service Delivery and Governance in the Niagara Region* report to be completed by 4th quarter of 2016
- ★ Inter-Municipal Pilot project continues until the end of Spring 2017



NIAGARA HEALTH SYSTEM (NHS) NIAGARA SOUTH HOSPITAL

Council's 2015 - 2018 Strategic Priority Reference

Expedite the establishment of the new Niagara Hospital through the planning and development processes

Overview

The new Niagara South hospital is being constructed to replace aging facilities in Niagara Falls, Fort Erie, Niagara-on-the-Lake, Welland and Port Colborne. Thirty acres of serviced land, at the intersection of Montrose Road and Biggar Road, was donated in 2013 by the Grassl family for the project.

The Provincial Ministry of Health and Long-Term Care announced a \$26.2 million planning grant process for the new hospital in January 2014 and the Niagara Health System (NHS) formed a planning committee, with City of Niagara Falls representation, to steer the organization through the process.

The NHS Niagara Hospital Site is being developed through a three phase Master Plan approach. The phases include:

- **Phase One** – Discovery Phase includes development of design goals and objectives, review of the Facilities Condition Assessment Report, review of cultural heritage reports, tours of existing facilities, and meetings with stakeholders, staff, community and patients
- **Phase Two** – Development Phase includes site analysis, development of Master Plan program, development of three options, meetings with stakeholders and selection of one preferred/recommended option.
- **Phase Three** – Refinement Phase includes development of recommended option and preparation of the final submission.

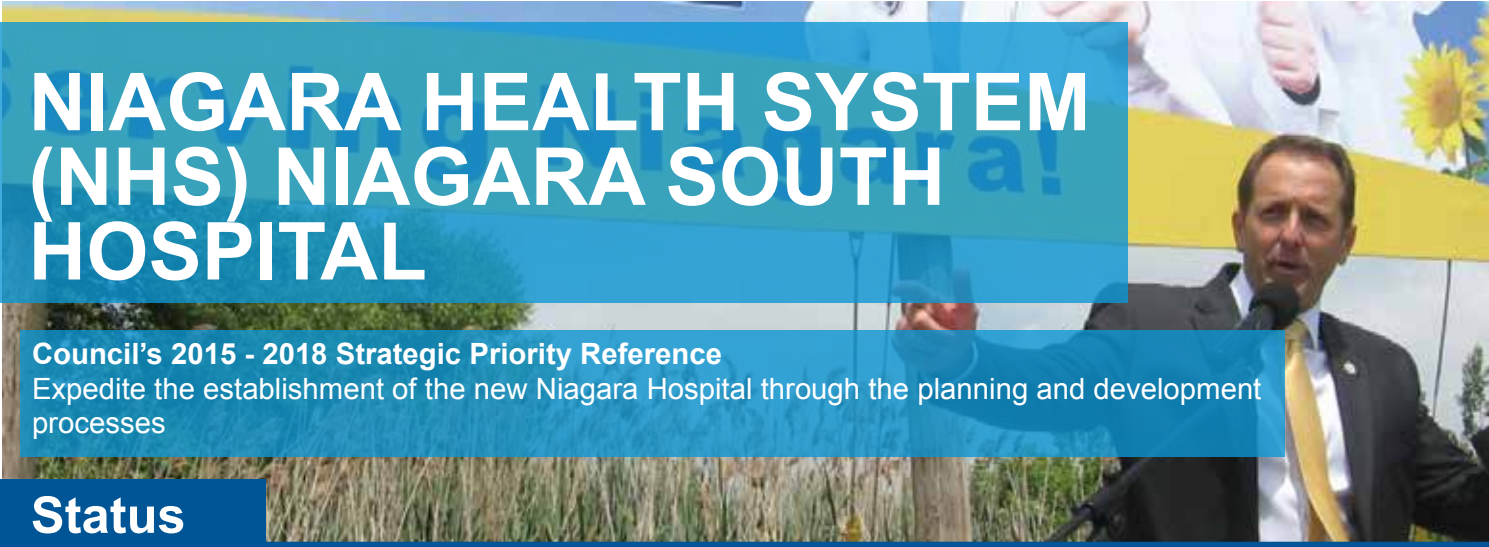
Timeline

To Date

- ✓ New Niagara South Hospital site in Niagara Falls announced in 2013
- ✓ Planning grant announced by Province January 2014
- ✓ Planning Committee established in 2014
- ✓ Phase One of Master Plan submitted in December 2015

Upcoming

- ★ Phase Two of Master Plan to be submitted in Fall 2016
- ★ Land transfer to be completed by October 2016
- ★ Phase Three final submission to be completed by end of 2016 and submitted in January 2017



NIAGARA HEALTH SYSTEM (NHS) NIAGARA SOUTH HOSPITAL

Council's 2015 - 2018 Strategic Priority Reference

Expedite the establishment of the new Niagara Hospital through the planning and development processes

Status

Phase One of the Master Plan was submitted to the Province in December 2015, and the Planning Committee is now well into Phase Two. Site plans have been completed, and at 1.2 million square feet, the hospital could be 3-400,000 square feet bigger than originally planned, which could require additional lands. Staff has conducted land appraisals, and is in negotiations with the property owners regarding a potential purchase.

Consultants have been engaged to start the Phase II site assessment, and the Stage 4 Archaeological Study is underway.

City Council passed By-law 2016-03 to introduce more flexibility with the design of the new hospital and the zoning bylaw has been amended with site specific provisions.

Prior to the land transfer, a Record of Site Condition, and traffic and site servicing studies will be required to be undertaken by the City.

Niagara Falls City Council committed \$22 million towards the hospital project. Funds from the OLG contribution agreement are set aside in a reserve account during the annual budget process.



NIAGARA REGIONAL POLICE SERVICE (NRPS) CASINO PATROL UNIT

Council's 2015 - 2018 Strategic Priority Reference

We are committed to being financially responsible to the residents of Niagara Falls by practicing prudent fiscal management of existing resources, and by making sound long-term choices that allow core City programs and services to be sustainable now and into the future.

Overview

The Niagara Regional Police (NRP) Casino Patrol Unit was established in 1996 after Casino Niagara opened. Currently, staffing of the Casino Patrol Unit sits at 32 budgeted uniform positions and one civilian position. The unit covers 26 square kilometres of the City.

Ontario Lottery and Gaming Corporation (OLG) used to pay \$4.3 million in policing costs for Niagara Falls' two casinos under its previous agreement with the city. This was in addition to the annual flat fee of \$3 million Niagara Falls received for hosting Fallsview Casino and Casino Niagara.

Under a new agreement with OLG that commenced in 2014 based on OLG slot and table-game revenue, Niagara Falls is now responsible for paying for the Casino Patrol Unit policing costs.

Niagara Falls also pays a percentage of the overall police budget.

On February 24, 2015 Council directed that a consultant be engaged to examine policing costs and service levels for the Casino Patrol Unit, including per capita policing costs, compared to other municipalities.

Status

The City has engaged risk and business consultants, Protiviti, to undertake a business case related to the funding model for the Casino Patrol Unit.

Ongoing discussions are taking place with the NRP and other stakeholders regarding the \$4.2 million payment. Funding, staffing and statistical information is being collected.

Analysis of provision of service, and fairness in funding model is being examined to determine the appropriate level of funding for Casino policing and general policing in the City.

Timeline

To Date

✓ Niagara Falls City Council directs staff to hire a consultant to review the payment model for NRP Casino Patrol unit in February 24, 2015

✓ Protiviti is hired to undertake study in March 2016

Upcoming

★ Business Case to be completed by September 2016.

★ Report and presentation to Council in October 2016

★ Recommendations to be implemented in the 2017 budget cycle



NIAGARA DISTRICT AIRPORT (NDA)

Council's 2015 - 2018 Strategic Priority Reference

We are committed to be a City that will attract and retain business investment, create employment, diversify the economy, and broaden the tax base.

Overview

The Niagara District Airport was established at its current location, 468 Niagara Stone Road in Niagara-on-the-Lake, in 1935. It sits on 322 acres just north of the QEW, and features three active paved runways. In 2015, 32,287 aircraft movements were recorded at the airport, including 181 jets.

The Niagara District Airport is currently financially supported by Niagara-on-the-Lake, Niagara Falls and St. Catharines, and operated by the Niagara District Airport Commission. For 2016, the approved budget totals \$632,500 in operating costs and \$229,083 in capital investment. These amounts are to be funded by \$585,483 in municipal tax funding and \$276,100 in revenue generated by the airport.

The airport's current business planning considers introduction of commercial passenger services, as well as opportunities in areas such as fly-in tourism packages with local attraction operators, an aircraft maintenance hub, and a PrecisionAgriCentre to test & develop solutions for agriculture. A 2013 study of commercial passenger services estimated a positive annual financial impact to the region of approximately \$15 million for a twice-daily service operating 180 days per year.

An investment of \$12 million by the Federal, Provincial and Regional governments was made at the airport in 2011 with the completion of a new terminal building and upgrades to the primary runway and apron. In the forecasted 10 year period, capital investments required could equal approximately \$9.8 million. This amount would provide for rehabilitation of the secondary runways, as well as investments to service airport land for future commercial and private development.




These costs exclude any revenues or expenditures associated with a potential introduction of commercial passenger services. A 2014 study indicated a potential initial capital cost of \$6,400,000 related to passenger service, with annual potential operating surpluses ranging between \$82,000 and \$800,000 for up to 4 daily flights, 180 days per year.

Timeline

To Date

-  Local municipalities and the Airport Commission request Region to review NDA governance in 2015
-  Regional Council allocates funds in 2016 budget to hire consultant
-  Airports survey and public meetings currently taking place

Upcoming

-  Final report and recommendations are expected in July 2016
-  The report will be presented to the Region's Transportation Steering Committee in August 2016
-  Following Regional Council's decisions, work with local municipalities and the NDA Commission will continue based on direction received



NIAGARA DISTRICT AIRPORT (NDA)

Council's 2015 - 2018 Strategic Priority Reference

We are committed to be a City that will attract and retain business investment, create employment, diversify the economy, and broaden the tax base.

Status

Following requests from several local municipalities and the airport commission to consider Regional financial and operational involvement in Niagara's airports, the Niagara Region has engaged Terra Tech consultants to prepare a business case to determine options for future governance of the Niagara District Airport.

Ongoing meetings taking place with Airport Liaison Committee comprised of the Regional Chair and staff, and Mayors, CAO's and representatives of Niagara Falls, St. Catharines and Niagara-on-the-Lake.

An Airports Survey is currently being undertaken to seek public input into the potential future involvement of the Region in Niagara's two existing municipally-funded airports – NDA and Dorothy Rungeling Airport, located at 435 River Rd. in Pelham. Public information meetings are also being held during May and June to gather input.



CANADIAN NATIONAL (CN) RAIL CROSSINGS IN NIAGARA FALLS

Council's 2015 - 2018 Strategic Priority Reference
Develop a strategy to address rail crossings in urban Niagara Falls

Overview

City Council is concerned about the impact of the CN Rail traffic on emergency service provision and on the daily lives of local residents. Breakdowns, malfunctions and delays occur frequently on the rail line that traverses the City.

In 2008, an Ad Hoc Committee of Council was formed to address this issue. Their mandate is to pursue the rerouting of the CN trains that currently operate through the built up area of the City of Niagara Falls. The objective to be achieved in rerouting of the trains is to reduce the traffic delays experienced at the various level crossings for the traveling public and emergency services. The rerouting will also eliminate the need for the construction of the grade separations in the urban area of the City of Niagara Falls.

The Niagara Falls Sustainable Transportation Master Plan (2011) recommended that:

- the City initiate a thorough review of all existing railway corridors in the city, in discussion with the railroads and Transportation Canada
- the City continue to liaise with rail operators to determine future needs and opportunities
- a process be developed to prioritize where new railway grade separations would provide the most benefit
- review should include consideration of future rail traffic demands and opportunities to divert rail traffic around the City

Status

An Ad Hoc Committee has been struck to address CN rail concerns. Gary McNeil, the former President of GO, has recently been engaged by the Committee to assist with discussions and collaborations with CN, and to make recommendations.

Currently CN and the City of Niagara Falls are attempting to work together to advance the shared goal of keeping communities safe. Thus far, discussions with CN regarding rail safety have led to protocols to inform the City, through the Mayor's Office and Fire department of rail delays and breakdowns within the urban area. In addition, CN has introduced AskRail, a mobile application that gives first responders real-time information about the contents of rail cars.

Timeline

To Date

- ✓ Ad Hoc Rail Committee formed in 2008
- ✓ The Niagara Falls Sustainable Transportation Master Plan completed (2011)

Upcoming

- ★ Ad Hoc Committee with the assistance of Gary McNeil, will meet with CN and other stakeholders (Summer-Fall 2016)